

# Corporate Plan and Delivery Plans 2015 - 2019





# A Council Fit for the Future

## *Foreword by Mayor Gordon Oliver*

It is a privilege to be elected Mayor of Torbay for a second term and to be able to build on the achievements of the last four years. Despite the challenge of reduced funding as a result of the Government's austerity measures, we have still delivered or enabled significant achievements including:

- The proportion of people claiming job seekers allowance across Torbay has fallen from 4.3% in 2011 to 1.9%.
- A landmark development on Torquay's waterfront on the site of the former Palm Court Hotel.
- South Devon Link Road has been completed, vastly improving Torbay's transport link.
- Torre Abbey has undergone its phase 2 restoration to showcase its 800 year history and won prestigious accolades.
- Torbay along with Devon County Council and Plymouth City Council have created the Energy from Waste facility for waste which cannot be recycled.
- The Council has been awarded Purple Angel Status meaning that more staff are dementia aware.
- The fishing industry supported by the Council in Brixham is thriving and has gained a world class reputation for quality.
- The Torquay Promenade and Banjo was restored and opened to the public for the first time since 2006.
- White Rock Business Park continues to move forward which will bring new jobs and investment to the area.

I made election promises to our communities to ensure the best possible outcomes for all and deliver regeneration projects which will continue to shape Torbay's economic future. However, the Government has been clear about the funding reductions which can be expected across the public sector and the next four years will continue to be challenging for Torbay. This Corporate Plan sets out the ambitions the Council will work towards over the next four years as well as recognising the challenges we face and the need to do things differently.



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# Introduction

Torbay is a great place to live, work and visit. It has a fantastic natural environment as part of the South Devon coastline and is consistently rated among the UK's top tourist destinations. With great access to the sea from a number of harbours and beaches, our communities also enjoy the benefits of a more urban style of living.

The South Devon Highway will encourage new businesses to set up in Torbay which will help improve the local economy. It will enable easier access to the facilities and tourism offer of Torbay.

There has been and remains a significant financial challenge to Torbay Council. Over the last four years the Council has had to make difficult decisions about its services in light of the Government's austerity measures and reduced levels of funding. The future for local government remains uncertain with further reductions in funding expected in 2016/17 and beyond.

It is estimated that the Council will have a budget gap of £33m over the three years between 2016/17 and 2018/19, based on a financial base of £110m in 2015/16. This is a significant challenge especially when the majority of services are statutory i.e. we have to provide them by law. As we need to maintain these services further pressure will be placed on the non-statutory services the Council provides.

To meet this challenge we will explore new and innovative ways to deliver services and maximise value for money. The scale of the budget gap needed means it is no longer possible to achieve the savings required by making simple efficiencies. Some services will have to change significantly or, unless statutory, may no longer be provided.

We will also explore the possibility of devolution. Devolution can offer greater powers and financial freedoms and it is important that the Council grasps any such opportunity.

To sit alongside this Corporate Plan, we have prepared a visual representation of how our ambitions, actions and principles sit together, as demonstrated on page 7.

*To meet this challenge  
we will explore new and  
innovative ways to deliver  
services and maximise  
value for money*

# Our ambitions

In order to create a Council fit for the challenges of the future, we will focus on creating a prosperous and healthy Torbay.

By focusing on these two ambitions, we can work towards ensuring our communities are healthy and thrive.

“A prosperous and healthy Torbay”



# A prosperous Torbay

The local economy is showing signs of recovering from the recession, with recent statistics pointing to a rise in salary rates in Torbay. Unemployment has also fallen more quickly than anticipated and this has been assisted by actions taken by the Council and its partners to encourage investment, by businesses, in growth.

The long awaited South Devon Highway has opened and we must capitalise on that investment to ensure that our economy builds on its recent successes. This will lead to additional higher value employment and the wider benefits that brings to the area through improvements in health, educational attainment and other benefits.

The Council's Economic Strategy 2013-2018 and Local Plan sets out the need to create more employment in Torbay and this means we need to continue to secure investment in support of the right infrastructure for economic growth including road, rail and broadband as well as sites and premises.

The Torbay Development Agency (TDA) will continue to work in partnership with important sectors and businesses such as hi tech industries and manufacturing. We will continue to encourage people to start new businesses and support them to ensure they are fully exploiting business support programmes to accelerate their growth.

We will continue to work with schools, businesses and other partners to ensure that young people are supported through work placements, apprenticeships and shadowing opportunities to build their future careers within the Bay. Working in partnership with schools and business and other partners we can ensure the supply of labour into the economy meets local needs. We need to ensure that our care leavers are considered for work placements, apprenticeships and mentoring support to build their confidence and experience of working life.

Revitalisation of the town centres is a critical part of Torbay's economic prosperity and the adoption of Masterplans for Paignton and Torquay will promote regeneration and growth across these towns.



# A healthy Torbay

We need to address and tackle the lifestyle issues and wider economic, social and environmental factors which can cause ill health. By tackling these lifestyle issues, individuals and communities can improve their life chances.

Across the life course, we need to ensure all children are given the best start in life. Families need to be supported to make the right choices in order to achieve the best outcomes for them and their children. We need to promote the importance of healthy lifestyles and the council's Joint Commissioning Team will work with partners to ensure there is a focus on targeted prevention and early intervention within all plans.

Torbay's natural environment is a wonderful asset which we need to ensure is protected, by providing attractive and safe open spaces we can encourage our communities to make the most of where we live and promote healthier lifestyles.

Torbay's economic prosperity is dependent on a healthy workforce and yet economic prosperity itself helps to create healthier communities, by supporting regeneration projects we will be able to improve the health inequalities which exist across Torbay.

Working with adult social care services and other community sector organisations, such as the Torbay Community Development Trust, and the voluntary sector we need to explore ways in which we can ensure older people age well, and are physically, mentally and socially active.

In order to achieve this within our reducing resources it is critical the Council delivers through new integrated approaches with our partners. We need to ensure that early intervention and prevention programmes are successful with the ultimate aim of reducing demand in the more costly reactive (intervention) services.

There are a number of health challenges facing Torbay, including:

- A gap in life expectancy between those people living in more deprived communities and those living in the least deprived.
- A gap in disability free life expectancy, people in more deprived areas live longer with disabilities.
- High levels of overweight and obese children and adults.
- High rates of alcohol related admissions to hospital.

By working with our partners we need to ensure that our communities are supported.

# Delivering for the **future**

In order to address the significant financial challenge the Council will face over the next few years, we need to think of new ways of working. We need to look at how other areas, both locally and nationally, have addressed similar threats and take the opportunity to do things differently.

## We need to base everything we do on three main principles:

- Use reducing resources to best effect.
- Reduce demand through prevention and innovation.
- Integrated and joined up approach.

## We will target our actions in five key areas:

- Protecting all children and giving them the best start in life.
- Working towards a more prosperous Torbay.
- Promoting healthy lifestyles across Torbay.
- Ensuring Torbay remains an attractive and safe place to live, visit and work.
- Protecting and supporting vulnerable adults.





An aerial photograph of Torbay, showing the town built on a hillside overlooking the sea. The water is filled with boats, and the town's buildings are densely packed. The image is used as a background for the slide.

# Use **reducing resources** to best effect

## Thinking for the future

We will continue to ensure we are working to maximise efficiencies, ensuring every pound and every hour of work is well spent but the scale of the budget gap means this alone will not be enough. Therefore we will need to think and act differently:

- We may stop providing some services.
- Some services will need to be provided differently with greater community support and / or with integrated working with our partners.
- We need to look at new ways to generate income using our current resources.
- We need to ensure statutory services are clearly defined and managed by the level of risk.

We need to take the lead on town centre regeneration, attracting new investment, new businesses, events and people to our town centres. This will secure income for the Council, but will also benefit our communities and key business sectors.

We need to take a lead role in housing policy and improve housing standards working with the private and community sector. We will continue to build on our success to date in dealing with unacceptable property management.

We need to recognise the skills and assets that exist within our communities and work in partnership with them to enhance the contribution they can make to their own future and that of Torbay.

These and other dynamic approaches will ensure Torbay stays at the forefront of innovation.

## The challenge

As part of the Government's deficit reduction plan, the Council has already made budget reductions in the region of £40m over the last four years. It is expected that budget reductions will continue for the rest of the decade given expected reductions in funding from central government, 'normal' budget pressures of inflation, an ageing population and increasing demand for social care services. It is estimated the Council will have a budget gap of £33m over the three years between 2016/17 and 2018/19.

# Reduce demand through prevention and innovation

## Thinking for the future

Building on our current approaches of working together and existing projects, we can reduce demand for services in a number of ways:

- Multi-agency teams working within communities to deliver joined-up services and respond to the needs of those communities.
- Support families to safely care for their children within the context of their community or where this isn't possible, ensure that alternative care arrangements are made for children in a timely way.
- Create an environment where our communities flourish with good physical and mental health.
- Create integrated services where people and families are supported in all aspects of their lives where there are challenges to prevent progression to the need for more intense care.
- Create services aimed at keeping people well and preventing or delaying the onset of disability and illness.
- Create integrated services where those in their older years or those living with illness or disability are supported to live independently and at home for as long as possible.
- Work in partnership with the community and voluntary sector to build resilience and ensure they are equal partners on service design and delivery.

Prevention and early intervention must be a key component of all Council services. In providing services which help to address needs earlier and aim to deal with the wider causes of all problems, the Council will improve outcomes for communities and individuals, reducing the demand for reactive and intervention based services which are far more costly than preventative services.

## The challenge

There is growing demand for our all of our services due to an ageing population, increasing numbers of people and families living with complex illnesses and needs and increasing numbers of children being referred to children's social care services. This is not unique to Torbay and this pattern is seen across the country which is reflected in the pressure on social care and health services.

The Council has an important role to play in reducing this demand in the future as:

- Torbay's economic prosperity is closely linked to the health and well-being of our communities and the individuals who live here
- Failure to support vulnerable individuals, families and communities earlier on will result in higher costs for all organisations and will reduce our capacity to intervene earlier.



# Integrated and **joined up** approach

## Thinking for the future

Torbay has a national reputation for integrated working across health and social care and has received Pioneer status to take this forward.

The hospital has acquired Torbay and Southern Devon Health and Care NHS Trust to create an Integrated Care Organisation (ICO).

The Directors of Adult Social Care, Children's Services and Public Health are working with commissioners in the NHS to develop a Joint Commissioning Plan; this will include the production of local delivery models.

The creation of a Torbay Public Services Trust (TPST) across all agencies allows for the pooling of budgets as well as attracting external investment. The TPST will enable the co-commissioning and co-delivery of services through pooled budgets by a full range of partners and is being developed as part of the Social Work Innovation Fund project.

We will continue to work with other local authorities and partner organisations to see where there are opportunities to deliver services together. We will need to work with other local authorities to explore the possibility of devolution.

By maximising the benefits of joint working, we will be able to continue to focus on achieving our ambitions and as well as being able to do this within reducing resources.

## The challenge

Services delivered by different agencies, to only certain age groups or genders leads to services which are not fully integrated and may not provide a holistic approach to care. This means that it is not uncommon for clients to receive care from a number of different agencies and staff simultaneously.

Although Torbay has joined-up health and social care services, along with our partners we need to go much further if we are to address the needs of our communities as well as accomplishing this within the growing financial challenge we face.

# Corporate Plan 2015 - 2019

Ambitions

## A prosperous Torbay

## A healthy Torbay

Mayoral Manifesto Promises

We will continue the drive to create jobs and work with the Local Enterprise Partnership to gain maximum, economic and social benefits from government funding, including the pursuit of European funding to support specific projects.

Torbay will be a place where our town centres are revitalised and thrive to build our economic prosperity.

We will work to address inequalities of health, wealth and opportunity in Torbay, providing the right kind of help and support at the right time.

Torbay will be a place where we celebrate and champion the diversity of our population and every individual, organisation, business and community is encouraged to play an active role in the life of Torbay.

Torbay will be a place more in control of its future, where its governance is modernised as part of the Government's devolution agenda working with our neighbouring authorities.

We will support a referendum with reference to the Elected Mayor system as soon as is permitted in 2016.

Torbay will be a place where the cared for and caring, young and old, are respected and valued members of our society; and where healthy, happy and safe lives and homes are shared aspirations for every citizen.

Torbay will be a place where every citizen has access to a good education and is able to acquire the skills they need to join South Devon's workforce, where education, training and apprenticeship opportunities are available to all.

Torbay will be a place of well-connected neighbourhoods with a strong sense of identity and belonging, where a diverse mix of housing types and tenures ensures that homes are increasingly affordable to all that need them including the most vulnerable.

Torbay will be a lively and thriving tourist and event destination.

We will continue to plan long term for our sea defences and flood protection to ensure our three towns are protected from rising sea levels.

We will work to improve transport links across Torbay, ensuring it is effective, reliable and sustainable.

## Corporate Delivery Plans

Targeted Actions

Protecting all children and giving them the best start in life

Working towards a more prosperous Torbay

Promoting healthy lifestyles across Torbay

Ensuring Torbay remains an attractive and safe place to live and visit

Protecting and supporting vulnerable adults

Life Course

Starting Well



Developing Well



Living and Working Well



Ageing Well

Principles

Use reducing resources to best effect

Reduce demand through prevention and innovation

Integrated and joined up approach

# **Delivery Plans 2015-2019**

Appendix to the  
Corporate Plan

# Context

The Corporate Plan identifies five targeted actions towards our ambition of creating a prosperous and healthy Torbay. These are:

**Targeted Action 1:** Protecting all children and giving them the best start in life

**Targeted Action 2:** Working towards a more prosperous Torbay

**Targeted Action 3:** Promoting healthy lifestyles across Torbay

**Targeted Action 4:** Ensuring Torbay remains an attractive and safe place to live and visit

**Targeted Action 5:** Protecting and supporting vulnerable adults

The delivery plans which follow provide an overview of what the Council will do over the next three years to address each of these targeted actions. The Policy Framework within which the Council and the Mayor will operate is shown against each targeted action. We have ensured that we have reflected the Marmot Review into health inequalities which was published in 2010 (with a quote from the Review highlighted at the start of each of the following sections). In meeting the ambitions of the Corporate Plan, the Council wants to address the social determinants of health, as the conditions in which people are born, grow, live, work and age can lead to health inequalities.

Progress will be reported to the Audit Committee on a quarterly basis in a transparent and open manner. Any challenges will be explained and any changes to actions that are needed to be made will be reported and published. The Audit Committee will refer matters, by exception, to the Overview and Scrutiny Board where it is felt that further investigation is required.

The performance indicators and risks outlined within this document have been identified at a point in time. These will be monitored and reviewed on a regular basis, and as a result may change. In addition, services across the Council will continue to manage a full range of performance indicators.

Targeted Action 1:

**Protecting all children  
and giving them the  
best start in life**

*“Giving every child the best start in life is crucial to reducing inequalities across the life course.”*

## Where we aim to be by 2019

Torbay Council is committed to improving outcomes for children and families and is consequently committed to a journey to provide 'good' quality children's services.

We will adopt a child-focused culture across all Council services and develop our Children's Services into a commissioning organisation. We will ensure that improvement in the quality of service delivery is married with a financial plan with delivery strands aimed at reducing demand, ensuring the voice of the child is central to all aspects of delivery and keeping families together safely. We aim to integrate the Children's Services workforce with the newly formed Torbay and South Devon NHS Foundation Trust (The ICO).

We will develop our partnership working on cross-cutting priorities through the Public Service Trust and will strengthen local leadership to tackle issues needing attention which cut across more than one organisation, such as domestic abuse.

The Council will use its reducing resources to best effect through continuing to adopt a collective approach to the development of new services with the shared funding of projects agreed by the School Forum. We will establish and enable a Youth Trust including a sponsored academy to protect and develop provision for young

people. The Council will proactively manage the social care budget to maximise effectiveness ensuring a positive impact on the most vulnerable children and young people.

In reducing demand through prevention and innovation, the Council will jointly commission Health Visiting and Children Centres to provide a joined-up universal and targeted service. We will build community resilience and capacity through the Early Help Practice model and use a "commissioning for localism" approach. We will ensure our children and young people develop the ability and aspiration to maximise their future employment opportunities.

The Council will continue to take a joined up approach including the promotion of collaboration between schools and multi-academy trusts to secure the continuation of improved outcomes for all pupils. We will develop a Healthy Schools offer for Torbay to help and support schools in achieving healthy outcomes for all their students. Partnership will continue to be integral to all aspects of a quality children's safeguarding service.

### Policy Framework

- Joint Health and Wellbeing Strategy (incorporating the Children's and Young People's Plan)
- Housing Strategy (incorporating the Homelessness Strategy and Housing Allocations Policy)



## What we will focus on

Specific Actions	Responsibility	By when
Develop and implement a new improvement plan in response to the Ofsted Report (January 2016) with the aim of being judged as “Good”.	Children’s Improvement Board	April 2020
Develop and implement a revised Children’s Services Financial Plan focusing on reducing demand and establishing a stable financial position at a reduced level.	Director of Children’s Services and Executive Lead for Children’s Services	April 2020
Develop a full Early Help offer across the Children’s Partnership to underpin our ambition for safer families.	Partnership for Families	December 2017
Following the ‘Keeping Families Together, Safely’ delivery plan, improve family outcomes and therefore reduce entrants to care.	Assistant Director Children’s Safeguarding	April 2017
Ensure workforce retention and development of social workers.	Assistant Director Children’s Safeguarding	April 2017
Embed the Signs of Safety model of practice to assist families to develop their strengths and manage risk appropriately.	Assistant Director Children’s Safeguarding	April 2020
Learn from children’s views in the evaluation of service delivery.	Assistant Director Children’s Safeguarding	April 2017
Develop a whole family approach to the “Team around the child and family” model with adult services.	Partnership for Families	December 2017
Give children clearly planned journeys through care.	Assistant Director Children’s Safeguarding	April 2017
Integrate the Children’s Services workforce into Torbay and South Devon NHS Foundation Trust.	Integrated Care Organisation Board	September 2017

Develop area based integrated working targeted at our most vulnerable communities.	Partnership for Families	September 2017
Develop an integrated partnership-wide approach to domestic abuse.	Torbay Public Services Trust	July 2016
Improve pupil outcomes across all schools and providers through the Torbay Schools Forum project “Improving Outcomes for Vulnerable Children”.	Torbay Schools Forum	April 2018
Strengthen school improvement through building capacity within the ‘school to school’ model.	Joint Commissioning Team, Torbay Teaching School Alliance, Regional School Commissioner	September 2018
Continue to deliver the Schools Capital Programme ensuring that it meets the demands of the population moving forward.	Torbay Development Agency, Joint Commissioning Team	Phased approach until 2019
Stimulate the growth of early years’ provision to meet the needs of identified two year olds and the proposed expansion of the hours available to three and four year olds.	Joint Commissioning Team, Early Years Providers, Schools	September 2017
Implement SEND (Special Educational Needs and Disability) improvements to ensure that Torbay is prepared for the Local Area SEND Inspection requirements.	Joint Commissioning Team	September 2016
Establish a Healthy Schools Network with a focus on healthy weight and healthy food, physical activity, and emotional health and well-being.	Director of Public Health	September 2017
Strengthen the emotional health and wellbeing of children and young people with a focus on whole school programmes such as Thrive and giving children and young people resilience skills.	Health and Wellbeing Board	April 2017
Ensure school nursing services are able to lead on the Healthy Child Programme.	Director of Public Health	September 2017
Reshape our Health Visiting, School Nursing and Children’s Centre contracts to make best use of our resources to ensure that children are ready to learn once they start school.	Director of Public Health	April 2018

Targeted Action 2:

**Working towards  
a more prosperous  
Torbay**

Being in good employment  
is protective of health

## Where we aim to be by 2019

Over the life of this delivery plan, the Council aims to increase the extent of full time employment in Torbay and raise the level of resident based earnings. We will maximise opportunities from the Heart of the South West Local Enterprise Partnership (LEP) and align more closely with the economic growth plans of Greater Exeter.

We will raise the level of work place based earnings by supporting new and existing businesses to grow, supporting people to be employment ready and using the public sector's buying power to increase the impact of public spend. We will maintain the pace of increase with Plymouth and Devon.

We will increase the business rate base for Torbay Council (based on 2015 figures) recognising that Torbay Council needs a prosperous and strong business rate base to support delivery of these plans and maintain other services.

The Council will use its reducing resources to best effect by focusing on start up support using TDA advisor resource to do so, and support growth in the key sectors for the local economy including tourism, fisheries, electronics and photonics, health and care and retail through appropriate interventions.

We will reduce demand through prevention and innovation by focussing on the rapid delivery of the Masterplans. We will encourage private sector investment that will renew and enhance Torbay and ensure that Torbay benefits from the development of appropriate commercial space at Edginswell and Claylands. This will be supported by the LEP-wide construction skills labour market programme.

Torbay Council will take a joined up approach and work with South Devon College to support an increase in its Higher Education provision through the development of its Campus. The Council will increase its local procurement spend over the period and work with public sector partners in the area to do the same. We will utilise funding opportunities, through the Heart of the South West Local Enterprise Partnership, to make infrastructure improvements such as the Western Corridor and ensure that other funded improvement to the highways network are delivered. We will identify sites for small scale workspace in the 'Community Investment Areas' and develop a policy to apply business rate relief for those small and medium size enterprises hiring apprentices.

### Policy Framework

- Torbay Economic Strategy (incorporating the Tourism Strategy and Cultural Strategy)
- Housing Strategy (incorporating the Homelessness Strategy and Housing Allocations Policy)
- Local Transport Plan (incorporating the Parking Strategy)
- Plans and Strategies which together comprise the Development Plan (incorporating the Port Master Plan)

## What we will focus on

Specific Actions	Responsibility	By when
Develop an Investment Fund in support of the Corporate Plan.	Assistant Director – Corporate and Business Services	September 2016
Create vibrant and attractive town centres through the delivery of Masterplan projects (including Torquay and Paignton town centres).	Executive Head – Business Services (with TDA)	2020 and beyond
Create an action plan to improve educational attainment, skills and aspirations, especially in areas of deprivation.	Strategic Partnership Forum	March 2017
Develop a funding bid for Coastal Communities Fund/Big Lottery in support of activity to raise employability at the most deprived wards/community investment areas.	Joint Operations Management Team (with TDA)	March 2017
With regional partners, create an action plan to develop new health and care job types and enable local people in Torbay to get maximum opportunity to enter the health and care workforce and grow their careers in Torbay.	Strategic Partnership Forum	March 2017
Work with South Devon College and Plymouth and Exeter Universities to promote education, training and apprenticeships especially for those in our more deprived wards and our Looked After Children.	Executive Head – Business Services (with TDA)	2020
Refresh the Economic Strategy Action Plan ensuring that economic development is targeted to identified areas of deprivation.	Executive Head – Business Services (with TDA)	March 2017
Continue delivery of the Port Masterplan.	Harbour Committee	2020 and beyond
Continue delivery of the Local Plan and associated growth.	Executive Head – Business Services (with TDA)	2020 and beyond

Deliver the Corporate Capital Plan, maximising the use of Council assets for development with the aim of increasing revenue to the Council.	Executive Head – Business Services (with TDA)	March 2020
Work in partnership with other partners in the Heart of the South West Local Enterprise Partnership to secure devolution and associated powers and funding.	Elected Mayor, Council and Chief Executive	Phase 2 Submission to Government by March 2017
Deliver the Housing Strategy including maximising the amount of New Homes Bonus and Council Tax available to the Council.	Director of Adult Services	2020
Deliver transport improvements (including improving rail and air links throughout Torbay) around Torquay Gateway, between Torre and Torquay Town Centre, in Paignton Town Centre (subject to funding) and deliver Edginswell Rail Halt as set out in the Local Transport Plan – Implementation Plan.	Assistant Director – Community and Customer Services and Executive Head – Business Services (with TDA)	March 2021
Renew the Tourism Strategy with the aim of achieving a greater financial return to the Council in the provision of our tourism offer.	Executive Head – Business Services (with TDA)	December 2016

Targeted Action 3:

## **Promoting healthy lifestyles across Torbay**

The benefits of reducing health inequalities are economic as well as social

## Where we aim to be by 2019

Torbay Council will improve population health outcomes through the direct commissioning of services to prevent ill health and tackle lifestyle issues. It will change its services to address the underlying causes of poor health and well-being.

In order to use reducing resources to best effect, we will ensure there is an evidence-based approach to all commissioning services which promote healthy lifestyles. There will be a proportionate focus on areas of inequalities across Torbay and on groups where less healthy behaviour is more common. Services will link to volunteer and community networks and groups wherever possible. We will target Health Checks to vulnerable people and those living in deprived wards.

We will reduce demand through prevention and innovation, focusing on interventions which promote healthy behaviour. Torbay Council will encourage cycling and walking and healthy eating options. We will improve accessibility to leisure and sports facilities and green spaces and promote increased physical activity through the use of Council assets and our natural environment. We will use our powers to control the sale of tobacco, alcohol and other risk taking behaviours.

We will promote a focus on prevention across Council services and those of our partners. Service re-design will bring quality improvements and efficiencies to the lifestyle services and therefore address the underlying causes of ill health. We will look to further target services to areas of greatest need and embed public health lifestyle and behaviour change services within the evolving care model to bring efficiencies and greater reach and scope.

We will promote national policy initiatives and lobby at a national level with the aim of legislating for people to make healthy lifestyle choices.

Our joined up approach will continue. We will embed the work of the joined-up Prevention Board by forming an operational Prevention Team initially based within Torbay and South Devon NHS Foundation Trust. We will continue to work to join-up projects across the life-course from children to the elderly focusing on the benefits of behaviour change to manage the demand from people who already have chronic illness and dependency issues.

### Policy Framework

- Joint Health and Wellbeing Strategy (incorporating the Children's and Young People's Plan)
- Housing Strategy (incorporating the Homelessness Strategy and Housing Allocations Policy)



## What we will focus on

Specific Actions	Responsibility	By when
Take a joint commissioning approach to ensure there is greater emphasis on prevention and early intervention within all plans across the Council and partners such as the NHS and Police.	Directors of Adult Services, Children's Services and Public Health	2020
Agree the work plan with the Prevention Team to embed prevention throughout Torbay and South Devon NHS Foundation Trust to identify and promote interventions which increase health promoting behaviour and discourage unhealthy behaviour.	Director of Public Health	July 2016
Implement the action plan to "Make every contact count" for alcohol and smoking within Torbay and South Devon NHS Foundation Trust.	Director of Public Health	December 2016
Work with the Torbay Community Development Trust to ensure its sustainability and support it in work on prevention, early intervention and promotion of active ageing.	Director of Public Health	April 2017
Agree a Business Plan (based on the Public Health Grant) with community safety partners to ensure a preventative approach to issues such as Domestic Abuse.	Health and Wellbeing Board	June 2016
Work with Living Well @ Home domiciliary workers to incorporate preventative initiatives within visits (for example, falls prevention, nutrition and hydration awareness) in order that people are enabled to live longer and healthier lives.	Director of Public Health	October 2016
Commence implementation of the redesigned delivery model for promoting healthier lifestyles amongst Torbay residents, including a lifestyle service which has greater reach to people within Torbay, the introduction of a digital offer and better links to community networks.	Director of Public Health	April 2017
Embed lifestyle advice within NHS services (in particular the Local Multi-Agency Teams, Pioneer Hubs and integrated children's teams), making every contact count.	Director of Public Health	December 2016

Deliver the Healthy Torbay Framework and Action Plan to ensure place-based Council services are focused on promoting health.	Health and Wellbeing Board	2018
Deliver the new Alcohol Strategy.	Health and Wellbeing Board	2020
Deliver the Healthy Weight strategy, including increased physical activity in children and adults, healthy eating, delivery of healthy schools and early years, and tackling the obesogenic environment.	Health and Wellbeing Board	2020
Work with local communities to implement the initiatives of the Mental Health promotion, Self-harm, Dementia and Suicide prevention strategies.	Director of Public Health	April 2020
Work with the community and voluntary sector to explore ways to ensure our older citizens age well and are active, physically, mentally and socially and are less isolated.	Torbay Community Development Trust	2020
Deliver the Physical Activity strategy to increase activity and reduce sedentary behaviour in adults and children.	Director of Public Health	2020
Develop a Planning and Health Supplementary Planning Document to ensure planning decisions benefit community health and well-being.	Development Management Committee	December 2016
Complete the NICE Self Assessment to support the delivery of the warm homes aspects of the Housing Strategy to ensure healthy homes for our population.	Director of Adult Services	September 2016

Targeted Action 4:

**Ensuring Torbay remains  
an attractive and safe  
place to live and visit**

*Communities are  
important for physical  
and mental health and  
wellbeing*

## Where we aim to be by 2019

Torbay Council will ensure there is focus on protecting and retaining the quality of our natural and built environment; maintaining a safe and secure place for Torbay's residents, businesses and visitors, including the provision and maintenance of infrastructure (including marine, road, rail, cycling, walking, and green space).

The Council will use its reducing resources to best effect and will continue to work with partners, such as TOR2 and the Torbay Coast and Countryside Trust, to identify efficiencies which can be made to improve service delivery. We will explore Heritage Lottery Fund bids for the further restoration of Torre Abbey together with other methods of increasing visitor numbers and income. Over the next three years the Council's resources will be reduced further and be at the lowest level ever. It is the Government's expectation that councils will be self-funding by 2019/2020. This means that Torbay Council cannot continue all of the services that it has traditionally provided and difficult choices will need to be made. We will act at pace to rationalise and reduce the services we provide directly.

However, we will secure high quality new developments that respect Torbay's landscape and townscape and invest in the transport network across all modes of travel (walking, cycling, public transport, sea and roads) in accordance with the Future Transport Projects Plan. The Council will continue to implement its Asset Management Plans in accordance with agreed prioritisation and the Capital Plan. To realise this ambition the Council will need third party investment.

The Council will reduce demand for its more costly services with waste collection and disposal services being reviewed to increase recycling rates. We will review options for discretionary licensing of private rented homes, including Houses in Multiple Occupation, and will continue to deliver the Rogue Landlord programme with partners to address living standards in the private rented sector. The Council will manage effective prevention through a range of different services,

such as licensing and public protection and community safety, as part of our joined up approach to improving health and wellbeing. We will improve the sustainability of our transport infrastructure and transport options, reducing the need for travel through improved digital infrastructure. We will implement capital projects on an invest-to-save basis which will improve the overall infrastructure of Torbay in the medium- to long-term but also reduce the short term revenue costs.

We will maintain a commitment to work together to reduce crime and disorder across all agencies within the Community Safety Partnership and encourage those agencies to continue to work together to understand and tackle problems effectively. By taking an integrated and joined up approach, the Council will continue to work with partners to reduce alcohol related crime and disorder, domestic abuse and reoffending. We will improve resilience to extremism and radicalisation among individuals and communities. The Council will work to reduce violence against women and girls and the sexual exploitation of young people and vulnerable adults. We will safeguard appropriately against modern slavery.

The Council will work with the Culture Board, Sports Council and other external partners to offer sustainable cultural and leisure activities for Torbay that promote Torbay as a destination of choice and support the local economy. We will use our UNESCO Global Geopark status to promote Torbay as a unique destination for its natural environment. We will have actively engaged partners to ensure that they are clear about our aspirations for Torbay and are able to actively contribute to the direction of travel.

The Council will co-ordinate the regional approach to flood risk mitigation and prevention and ensure that emergency preparedness and Business Continuity Plans are in place. We will explore new funding opportunities with partner organisations to increase energy efficiency measures.

## Policy Framework

- Torbay Economic Strategy (incorporating the Tourism Strategy and Cultural Strategy)
- Housing Strategy (incorporating the Homelessness Strategy and Housing Allocations Policy)
- Gambling Act Policy/Statement of Principles
- Joint Health and Wellbeing Strategy (incorporating the Children’s and Young People’s Plan)
- Licensing Policy
- Local Transport Plan (incorporating the Parking Strategy)
- Waste Management Strategy
- Plans and Strategies which together comprise the Development Plan (incorporating the Port Masterplan)

## What we will focus on

Specific Actions	Responsibility	By when
Deliver public events funded by the Coastal Communities Fund to increase visitor numbers and support the economy of Torbay.	Joint Operations Management Team (with TDA)	March 2017
Review the TOR2 Joint Venture Company arrangements to ensure that it remains fit for purpose.	Transformation Board	March 2017
Undertake a review of the way in which key community assets such as Torre Abbey, Palace Theatre, the Velopark, Riviera International Conference Centre, libraries, museums, Torbay Leisure Centre and other sports facilities and our parks and open spaces operate to reduce costs.	Assistant Director – Community and Customer Services and Transformation Board	March 2017
Review the provision of public toilets to meet the needs to residents and visitors whilst reducing the cost of the service.	Assistant Director – Community and Customer Services and Transformation Board	September 2017

Deliver capital schemes to improve the highways and transport network and be proactive in seeking new funding to improve infrastructure and support the economic growth of Torbay.	Assistant Director – Community and Customer Services and Transformation Board	March 2017
Develop a plan with partners to implement additional waste minimisation initiatives that both promote recycling and reduce the amount of residual waste which has to be disposed of.	Assistant Director – Community and Customer Services and Transformation Board	March 2017
Deliver the Council’s Asset Management Plan, bringing forward more quickly plans to dispose of assets which the Council no longer requires.	Executive Head – Business Services (with TDA)	March 2018
<p>Prioritise interventions based on the priorities identified in the Community Safety Strategic Assessment, namely:</p> <ul style="list-style-type: none"> <li>● Provide support to victims of domestic abuse and sexual violence.</li> <li>● Identify and protect those people and communities who are the most vulnerable and are at the greatest risk of harm.</li> <li>● Prevent and tackle crime and disorder.</li> <li>● Work with offenders to reduce reoffending.</li> <li>● Work with others to reduce the harm caused by alcohol and drugs.</li> </ul>	Community Safety Partnership	March 2017
Continue to deliver the Housing Strategy, particularly focused on ensuring the right tenures and quality of homes for vulnerable groups in our community.	Director of Adult Services	2020
Develop a new delivery model for CCTV to assist in the effective management of the night time economy.	Assistant Director – Community and Customer Services	September 2017
Deliver a new Tourism Strategy, being proactive in achieving a greater financial return to the Council in the provision of our tourism offer.	Executive Head – Business Services (with TDA)	2022

Targeted Action 5:

**Protecting  
and supporting  
vulnerable adults**

“Mental health is very  
closely related to many  
forms of inequality”

## Where we aim to be by 2019

Torbay Council will both initiate and support integrated working and developing a seamless system for care and health. There will be improved data collection and sharing across the system which will support improved market facilitation in line with the Care Act 2014.

Wellbeing for the vulnerable person will be at the heart of all that we do. We will ensure that people are better informed as to their care options and personal conditions, so that they can better access services to help them manage more independently knowing what support is available, accessing it quickly and also being able to share their learning and experience for others in the community to benefit.

There will be a caring workforce that will have new skills and make a substantial difference by offering more community-based capacity to ensure that people are kept at or close to home for as long as possible. People that have previously not thought of caring roles will be encouraged into the industry and be able to share their skills and experience within their family and social environments.

The clients and patients who receive these services will have financial mechanisms to enable them to direct their care and support. Personal budgets for their care will be administered by or around them together with information and advice services that are modern and cutting edge to optimise this opportunity. This will reduce their need for statutory interventions and will increase preventative and early interventionist care so that they maintain their independence and wellbeing.

With increased coordination of the system, seamless services and good data sharing, safeguarding for all of our population will be enhanced.

Torbay Council has signed up to Devon County Council's Armed Forces Community Covenant which is a promise of support to local servicemen and women, veterans and their families. Aimed

at businesses, voluntary and community groups, public sector organisations, individuals and those in the armed forces, the recommendations seek to help those in the armed forces and their families including practical challenges relating to health care, housing and education, as well as other less seen challenges such as integration into the local community.

Torbay Council will use its reducing resources to best effect by developing a sustainable market for care through creating new ways of working with partners, contracts and payment mechanisms so that care activities can be shifted from reactive to proactive, hospital to community based. The number of long term residential care placements for adults will be reduced. The Council will use its flexibility to increase Council Tax by 2% to reinvest in adult social care. The delivery of the troubled families agenda will be co-ordinated to ensure results are achieved in line with plans. We will commission services based on population data and specific needs assessments aligned to the Joint Strategic Needs Assessment.

We will reduce demand through prevention and innovation. We will ensure that people have the right environment in which to stay well as part of the wellbeing approach. There will be an integrated prevention model including a greater role for the community and voluntary sector and self-management of conditions. We will focus on people living full and independent lives through personalisation, where secure homes and fulfilling lives are a priority.

Torbay Council will support Ageing Well Torbay to combat social isolation in older people and ensure community support is embedded as part of a wider approach to outcomes based commissioning of health, care and support alongside extra care housing to prolong independence and supplement clinical interventions.

There will be improvements in social care mental health



commissioning for working age adults and those with dementias with a focus on prevention and timely access to the right care, support and accommodation to maximise recovery and independence.

We will improve accessibility to community services, employment and housing for those people who have a learning disability.

Our integrated and joined up approach will be demonstrated by working jointly with the South Devon and Torbay Clinical Commissioning Group and the Torbay and South Devon NHS Foundation Trust to deliver new models of care which will move resources from urgent and emergency settings to community and primary care delivery. This will include the creation of Local Multi-Agency Teams and integrated personal health, care and support plans.

There will be strong partnerships across organisations, a strategic commissioning vision, market assessment and facilitation, analysis of need, demand, performance and population.

## Policy Framework

- Joint Health and Wellbeing Strategy (incorporating the Children’s and Young People’s Plan)
- Housing Strategy (incorporating the Homelessness Strategy and Housing Allocations Policy)
- Plans and Strategies which together comprise the Development Plan (incorporating the Port Master Plan)
- Strategic Agreement between Torbay and South Devon NHS Foundation Trust, Torbay Council and Torbay and South Devon Clinical Commissioning Group

## What we will focus on

Specific Actions	Responsibility	By when
Deliver the Living Well@Home development programme.	Director of Adult Services	December 2016
Ensure the right information and advice is available for individuals to make an informed choice about their care.	Director of Adult Services	April 2017
Introduce outcomes based commissioning for care homes and extra care housing and procurement.	Director of Adult Services	October 2016
Implement the accommodation, care and support strategy.	Director of Adult Services	April 2017

Oversee the impact of the Local Multi Agency Teams in the Torquay and Paignton/ Brixham localities which will reduce demand for acute services and the teams will intervene earlier to prevent factors which may increase vulnerability in individuals.	Director of Adult Services	April 2017
Provide autism awareness training for all staff that come into contact with people with autism.	Director of Adult Services	April 2017
Provide specialist training on autism for key staff, such as GPs and community care assessors.	Director of Adult Services	Annually
Implement enablement conversations and ways of working to inform people of the options they have to help them achieve their goals.	Director of Adult Services	November 2016
Deliver of the Joint Improvement Plan for under-65s mental health care with Devon County Council, Devon Partnership Trust and Torbay and South Devon Clinical Commissioning Group (including addressing issues around the transition from Child and Adolescent Mental Health Services and exploring the potential for commissioning an all-age mental health service).	Director of Adult Services	April 2017
Engage as a beta development partner in the care portal to support integrated personal care planning and brokerage.	Director of Adult Services	November 2016
Implement the Housing Strategy including the homelessness prevention plan and the accommodation-based care and support plan.	Director of Adult Services	April 2017
Re-commission accommodation based and outreach support for single homeless and young peoples' homelessness support services and young parents service.	Director of Adult Services	June 2017
Implement the Devon protocol to support joint action on improving health through housing.	Director of Public Health	April 2017
Make better use of equipment, home improvements, grants and technology.	Director of Adult Services	April 2017
Deliver the Torbay Safeguarding Adults Board Annual Business Plans.	Torbay Safeguarding Adults Board	Annually



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