

# **Transforming Torbay**

## ***Making Change Happen- Strategic Review***

Torbay Council's:

- **Strategic Plan 2004-2008**

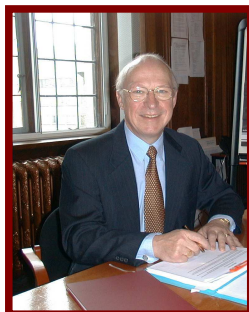
**1 April 2004 (February 10 draft)**

## Contents:

## Message from Chris Harris - Leader of the Council



## Message from Richard Painter – Managing Director



## About Torbay Key Facts

# The Big Picture – The Strategic Direction for Torbay

## OUR VISION - a desired future for Torbay

**A healthy, prosperous community, living, learning and relaxing in a safe and beautiful bay**

## OUR CORE VALUES - the fundamental beliefs and principles of this Council

**We will provide leadership and inspiration to improve the services we provide and support**

### CUSTOMER FOCUS

#### **Customer Care**

We are committed to the courteous and fair treatment of our customers

#### **Putting the public first**

Our services will be tailored to meet the changing needs of our customers

#### **Equality of opportunity**

We will deliver services which do not discriminate against any sector of the community, but at the same time we recognise the need to reflect cultural differences in services.

#### **Open, responsive, accessible and accountable**

We will ensure that the Council is transparent in its decision-making, has accessible services, is responsive to the needs of customers and has clear lines of accountability

### SERVICE DELIVERY

#### **Sustaining the environment & the economy**

In making decisions the Council will consider the long term implications on the built and natural environment, its impact on the community and the economic base of the Bay

#### **Challenging the current service**

We will continuously challenge the way our services are provided to ensure the most cost effective and efficient approach is adopted

#### **Public/Private Partnership**

We will work with the private sector, other agencies and organisations to deliver high quality services.

#### **Valuing and developing staff**

We will provide high quality services by ensuring our staff, whether employed by us or our contractors, are well trained

## Council Priorities

In 2003 the Council agreed 6 priorities for the coming years. These priorities remain unchanged for 2004/5:

- Improving our corporate ability – Getting back on track
- Jobs & industry
- Traffic and Congestion
- Affordable Housing
- Social Services – Building a Caring Community
- Education

## Maintaining Services and meeting our statutory responsibilities

In addition to delivering the priorities identified above the Council will continue to maintain services in other areas and deliver its statutory responsibilities. These activities will be shown under the heading below to reflect the organisational structure of the authority. Only significant activities will be shown in this plan. More details activities are outlined in directorate business plans.

- Corporate governance
- Environment
- Torbay Development Agency
- Social Services
- Education
- Corporate Services

## How the plan is set out

The following pages give details of progress made in delivering the priorities agreed for 2003/4 and gives details of plans for the next three years. The table also shows how the Council's aims are linked to priorities identified in the Draft Community Plan for Torbay and the shared priorities for central and local government agreed through the Local Government Association.

## Council Priorities

### Corporate Ability – Getting Back on Track

#### Improving how we work

Introduction Andrea Colborne

#### Governance & Partnership

<b>Aim 1.1</b>	<b>To be recognised by the community and external bodies as a Council that delivers continuous improvement</b>						
<b>Link to</b>	Community Plan Priority: Shared Priorities, Central Local Government						
<b>What we said we would do 2003/4</b>			<b>What we have done 2003/4</b>				
<b>Objective 1</b>	<ul style="list-style-type: none"><li>Improving our corporate ability by delivering our Change Management Plan</li><li>To undertake regular self-evaluation to ensure progress in delivering our Change Management Plan</li></ul> <div>✓</div>						
<b>Key Activity</b>							
<b>What we plan to do</b>			<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>	<b>Link to Business Plan</b>	
<b>Objective 1</b>	<ul style="list-style-type: none"><li>Improving our corporate ability by delivering our Change Management Plan</li><li>To undertake regular self-evaluation to ensure progress in delivering our Change Management Plan</li></ul>						
<b>Key activity</b>							
<b>Aim 1.2</b>	<b>Implement the Council’s Open Government Agenda</b>						
<b>Link to</b>	Community Plan Priority: Shared Priorities, Central Local Government						
<b>What we said we would do 2003/4</b>				<b>What we have done 2003/4</b>			
<b>Objective 1</b>	Introduce a more consultative and inclusive style of leadership						
<b>Key Activity 1</b>							
<b>What we plan to do</b>				<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>	<b>Link to Business Plan</b>
<b>Objective 1</b>	Introduce a more consultative and inclusive style of leadership						



## Legal & Support Services

### Introduction

Mike James

<b>Aim 1.3</b>	<b>Contribute to the Council's agenda for change and improvement</b>					
<b>Link to</b>	Community Plan Priority: Shared Priorities, Central Local Government					
What we said we would do 2003/4			What we have done 2003/4			
<b>Objective 1</b>	Support key initiatives arising in the Council's Change Management Plan e.g. Procurement and Risk Management					
<b>Key Activity 1</b>						
What we plan to do			2004/5	2005/6	2006/7	Link to Business Plan
<b>Objective 1</b>	Further develop an effective Corporate approach to the Management of Risk					
<b>Key Activity 1</b>						
<b>Objective 2</b>	Further develop an effective Corporate approach to the Procurement of goods and Services in line with the National Procurement Strategy for Local Government					
<b>Key Activity 1</b>						
<b>Aim 1.4</b>	<b>High standards in conduct and decision making</b>					
<b>Link to</b>	Community Plan Priority: Shared Priorities, Central Local Government					
What we said we would do 2003/4			What we have done 2003/4			
<b>Objective 1</b>	Ensuring the legality and probity of all Council actions					
<b>Key Activity 1</b>						
What we plan to do			2004/5	2005/6	2006/7	Link to Business Plan
<b>Objective 1</b>	High ethical standards and Transparent Decision Making Processes					
<b>Key Activity 1</b>						
<b>Aim 1.5</b>	<b>Provide cost-effective support to Service Directorates</b>					
<b>Link to</b>	Community Plan Priority: Shared Priorities, Central Local Government					
What we said we would do 2003/4			What we have done 2003/4			
<b>Objective 1</b>	Support the delivery of service priorities by "front line" directorates and services					
<b>Key Activity 1</b>						

<b>Objective 2</b>	Demonstrate that support services provide value for money			
<b>Key Activity 1</b>				
<b>Aim 1.5</b>	Provide high quality and value for money in support services			
<b>What we plan to do</b>				<b>Link to Business Plan</b>
<b>Objective 1</b>	Support Services that meet the needs and expectations of 'front line' directorates in line with corporate priorities	2004/5	2005/6	2006/7
<b>Key Activity 1</b>				

## Finance

### Introduction Roger Stringer

<b>Aim 1.6</b>	<b>To ensure the effective use of the Council's resources</b>				
<b>Link to</b>	<b>Community Plan Priority: Shared Priorities, Central Local Government</b>				
<b>What we said we would do 2003/4</b>			<b>What we have done 2003/4</b>		
<b>Objective 1</b>	<b>To support the key initiatives arising from the Change management Plan</b>				
<b>Key Activity 1</b>					
<b>Objective 2</b>	<b>To improve the financial information flows to Members and Officers</b>				
<b>Key Activity 1</b>					
<b>Objective 3</b>	<b>Support the key priorities of Service Directorates</b>				
<b>Key Activity 1</b>					
<b>Objective 4</b>	<b>Identify new and review existing areas of funding support for the Council</b>				
<b>Key Activity 1</b>					
<b>Objective 5</b>	<b>Improve the responsiveness of the Benefits Service to users of the clients and customers</b>				
<b>Key Activity 1</b>					
<b>Objective 6</b>	<b>To ensure financial proberty throughout the Council by exercising the appropriate statutory roles</b>				
<b>Key Activity 1</b>					
<b>What we plan to do</b>			<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>
<b>Objective 1</b>	<b>To support the key initiatives arising from the Change management Plan</b>				
<b>Key Activity 1</b>					Corporate Finance
<b>Objective 2</b>	<b>To improve the financial information flows to Members and Officers</b>				
<b>Key Activity 1</b>					Corporate Finance

<b>Objective 3</b>	<b>Support the key priorities of Service Directorates</b>				
<b>Key Activity 1</b>					Corporate Finance
<b>Objective 4</b>	<b>Identify new and review existing areas of funding support for the Council</b>				
<b>Key Activity 1</b>					Corporate Finance
<b>Objective 5</b>	<b>Improve the responsiveness of the Benefits Service to users of the clients and customers</b>				
<b>Key Activity 1</b>					Exchequer & Benefits
<b>Objective 6</b>	<b>To ensure financial proberty throughout the Council by exercising the appropriate statutory roles</b>				
<b>Key Activity 1</b>					Corporate Finance

## Human Resources

### Introduction Mike James

<b>Aim 1.7</b>	<b>Demonstrate that the Council values its employees</b>				
<b>Link to</b>	<b>Community Plan Priority: Shared Priorities, Central Local Government</b>				
<b>What we said we would do 2003/4</b>		<b>What we have done 2003/4</b>			
<b>Objective 1</b>	<b>Support the development of the Council's employees</b>				
<b>Key Activity 1</b>					
<b>Objective 2</b>	<b>Development an effective strategic approach to the management of the Council's employees</b>				
<b>Key Activity 1</b>					
<b>What we plan to do</b>		<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>	<b>Link to Business Plan</b>
<b>Objective 1</b>	<b>Ensure that the Council is seen as an 'employer of choice'.</b>				
<b>Key Activity 1</b>					Human Resources
<b>Objective 2</b>	<b>Ensure our staff have the right skills to deliver improved services</b>				
<b>Key Activity 1</b>					Human Resources
<b>Objective 3</b>	<b>Support the Organisation to evolve and develop</b>				
<b>Key Activity 1</b>					Human Resources

# Jobs and Industry

## Introduction Andrea Colborne

Aim 2.1	“Torbay will have a buoyant and varied Local Economy and will be a Premier Tourist Resort”					
Link to	Community Plan Priority: Towards a Prosperous Torbay Shared Priorities, Central Local Government – Promoting the economic vitality of localities					
What we said we would do 2003/4			What we have done 2003/4			
Objective 1	Create an environment that will attract investment in the Bay and create a stylish Year Round Resort					
Key Activity 1						
Objective 2	To facilitate develop and promote Waterfont in Torquay					
Key Activity 1						
Objective 3	Capitalise on Torbay’s maritime setting					
Key Activity 1						
Objective 4	Encourage Improved Access to Torbay					
Key Activity 1						
Objective 5	With Partners re-invigorate Torbay Enterprise Agency to increase levels of income, employment and skill by					
Key Activity 1						
Objective 6	With Partners create the capacity and action for community development and regeneration to reduce poverty and deprivation					
Key Activity 1						
Objective 7	Regenerate Brixham and enable a strong and sustainable Fishing Industry					
Key Activity 1						
What we plan to do			2004/5	2005/6	2006/7	Link to Business Plan
Objective 1	Create an environment that will attract investment in the Bay and create a stylish Year Round Resort					
Key Activity 1						
Objective 2	Create an environment that will attract investment in the Bay and create a stylish Year Round Resort					
Key Activity 1						
Objective 3	Capitalise on Torbay’s maritime setting					
Key Activity 1						
Objective 4	Encourage Improved Access to Torbay					
Key Activity 1						

<b>Objective 5</b>	<b>With Partners re-invigorate Torbay Enterprise Agency to increase levels of income, employment and skill by</b>				
<b>Key Activity 1</b>					
<b>Objective 6</b>	<b>With Partners create the capacity and action for community development and regeneration to reduce poverty and deprivation</b>				
<b>Key Activity 1</b>					
<b>Objective 7</b>	<b>Regenerate Brixham and enable a strong and sustainable Fishing Industry</b>				
<b>Key Activity 1</b>	Facilitate a programme to develop the fishing industry in partnership with Brixham 21 and PESCA SW	Q4			Torbay Development Agency

# Traffic and Congestion

## Introduction Colin Charlwood

<b>Aim 3.1</b>	<b>We will have excellent access and Communication to from and within the Bay</b>				
<b>Link to</b>	<b>Community Plan Priority:</b> Towards a Prosperous Torbay - Improving access to and around Torbay <b>Shared Priorities, Central Local Government –</b> Meeting transport needs more effectively				
<b>What we said we would do 2003/4</b>			<b>What we have done 2003/4</b>		
<b>Objective 1</b>	<b>To achieve average status within the remaining period of the Local Transport Plan</b>				
<b>Key Activity 1</b>					
<b>Objective 2</b>	<b>Develop, deliver and sustain an efficient and affordable transport system (within framework of LTP)</b>				
<b>Key Activity 1</b>	<b>Continue delivery of Service Improvement Plan following Best Value Review of Highway Management Services</b>				
<b>What we plan to do</b>			<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>
<b>Objective 1</b>	<b>To achieve improvements our score within the remaining period of the Local Transport Plan</b>				
<b>Key Activity 1</b>					
<b>Objective 2</b>	<b>Encourage Improved Access to Torbay</b>				
<b>Key Activity 1</b>					

# Social Services - Building a Caring Community

## Introduction Lorreta McHugh

<b>Aim 4.1</b>	<b>To increase the independence of older and vulnerable people</b>
<b>Link to</b>	<b>Community Plan Priority:</b> Improving Health Housing and social care in Torbay – Adults who need support <b>Shared Priorities, Central Local Government –</b> Improving the quality of life of older people and children, young people and families at risk
<b>What we said we would do 2003/4</b>	
<b>Objective 1</b>	<b>To increase the provision of intensive home care to 8 per 1,000 of the population. Measure = Performance Indicator C28</b>
<b>Key Activity 1</b>	
<b>Objective 2</b>	<b>Increase the availability of intermediate care by 70% (11→15 units). Measure = increased service provision across Health and Social Care Community as at April 2004 compared to provision in March 2003</b>
<b>Key Activity 1</b>	
<b>Objective 3</b>	<b>Vulnerable adults identified as being at risk of abuse will be protected. Measure = adult protection monitoring</b>
<b>Key Activity 1</b>	
<b>Objective 4</b>	<b>The Council will increase the number of people receiving benefits to which they are entitled. Measure = Financial Assessment and Benefits Team evaluation , monitoring &amp; targets</b>
<b>Key Activity 1</b>	
<b>Objective 5</b>	<b>Existing and future service users and carers will be involved with service plans and developments both individually and through representation. Measure = user satisfaction surveys and extent to which users/carers are involved in plans</b>
<b>Key Activity 1</b>	
<b>Objective 6</b>	<b>Policies to promote social inclusion will ensure an increase in demand for services from 'hard to reach' individuals and groups in our community. Measure = performance indicators D42, E46, E47, E48 relating to carers being assessed and people from minority ethnic groups</b>
<b>Key Activity 1</b>	

What we plan to do		2004/5	2005/6	2006/7	Link to Business Plan
<b>Objective 1</b>	<b>Integrate community health and social services to improve the quality of support people receive in their home (by [to be determined by Commission])</b>				
<b>Key Activity 1</b>					Adult Services
<b>Objective 2</b>	<b>Produce a Commissioning Strategy linking health and social services to improve the flexibility and range of services available to support people at home</b>				
<b>Key Activity 1</b>					Adult Services
<b>Objective 3</b>	<b>Vulnerable adults identified as being at risk of abuse will be protected</b>				
<b>Key Activity 1</b>					Adult Services
<b>Objective 4</b>	<b>The Council will work with partners to increase the number of vulnerable people receiving benefits to which they are entitled</b>				
<b>Key Activity 1</b>					Adult Services
<b>Objective 5</b>	<b>Ensure “hard to reach” individuals and groups in our community have access to services</b>				
<b>Key Activity 1</b>					Adult Services
<b>Objective 6</b>	<b>Put Service Users and Carers at the heart of our service by ensuring their satisfaction with the quality of service we provide.</b>				
<b>Key Activity 1</b>					Adult Services
<b>Aim 4.2</b>	<b>Improve the life chances of Children Looked After</b>				
<b>Link to</b>	<b>Community Plan Priority:</b> Improving Health Housing and social care in Torbay – Developing the Health and Welfare of young people and supporting families <b>Shared Priorities, Central Local Government –</b> Improving the quality of life of older people and children, young people and families at risk				
<b>What we said we would do 2003/4</b>		<b>What we have done 2003/4</b>			
<b>Objective 1</b>	<b>Reduce the incidence of crime amongst Children Looked After to 2.5 of the total percentage of children over 10 years old who are Looked After. Measure = Performance Indicator C18</b>				
<b>Key Activity 1</b>					
<b>Objective 2</b>	<b>Maintain the stability of placements for Children Looked After. Measure = levels of joint funding and decrease in out of area placements.</b>				
<b>Key Activity 1</b>					
<b>Objective 3</b>	<b>To ensure Torbay Council complies with it's Corporate Parenting role, maximises life opportunities for Children Looked after by the Council. Measured by formal/public reporting of demand &amp; incidents data and Performance Indicators A2 and C22</b>				
<b>Key Activity 1</b>	Improve educational attainment of Children Looked after. Measure = Performance Indicator A2				
<b>Aim 4.2</b>	<b>Improve the Quality of life and Life Chances of Children Looked After by the Council</b>				
<b>Link to</b>	<b>Community Plan Priority:</b> Improving Health Housing and social care in Torbay <b>Shared Priorities, Central Local Government –</b> Improving the quality of life of older people and children, young people and families ant risk				
<b>What we plan to do</b>		<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>	<b>Link to Business Plan</b>
<b>Objective 1</b>	<b>Provide better employment and education opportunities for young people leaving care</b>				
<b>Key Activity 1</b>					Children's Services



<b>Aim 4.3</b>	<b>Reduce the incidence of Children who suffer, or who are at risk of , significant harm</b>
<b>Link to</b>	<b>Community Plan Priority:</b> Improving Health Housing and social care in Torbay – Developing the Health and Welfare of young people and supporting families <b>Shared Priorities, Central Local Government –</b> Improving the quality of life of older people and children, young people and families ant risk

What we said we would do 2003/4

What we have done 2003/4

<b>Objective 1</b>	<b>Ensure that Torbay's multi-agency policies and procedures meet the recommendations of the Victoria Climbié Enquiry Report. Measure = outcome of Audit against Lord Laming's recommendations</b>
<b>Key Activity 1</b>	
<b>Objective 2</b>	<b>Ensure the Members and other Council Directorates give priority to Child Protection within the Council. Measure = Child Protection issues included in the Council's key priorities</b>
<b>Key Activity 1</b>	
<b>Objective 3</b>	<b>Ensure that there is a multi-agency ownership of the responsibility for Child Protection across Torbay. Measure = active participation of all agencies in the Area Child Protection Committee with appropriate representation; Performance Indicators A3 and C20</b>
<b>Key Activity 1</b>	
<b>Objective 4</b>	<b>Continue to develop services which prevent the incidence of child abuse. Measure = Performance Indicator E44; Preventive Strategy developed and implemented</b>
<b>Key Activity 1</b>	

What we plan to do

		2004/5	2005/6	2006/7	Link to Business Plan
<b>Objective 1</b>	<b>Ensure that the councils multi agency policies and procedures meet the recommendations of Lord Laming's Victoria Climbié Enquiry Report</b>				
<b>Key Activity 1</b>					Children's Services
<b>Objective 2</b>	<b>Successfully establish a new 'Children's Service'</b>				
<b>Key Activity 1</b>					Children's Services
<b>Objective 3</b>	<b>Ensure that there is multi-agency ownership of responsibility for child protection across Torbay</b>				
<b>Key Activity 1</b>					Children's Services
<b>Objective 4</b>	<b>Ensure that sufficient numbers of social care workers, appropriately skilled and qualified, are recruited and retained by the council</b>				
<b>Key Activity 1</b>					Children's Services

<b>Aim 4.4</b>	<b>Complete implementation of new organisational structure and processes in the Social Services Directorate</b>					
<b>Link to</b>	<b>Community Plan Priority:</b> Improving Health Housing and social care in Torbay <b>Shared Priorities, Central Local Government</b> – Improving the quality of life of older people and children, young people and families ant risk					
<b>What we said we would do 2003/4</b>			<b>What we have done 2003/4</b>			
<b>Objective 1</b>	<b>Ensure that Torbay’s multi-agency policies and procedures meet the recommendations of the Victoria Climbie Enquiry Report. Measure = outcome of Audit against Lord Laming’s recommendations</b>					
<b>Key Activity 1</b>						
<b>Objective 2</b>	<b>The creation of a performance management culture within the Directorate. Measure = Performance Management System implemented, management information available and used to inform practice and decision making</b>					
<b>Key Activity 1</b>						
<b>Objective 3</b>	<b>The creation of a performance management culture within the Directorate. Measure = Performance Management System implemented, management information available and used to inform practice and decision making</b>					
<b>Key Activity 1</b>						
<b>Aim 4.5</b>	<b>To further support carers of older and vulnerable people in recognition of their vital role through the implementation of the Carers Strategy “Measure Up”</b>					
<b>Link to</b>	<b>Community Plan Priority:</b> Improving Health Housing and social care in Torbay – Developing the Health and Welfare of young people and supporting families <b>Shared Priorities, Central Local Government</b> – Improving the quality of life of older people and children, young people and families ant risk					
<b>What we plan to do</b>			<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>	<b>Link to Business Plan</b>
<b>Objective 1</b>	<b>To further develop services that support carers</b>					
<b>Key Activity 1</b>						Adult Services
<b>Link to</b>	<b>Community Plan Priority:</b> Improving Health Housing and social care in Torbay <b>Council Strategic Priority:</b> Social Care					
<b>Objective 1</b>	<b>To increase the provision of intensive home care to 8 per 1,000 of the population. Measure = Performance Indicator C28</b>					
<b>Key Activity 1</b>			ongoing	ongoing	ongoing	Adult Services
<b>Key Activity 2</b>			ongoing	ongoing	ongoing	
<b>Aim 4.6</b>	<b>Design &amp; implement new arrangements for integrated working involving Social services Education and Health</b>					
<b>Link to</b>	<b>Community Plan Priority:</b> Improving Health Housing and social care in Torbay					
<b>What we plan to do</b>			<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>	<b>Link to Business Plan</b>
<b>Objective 1</b>						
<b>Key Activity 1</b>						
<b>What we plan to do</b>			<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>	<b>Link to Business Plan</b>
<b>Objective 1</b>	<b>To increase the provision of intensive home care to 8 per 1,000 of the population. Measure = Performance Indicator C28</b>					
<b>Key Activity 1</b>			ongoing	ongoing	ongoing	Adult Services
<b>Key Activity 2</b>			ongoing	ongoing	ongoing	

# Affordable Housing

## Introduction Lorreta McHugh

Aim 5.1	To facilitate, in conjunction with our partners, improved access to decent affordable homes for the people of Torbay				
Link to	Community Plan Priority: Improving Health Housing and social care in Torbay – Helping people live longer healthier independent lives -Adults who need support Developing the Health and Welfare of young people and supporting families Shared Priorities, Central Local Government – Improving the quality of life of older people and children, young people and families ant risk				
What we said we would do 2003/4		What we have done 2003/4			
Objective 1	Increase availability of affordable homes for people in housing need				
Key Activity 1					
Objective 2	Increase the prevention of, and support to, those who are homeless or threatened with homelessness				
Key Activity 1					
Objective 3	The Council with our partners, will increase the number of vulnerable people helped to live independently				
Key Activity 1					
Objective 4	Ensure a sustained reduction of B & B provision for families with children to meet national targets				
Key Activity 1					
Aim 5.1	'Deliver improved access to good quality affordable homes and related services for the people of Torbay by way of a balanced, community based, inclusive partnership'				
What we plan to do		2004/5	2005/6	2006/7	Link to Business Plan
Objective 1	Improving Communication, Participation and Consultation				
Key Activity 1					
Objective 2	Enabling Regeneration and Affordable Homes				
Key Activity 1					
Objective 3	Contributing to Sustainable Neighbourhoods				
Key Activity 1					
Objective 4	Tackling Homelessness				
Key Activity 1					
Objective 5	Promoting Healthy Housing				
Key Activity 1					
Objective 5	Assisting Independent Living				
Key Activity 1					

## Education – Lifelong Learning

<b>Aim 6.1</b>	<b>All schools and pupils in Torbay will continue to improve their progress</b>					
<b>Link to</b>	<b>Community Plan Priority:</b> Placing Learning at the Heart of our Community – Improve education and well being of young children and adults <b>Shared Priorities, Central Local Government –</b> Raising standards across our schools					
<b>What we said we would do 2003/4</b>			<b>What we have done 2003/4</b>			
<b>Objective 1</b>	<b>To achieve the targets for school and pupil performance as set out in the LEA's revised Education Development Plan</b>					
<b>Key Activity 1</b>						
<b>Objective 2</b>	<b>To eliminate the underperformance of pupils and groups of pupils in Torbay schools</b>					
<b>Key Activity 1</b>						
<b>Objective 3</b>	<b>To improve the quality of Early Years and Childcare provision</b>					
<b>Key Activity 1</b>						
<b>Objective 4</b>	<b>To ensure resources are allocated to support school improvement and to raise standards of achievement</b>					
<b>Key Activity 1</b>						
<b>What we plan to do</b>			<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>	<b>Link to Business Plan</b>
<b>Objective 1</b>	<b>To achieve the targets for school and pupil performance as set out in the LEA's revised Education Development Plan</b>					
<b>Key Activity 1</b>						Schools Standards
<b>Objective 2</b>	<b>To reduce the underperformance of pupils and groups of pupils in Torbay schools</b>					
<b>Key Activity 1</b>						Strategy & Resources
<b>Objective 3</b>	<b>To improve the quality of Early Years and Childcare provision</b>					
<b>Key Activity 1</b>						Strategy & Resources
<b>Objective 4</b>	<b>To ensure resources are intelligently allocated to support school improvement and to raise standards of achievement</b>					
<b>Key Activity 1</b>						Strategy & Resources
<b>Aim 6.2</b>	<b>Learners in Torbay will have access to, and be fully included in, our education provision</b>					
<b>Link to</b>	<b>Community Plan Priority:</b> Placing Learning at the Heart of our Community – Improve education and well being of young children and adults, Develop adult skills <b>Shared Priorities, Central Local Government –</b> Raising standards across our schools					
<b>What we said we would do 2003/4</b>			<b>What we have done 2003/4</b>			
<b>Objective 1</b>	<b>To ensure the needs of all students are met</b>					
<b>Key Activity 1</b>						
<b>Objective 2</b>	<b>To ensure that there is a suitable school place for every pupil</b>					
<b>Key Activity 1</b>						

Objective 3	To improve the quality of provision and the participation rates in Adult Education				
Key Activity 1					
Objective 4	To improve the quality of Youth Service provision				
Key Activity 1					
What we plan to do		2004/5	2005/6	2006/7	Link to Business Plan
Objective 1	To ensure the needs of all students are met				
Key Activity 1					Strategy & Resources
Objective 2	To reduce the underperformance of pupils and groups of pupils in Torbay schools				
Key Activity 1					Strategy & Resources
Objective 3	To improve the quality of provision and the participation rates in Adult Education				
Key Activity 1					Personal & Community Services
Objective 4	To improve the quality of Youth Service provision				
Key Activity 1					Personal & Community Services
Aim 6.3	The Community will have the opportunity to enjoy learning, th earts and cultural development				
Link to	Community Plan Priority: Placing Learning at the Heart of our Community – Improve education and well being of young children and adults, Develop adult skills Shared Priorities, Central Local Government – Raising standards across our schools				
Objective 5	To develop creativity and the arts in Torbay Schools				
Key Activity 1					Cultural services
Objective 6	Torre Abbey				
Key Activity 1					Cultural Services
Objective 7	To work with museums to increase the number of visitors	Q4	Q4	Q4	
Key Activity 1					Cultural Services

## Maintaining Services and meeting our statutory responsibilities

### Corporate Governance Directorate

<b>Aim 7.1</b>	<b>Deliver the Council's role to the Community Safety Strategy through effective partnership</b>					
<b>Link to</b>	<b>Community Plan Priority: Making Torbay a Safer Place</b>					
<b>What we said we would do 2003/4</b>			<b>What we have done 2003/4</b>			
<b>Objective 1</b>	<b>I.</b>	Delivering the Council's contribution to the Community Safety Strategy 2002 – 2005				
	<b>II.</b>	Reducing the proportion of people with drug dependency by working with other agencies				
<b>Key Activity 1</b>						
<b>What we plan to do</b>			<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>	<b>Link to Business Plan</b>
<b>Objective 1</b>	<b>III.</b>	Delivering the Council's contribution to the Community Safety Strategy 2002 – 2005				Corporate Policy
	<b>IV.</b>	Reducing the proportion of people with drug dependency by working with other agencies				
<b>Key Activity 1</b>						

### Corporate Services

<b>Aim 7.2</b>	<b>Achieve the targets set by the Government in “Revitalising Health and Safety”</b>						
<b>Link to</b>	<b>Community Plan Priority:</b>						
<b>What we said we would do 2003/4</b>			<b>What we have done 2003/4</b>				
<b>Objective 1</b>	Reducing the number of working days lost by employees from work-related injury and ill health						
<b>Key Activity 1</b>							
<b>What we plan to do</b>			<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>	<b>Link to Business Plan</b>	
<b>Objective 1</b>	Improved workplace safety and employee well-being leading to reduced number of working days lost from work-related injury and ill health						
<b>Key Activity 1</b>							Human Resources

## Education

<b>Aim 7.3</b>		<b>To improve co-ordination of the marketing and promotion of leisure opportunities across Torbay, irrespective of who provides the service</b>				
<b>Link to</b>		<b>Community Plan Priority: Developing Torbay's Culture – Giving Culture a Higher Profile</b>				
<b>What we said we would do 2003/4</b>		<b>What we have done 2003/4</b>				
<b>Objective 1</b>	Identify all leisure services across Torbay – Measure = Inclusion of other organisations in promotional materials					
<b>Objective 2</b>	Develop links and working relationships with departments in the Council and other providers of leisure opportunities within Torbay to improve marketing and promotion of the services – Measure = Regular processes to link to other departments and organisations, through meetings and working groups					
<b>Key Activity 1</b>						
<b>What we plan to do</b>		<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>	<b>Link to Business Plan</b>	
<b>Objective 1</b>	Identify all leisure services across Torbay – Measure = Inclusion of other organisations in promotional materials				Cultural services	
<b>Objective 2</b>	Develop links and working relationships with departments in the Council and other providers of leisure opportunities within Torbay to improve marketing and promotion of the services – Measure = Regular processes to link to other departments and organisations, through meetings and working groups					
<b>Key Activity 1</b>						
<b>Aim 7.4</b>		<b>To improve profile of leisure attractions and ease of access to facilities by residents and visitors</b>				
<b>Link to</b>		<b>Community Plan Priority: Developing Torbay's Culture – Giving Culture a Higher Profile Shared Priorities, Central Local Government</b>				
<b>What we said we would do 2003/4</b>		<b>What we have done 2003/4</b>				
<b>Objective 1</b>	Reviewing signs to and from Leisure sites and attractions – Measure = Results of Visitor and Tourism Surveys					
<b>Objective 2</b>	Improve accessibility of information about leisure services available within Torbay – Measure = Improved web site information and inclusion of other leisure providers in information material (and vice-versa)					
<b>Key Activity 1</b>	Following consultation programme, a review of current provision, develop and implement programme to improve and develop signage as proves to be appropriate					
<b>What we plan to do</b>		<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>	<b>Link to Business Plan</b>	
<b>Objective 1</b>	Identify all leisure services across Torbay – Measure = Inclusion of other organisations in promotional materials					
<b>Objective 2</b>	Develop links and working relationships with departments in the Council and other providers of leisure opportunities within Torbay to improve marketing and promotion of the services – Measure = Regular processes to link to other departments and organisations, through meetings and working groups					
<b>Key Activity 1</b>						
<b>Aim 7.5</b>		<b>To understand the views of stakeholders, residents and representatives from other Council Departments and ensure they contribute to the annual review of business plans and performance indicators</b>				

<b>Link to</b>	<b>Council Strategic Priority:</b> Improving the way we work - Enhancing Community Leadership and Customer focus <b>Shared Priorities, Central Local Government</b>
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What we said we would do 2003/4

What we have done 2003/4

<b>Objective 1</b>	Develop consultation programme with all stakeholders – Measure = No. of individuals and groups consulted with concerning the service and how the service changes to meet the needs of the customers
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What we plan to do		2004/5	2005/6	2006/7	Link to Business Plan
<b>Objective 1</b>	Develop consultation programme with all stakeholders – Measure = No. of individuals and groups consulted with concerning the service and how the service changes to meet the needs of the customers				
<b>Key Activity 1</b>					

<b>Aim 7.6</b>	<b>Maximise the benefits to the public of the natural environment, facilities and services, ensuring that they are accessible to all</b>
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<b>Link to</b>	<b>Community Plan Priority:</b> Developing Torbay's Culture – Aim to meet the cultural need of our community <b>Shared Priorities, Central Local Government</b>
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What we said we would do 2003/4

What we have done 2003/4

<b>Objective 1</b>	To increase public awareness of the maritime environment as a valuable leisure asset – Measure = No. of actions completed in the Sports Strategy related to water activities/ development of key maritime events with Strategic Services
<b>Objective 2</b>	Improve asset management of key sites, including addressing key long term investment and maintenance issues for the benefit of the local community at the Riviera Centre, Shoalstone Pool, the Acorn Centre and Swim Torquay – Measure = Completion of review of current assets including the Playing Pitch Strategy with draft Improvement Plans / Proposals for discount card schemes including discount prices framework.
<b>Key Activity 1</b>	

What we plan to do		2004/5	2005/6	2006/7	Link to Business Plan
<b>Objective 1</b>	To increase public awareness of the maritime environment as a valuable leisure asset – Measure = No. of actions completed in the Sports Strategy related to water activities/ development of key maritime events with Strategic Services				
<b>Objective 1</b>	Improve asset management of key sites, including addressing key long term investment and maintenance issues for the benefit of the local community at the Riviera Centre, Shoalstone Pool, the Acorn Centre and Swim Torquay – Measure = Completion of review of current assets including the Playing Pitch Strategy with draft Improvement Plans / Proposals for discount card schemes including discount prices framework.				
<b>Key Activity 1</b>					

<b>Aim 7.7</b>	<b>We will have a clean and attractive environment for the community to enjoy</b>
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<b>Link to</b>	<b>Community Plan Priority:</b> Valuing our Environment - To protect and enhance our built, natural and marine environment <b>Shared Priorities, Central Local Government –</b> Transforming our local environment
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What we said we would do 2003/4

What we have done 2003/4

<b>Objective 1</b>	<b>Develop and improve appearance of, and safety in, prime location parks</b>
<b>Key Activity 1</b>	
<b>Objective 2</b>	<b>Develop and improve standards of cleanliness under the Tidy Torbay initiative</b>
<b>Key Activity 1</b>	
<b>Objective 3</b>	<b>Secure improved physical appearance of key areas</b>
<b>Key Activity 1</b>	

What we plan to do		2004/5	2005/6	2006/7	Link to Business Plan
<b>Objective 1</b>	<b>Develop and improve appearance of, and safety in, prime location parks</b>				
<b>Key Activity 1</b>					
<b>Objective 2</b>	<b>Develop and improve standards of cleanliness under the Tidy Torbay initiative</b>				Environment Policy & Performance
<b>Key Activity 1</b>					
<b>Objective 3</b>	<b>Secure improved physical appearance of key areas</b>				Environment Policy & Performance
<b>Key Activity 1</b>					

<b>Aim 7.8</b>	<b>A range of facilities and activities for people to do and enjoy in the Bay</b>
<b>Link to</b>	<b>Community Plan Priority:</b> Valuing our Environment - To protect and enhance our built and natural environment . Developing Torbay's Culture – Aim to meet the Cultural needs of the community <b>Shared Priorities, Central Local Government –</b> Transforming our local environment

What we said we would do 2003/4

What we have done 2003/4

<b>Objective 1</b>	<b>Maintain the Council's Seaside, Blue and Green Flag Awards</b>
<b>Key Activity 1</b>	
<b>Objective 2</b>	<b>Improve sports facilities and opportunities for participation in the Bay</b>
<b>Key Activity 1</b>	
<b>Objective 3</b>	<b>Co-ordinate maritime activities through a strong Harbour Authority</b>
<b>Key Activity 1</b>	
<b>Objective 4</b>	<b>Encourage the year round cultural development of the Bay</b>
<b>Key Activity 1</b>	

What we plan to do		2004/5	2005/6	2006/7	Link to Business Plan
<b>Objective 1</b>	<b>Maintain the Council's Seaside, Blue and Green Flag Awards</b>				
<b>Key Activity 1</b>					

<b>Objective 2</b>	<b>Improve sports facilities and opportunities for participation in the Bay</b>				
<b>Key Activity 1</b>					Cultural services
<b>Objective 3</b>	<b>Encourage the year round cultural development of the Bay</b>				
<b>Key Activity 1</b>					Cultural Services
<b>Aim 7.9</b>	<b>The Community will have the opportunity to enjoy learning, the arts and cultural development</b>				
<b>Link to</b>	<b>Community Plan Priority: Placing Learning at the Heart of our Community – Shared Priorities, Central Local Government –</b>				
<b>Objective 1</b>	<b>Torre Abbey</b>				
<b>Key Activity 1</b>					Cultural Services
<b>Objective 2</b>	<b>To work with museums to increase the number of visitors</b>	Q4	Q4	Q4	
<b>Key Activity 1</b>					Cultural Services

## Environment

<b>Aim 7.10</b>	<b>Torbay to be a safe and healthy place to live in and visit</b>				
<b>Link to</b>	<b>Community Plan Priority:</b> Improving Housing Health and Social Care in Torbay – Adults who need support, Developing the health and welfare of young people and supporting families <b>Shared Priorities, Central Local Government –</b> Creating safer stronger communities				
<b>What we said we would do 2003/4</b>		<b>What we have done 2003/4</b>			
<b>Objective 1</b>	<b>Protect public health, safety and welfare by targeting statutory activities at areas of highest risk.</b>				
<b>Key Activity 1</b>					
<b>What we plan to do</b>		<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>	<b>Link to Business Plan</b>
<b>Objective 1</b>					
<b>Key Activity 1</b>					Housing
<b>Aim 7.11</b>	<b>We will have a clean and attractive environment for the community to enjoy</b>				
<b>Link to</b>	<b>Community Plan Priority:</b> Valuing our Environment - To protect and enhance our built, natural and marine environment <b>Shared Priorities, Central Local Government –</b> Transforming our local environment				
<b>What we said we would do 2003/4</b>					
<b>Objective 1</b>	<b>Develop a waste reduction and disposal policy by 2004</b>				
<b>Key Activity 1</b>					
<b>What we plan to do</b>		<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>	<b>Link to Business Plan</b>
<b>Objective 1</b>	<b>Develop a waste reduction and disposal policy by 2004/5</b>				Environment Policy & Performance
<b>Key Activity 1</b>					
<b>Torbay Development Agency</b>					
<b>Aim 7.12</b>	<b>A range of facilities and activities for people to do and enjoy in the Bay</b>				
<b>Link to</b>	<b>Community Plan Priority:</b> Valuing our Environment - To protect and enhance our built and natural environment . Developing Torbay's Culture – Aim to meet the Cultural needs of the community <b>Shared Priorities, Central Local Government –</b> Transforming our local environment				
<b>Objective 3</b>	<b>Co-ordinate maritime activities through a strong Harbour Authority</b>				
<b>Key Activity 1</b>					Torbay Development Agency