

One Torbay: Working for all Torbay Cabinet Delivery Plan

March 2020

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For more information please contact engagement@torbay.gov.uk

Our Ambition

Our ambition is for Torbay and its residents to thrive.

We want Torbay to be a place where we have turned the tide on poverty and tackled inequalities; where our children and older people will have high aspirations and where there are quality jobs, good pay and affordable housing for our residents.

In realising that ambition, Torbay would be the premier resort in the UK, with a vibrant arts and cultural offer for our residents and visitors to enjoy; where our built and natural environment is celebrated and where we play our part in addressing the climate change emergency.

Our Mission

We will be a Council that supports, enables and empowers its residents, our communities and our partnerships.

Working Differently

- Change the culture in the Council and in communities
- Build trusted relationships with communities
- Improve communication with communities and individuals
- Encourage celebration of the Bay and its people

Our Approach

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

Our Actions

There are a number of plans and strategies which sit below One Torbay: Working for all Torbay. Each one of these provides further details of how we are working towards meeting our ambition.

This Delivery Plan sets out the specific actions which will be undertaken over the next 12 months to deliver against the Community and Corporate Plan. They will be the focus of the Leader of the Council and his Cabinet and progress against the plan will be continuously monitored.

As actions are delivered, the next iteration of the Delivery Plan will be developed and it is expected that the second Cabinet Delivery Plan will be agreed by the Cabinet in April 2021.

Thriving People

We will turn the tide on poverty

We are committed to reducing deprivation within Torbay, protecting vulnerable children and adults and ensuring that we improve the affordability and quality of housing for our residents.

Specific Actions

Action	Cabinet Portfolio	Senior Officer	Indicative Date
1. Agree the Housing Strategy action plan.	Economic Regeneration, Tourism and Housing	Director of Place	April 2020
2. Ensure Tor Vista achieves Registered Provider status and commence developments at Totnes Road, Paignton, St Kilda's, Brixham and Torre Marine, Torquay.	Economic Regeneration, Tourism and Housing	Director of Asset Management, Investment and Housing (TDA)	September 2020
3. Develop a £100 million forward investment programme for affordable and social housing in association with registered providers across Torbay.	Economic Regeneration, Tourism and Housing	Director of Place	April 2021
4. Ensure continued delivery against the Children's Services Improvement Plan.	Children's Services	Director of Children's Services	Ongoing, review April 2021
5. Agree the refreshed Children and Young People's Plan and associated action plan.	Children's Services	Director of Children's Services	July 2020
6. Explore opportunities for joining the Co-operative Councils Innovation Network and, as part of the Network, consider the options available to support communities to access affordable finance.	Leader of the Council	Director of Corporate Services	April 2021
7. Explore opportunities to bring forward a 'Torbay Promise' to identified areas in Torbay.	Children's Services	Director of Children's Services	April 2020

We will have aspirations for all of our residents

We aspire for all of our residents to reach their potential, having fulfilled lives – educationally, socially, in their careers and beyond – enjoying to the fullest our amazing and naturally inspiring environment.

We will pay particular focus on ensuring good support to our looked after children, in our role as their corporate parent.

Specific Actions

Action	Cabinet Portfolio	Senior Officer	Indicative Date
8. Learning from elsewhere, develop Torbay's approach to Family Friendly Torbay.	Children's Services	Assistant Director – Education, Learning and Skills	June 2020
9. Agree the refreshed Education Strategy, SEND Strategy and Disadvantaged Strategy and associated action plans.	Children's Services	Assistant Director – Education, Learning and Skills	May 2020
10. Provide Healthy Lifestyles services to those that need it whilst reviewing best practice elsewhere to inform future models of delivery.	Adults and Public Health	Director of Public Health	Ongoing, review April 2021
11. Implement the trauma-informed approach across services.	Adults and Public Health	Director of Public Health	April 2021
12. Deliver the healthy weight declaration.	Adults and Public Health	Director of Public Health	April 2021
13. Develop an oral health promotion service.	Adults and Public Health	Director of Public Health	April 2021
14. Support the roll out of Torbay (self-harm) family intervention and mental health support teams.	Adults and Public Health	Director of Public Health	April 2021

Action	Cabinet Portfolio	Senior Officer	Indicative Date
15. Work in partnership to deliver the Torbay Multi-agency Suicide and Self-harm Prevention Plan.	Adults and Public Health	Director of Public Health	April 2021
16. Improve the outcomes for those most vulnerable in our communities through the comprehensive re-procurement of substance misuse services, as part of a wider multiple complex needs alliance.	Adults and Public Health	Director of Public Health	April 2021
17. Play our part as a critical partner within the Devon-wide Sustainability and Transformation Programme.	Adults and Public Health	Director of Public Health	Ongoing, review April 2021

We will build safer communities

We will work with partners to reduce crime and violence through collaborative prevention and intervention practices.

Specific Actions

Action	Cabinet Portfolio	Senior Officer	Indicative Date
18. Work with the Community Safety Partnership on its next Strategic Assessment to identify priorities for building safer communities in Torbay, and ensure that Council activities align and support this approach.	Corporate and Community Services	Assistant Director – Community and Customer Services	April 2021
19. Ensure an effective partnership approach to reducing domestic abuse and sexual violence to ensure that all agencies are working together.	Corporate and Community Services	Assistant Director – Community and Customer Services	April 2021
20. Support the implementation of the Evening and Night Time Economy Strategy.	Corporate and Community Services	Assistant Director – Community and Customer Services	May 2020
21. Ensure a focus on the risk to and impact of exploitation of children and vulnerable adults, working in partnership with community groups.	Corporate and Community Services	Assistant Director – Community and Customer Services	April 2021
22. Co-locate police officers within Children's Services' teams to continue to improve outcomes for children and families.	Children's Services	Director of Children's Services	April 2021
23. Support Devon and Cornwall Police in securing a response location in Paignton.	Corporate and Community Services	Assistant Director – Community and	April 2021

Action	Cabinet Portfolio	Senior Officer	Indicative Date
		Customer Services	
24. Work proactively with local NHS partners to deliver Health and Wellbeing Hubs in Paignton and Torquay and to maximise the impact of the Health Improvement Programme.	Adults and Public Health	Director of Adult Services	April 2021

Thriving Economy

We will create an environment in which businesses and jobs can grow

We will create a local economy which is successful and sustainable – where businesses and jobs can grow.

Specific Actions

Action	Cabinet Portfolio	Senior Officer	Indicative Date
25. Agree the refreshed Economic Strategy.	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)	July 2020
26. Explore the potential for the community wealth building approach to develop new ways of working with our public and private sector partners to maximise local economic benefits.	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)	
27. Progress, using our relevant powers, a redevelopment of the Crossways site in Paignton.	Economic Regeneration, Tourism and Housing	Director of Asset Management, Investment and Housing (TDA)	April 2021
28. Bring forward the Garfield Road development in Paignton.	Economic Regeneration, Tourism and Housing	Director of Place	April 2021
29. Support South Devon College's HE Vision including to secure Full Taught Degree Awarding Powers by 2022 and University College status by 2025.	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)	Ongoing, review April 2021
30. Close the educational attainment gap and broaden the skills base within the workforce and further the growth of apprenticeships.	Children's Services	Assistant Director – Education, Learning and Skills; and Director of Economic	Ongoing, review April 2021

Action	Cabinet Portfolio	Senior Officer	Indicative Date
		Strategy (TDA)	
31. Protect and accelerate the development of employment space to accommodate business growth.	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)	Ongoing, review April 2021
32. Explore funding opportunities and develop an investment programme to create greater capacity and enhanced growth potential for the fishing industry at Brixham Harbour.	Infrastructure, Environment and Culture	Director of Place	April 2021
33. Promote opportunities for investment through the Torbay Economic Growth Fund with the aim of regenerating all of our town centres and diversifying the economy.	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)	Ongoing, review April 2021
34. Work as a member of the Peninsula Transport Body to improve connectivity in and to the South West and, in particular, Torbay.	Infrastructure, Environment and Culture	Assistant Director – Planning and Transport	Ongoing, review April 2021

We will become the premier tourist resort in the UK

We have a naturally inspiring environment, amazing heritage and a long history as a leading seaside holiday destination. We aspire to build upon this to become the premier tourist resort in the UK.

For both our tourists and our residents we need to tackle the decline in our town centres, making them vibrant places.

Specific Actions

Action	Cabinet Portfolio	Senior Officer	Indicative Date
35. Invest up to an additional £0.6 million in public toilet provision enabling investment at Goodrington South, Meadfoot,	Infrastructure, Environment and Culture	Director of Place	Ongoing, review April 2021

Action	Cabinet Portfolio	Senior Officer	Indicative Date
Broadsands, Goodrington North, Abbey Meadows and Preston Bus Shelter.			
36. Work to identify a third party provider to operate the public toilets at Corbyn Head from 2021/2022 onwards.	Infrastructure, Environment and Culture	Director of Place	April 2021
37. Support the community in their development and delivery of projects which will improve our beaches and seafront areas.	Infrastructure, Environment and Culture	Director of Place	Ongoing, review April 2021
38. Maximise the use of investment from new businesses in Torbay through the use of Section 106 monies, Community Infrastructure Levy and sponsorship.	Infrastructure, Environment and Culture	Assistant Director – Planning and Transport	Ongoing, review April 2021
39. Submit our application to the Heritage Lottery Fund for Phase 3 of the renovations at Torre Abbey	Infrastructure, Environment and Culture	Director of Place	May 2020
40. Support the Heritage Lottery Resilience Fund bid for Oldway Mansion in order to support the submission of a Heritage Lottery Fund bid, the new Oldway Trust and volunteer activities.	Infrastructure, Environment and Culture	Director of Place	May 2020
41. Develop plans for the long term future of the Pavilion in Torquay.	Infrastructure, Environment and Culture	Director of Asset Management, Investment and Housing (TDA)	May 2020
42. Work with the Destination Management Group to ensure alignment with Destination Management Plan objectives and advocate that regional partners recognise the importance of the visitor economy for Torbay.	Infrastructure, Environment and Culture	Director of Economic Strategy (TDA)	Ongoing, review April 2021

Action	Cabinet Portfolio	Senior Officer	Indicative Date
43. Work with partners to develop a Town Investment Plan for Torquay which secures the highest allocation of Town Deal investment.	Infrastructure, Environment and Culture	Director of Economic Strategy (TDA)	June 2020
44. Ensure that the Future High Streets Fund application for Paignton secures investment to accelerate the regeneration of Paignton.	Infrastructure, Environment and Culture	Director of Economic Strategy (TDA)	June 2020
45. Support Torbay Culture in advocating for the culture sector to work with partners to ensure a good quality submission to Creative People and Places.	Infrastructure, Environment and Culture	Director of Economic Strategy (TDA)	Ongoing, review April 2021
46. Work with the community to empower them to manage flower beds and promote civic pride.	Infrastructure, Environment and Culture	Director of Place	Ongoing, review April 2021
47. Work with destination management partners to maximise all available funding for Torbay.	Infrastructure, Environment and Culture	Director of Place	Ongoing, review April 2021

Tackling Climate Change

We will become a carbon neutral council and work with others to create a carbon neutral community

Environmental sustainability will influence everything we do. The Council will work towards carbon neutrality and strengthening Torbay's resilience to a changing environment.

Specific Actions

Action	Cabinet Portfolio	Senior Officer	Indicative Date
48. Introduce a mechanism to ensure all council decisions are informed by an analysis of whether they would help or hinder climate change.	Infrastructure, Environment and Culture	Assistant Director – Planning and Transport	September 2020
49. Appoint a dedicated Climate Change Officer, to co-ordinate Council activities as part of the Devon Climate Emergency Response Group and develop an action plan to address climate change in Torbay.	Infrastructure, Environment and Culture	Assistant Director – Planning and Transport	May 2020
50. Bring forward Trees for the Future setting out how we will work as a community to protect and enhance our treescape and introduce appropriate re-wilding.	Infrastructure, Environment and Culture	Director of Place	April 2020
51. Explore opportunities to produce our own renewable electricity and introduce electric vehicle charging points and make best use of the planning system to drive this agenda across Torbay.	Infrastructure, Environment and Culture	Assistant Director – Planning and Transport	Ongoing, review April 2021
52. Deliver a successful transition of services to SWISCO, in particular ensuring that there is a focus on increasing recycling rates.	Infrastructure, Environment and Culture	Director of Place	July 2020
53. Maintain close oversight of the impacts of charging for household DIY waste at the Recycling Centre.	Infrastructure, Environment and Culture	Director of Place	Ongoing, review April 2021

Action	Cabinet Portfolio	Senior Officer	Indicative Date
54. Develop plans for a trial and roll out of three-weekly refuse collections	Infrastructure, Environment and Culture	Director of Place	April 2021
55. Implement the Environmental Enforcement Service.	Corporate and Community Services	Assistant Director – Community and Customer Services	Ongoing, review April 2021
56. Review and develop plans to address flooding risks within Torbay.	Infrastructure, Environment and Culture	Director of Place	Ongoing, review April 2021
57. Review and develop plans to improve communications and transport connectivity and sustainability, including the submission of a bid for Edginswell Rail Halt.	Infrastructure, Environment and Culture	Assistant Director – Planning and Transport	June 2020
58. Encourage a sustainably developed built environment through review of Local Development Scheme (Local Plan Review).	Infrastructure, Environment and Culture	Assistant Director – Planning and Transport	Ongoing, review April 2021

Council Fit for the Future

We will become a Council fit for the future, working with our communities to create a culture of partnership

We will be a council that supports, enables and empowers its residents, our communities and our partnerships, and we will deliver our services in the most efficient and effective way possible.

Specific Actions

Action	Cabinet Portfolio	Senior Officer	Indicative Date
59. Agree a Community Engagement and Empowerment Strategy, including an 'Enabling Council' action plan.	Corporate and Community Services	Director of Corporate Services	April 2021
60. Strengthen relationships with the Community Partnerships through the appointment of Ward Ambassadors within the Council.	Corporate and Community Services	Director of Corporate Services	Ongoing, review April 2021
61. Strengthen relationships with the community by undertaking town visits by Leader and Chief Executive.	Leader of the Council	Chief Executive	Ongoing, review April 2021
62. Roll out and embed Crowdfunding to support community projects and establish Community Grant Funding schemes.	Corporate and Community Services	Director of Corporate Services	Ongoing, review April 2021
63. Re-energise take up of the Torbay Lottery as a means of funding for community projects.	Corporate and Community Services	Director of Corporate Services	Ongoing, review April 2021
64. Simplify and standardise how the Council works through making the best use of technology.	Corporate and Community Services	Director of Corporate Services	Ongoing, review April 2021
65. Review the continued rationalisation of council assets.	Infrastructure, Environment and Culture	Director of Place	Ongoing, review April 2021

Action	Cabinet Portfolio	Senior Officer	Indicative Date
66. Ensure that Torbay Council collaborates effectively with other authorities, locally, regionally and nationally.	Leader of the Council	Chief Executive	Ongoing, review April 2021