

Investing in the future: Develop a successful economy and improve job prospects

We will achieve this through:	Update Position (November 2014)
<p>1. Jobs-led regeneration focusing on specific sectors</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Outline business cases prepared for further investment in innovation centres. ○ An increase in new business start ups ○ Maximise opportunities for job creation including through joint planning with neighbouring authorities, and investing in a “Jobs Fund” 	<p>There continues to be a focus on the creation of new businesses with a number of publicly funded start up programmes active in Torbay including Outset Torbay and while at a project level outcomes are strong there is some evidence of a falling number of start ups. However this will continue to be a focus alongside deepening the work with businesses to enable more rapid growth such as through exposure to export markets (where TDA was awarded the Enterprising Britain award for South Devon export network) and through e commerce. Again the LEP is an important partner here in accessing important European funding which will support these aspirations.</p>
<p>2. Creating the right environment for inward investment</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Completion of a feasibility study for a third harbour ○ Increased investment from businesses, Government and the European Union ○ An adopted Local Plan by September 2013 ○ Adopted Neighbourhood Plans for Torquay, Paignton and Brixham by September 2013 	<p>The Council has also worked with partners in the LEP and across the Peninsula to maximise opportunities for Torbay to benefit from the Peninsula Deal where Brixham has been designated a strategic site for the marine economy across the far South West. This is expected to help enable funding opportunities to bring forward marine employment in the town. A further approach has been made to Government, with the LEP, to invest in a number of projects in Torbay including the proposed Business Centre (Innovation Centre 3), Claylands, Oxen Cove and other supporting infrastructure to meet general needs for business space and to support important local sectors including marine and hi tech sector’s which have the potential for high value employment. This infrastructure continues to be highlighted by business as being of critical importance in determining whether to stay and invest in the Bay or move elsewhere and what is good for our indigenous businesses is also good for inward investors where we are on track to receive in excess of 100 enquiries in this calendar year.</p> <p>The Local Plan and Neighbourhood Plan process nears a conclusion and there a further masterplanning process currently being consulted on for Torquay & Paignton Town centres, Collaton St Mary and for the Torquay Gateway site. These master plans have been conceived to stimulate investment in our place and have been driven by significant community input since the process began in April 2014.</p>
<p>3. Continuing to work towards completion of the South Devon Link Road</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Completion of highways capital projects – including South Devon Link road by the end of 2015 	<p>The contract to construct the South Devon Link Road was awarded in May 2012 and works on site commenced in October 2012. The project is now well progressed with the vast majority of earthworks complete and the spans being completed on all structures. One of the biggest milestones completed is the placing of the beams on the Penn Inn Flyover which was carried out in November 2014.</p> <p>The contractor Galliford Try has stated that as the weather from Jan to April 2015 can have a significant effect on progress it is too early to accurately predict a completion date, However, both the Contractor and the Project Team are confident the scheme is on programme to be completed before the end of 2015. The project also has a significant number of risks outstanding but based on current expenditure forecasts it is also on target to be constructed within the existing budget allocation.</p> <p>Use of local labour continues to be between 50 and 60% of the workforce on site the contractor has estimated they would have spent up to £40million in the local economy by completion of the project.</p>

	<p>The next phase of construction will see the completion of the ramp to the south of Penn Inn and installation of the drainage before construction of the kerbing and the highway surface will commence in the Spring</p>
<p>4. Lobbying to improve rail services</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Peninsula Rail Task Force ○ Rail Service Enhancements ○ Edginswell Station ○ Station Improvements 	<p>Torbay has had success in improving both stations and rail services recently but the disruptions due to the collapse of the sea wall at Dawlish have shown how vulnerable Torbay is to the effects of extreme weather throughout the South West region. Therefore working in partnership is essential to protect this vital lifeline and Torbay is part of the Peninsula Rail Task force covering Devon, Torbay, Somerset, Plymouth and Cornwall.</p> <p>Continued lobbying through the Peninsula Rail Task Force for greater connectivity & service enhancements in Torbay</p> <p>Lobby DfT to continue to support the new rail services from Paignton to Newton Abbot post expiry of Citizen's Rail/INTERREG funding.</p> <p>Edginswell Station (15/16 measures of success):</p> <ul style="list-style-type: none"> • GRIP 3 Network Rail approval for the station 15/16 • Gain Planning Approval 15/16 • Gain Funding from HoTSW LEP - LTB 15/16 • Award of contract to build Edginswell Station programmed for 2016/17. <p>Station Improvements:</p> <ul style="list-style-type: none"> • Torre - New waiting shelter & platform enhancements 14/15 & 15/16 from Citizens Rail/INTERREG funding • Torquay - New Station Lifts – Access for All Funding, Network Rail 2015-19 • Paignton – seek funding support for station enhancements from Train Operating Company, Network Rail and HoTSW LEP.
<p>5. Continuing to support town centres Business Improvement Districts</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Increasing business in our three towns 	
<p>6. Revitalising the retail offer in the town centres</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Increasing business in our three towns 	<p>The existing business centres continue to see strong occupancy rates and good outcomes with tenant businesses reporting strong turnover growth and employment growth over the past two years to April 2014. Also applications for Torbay Growth Fund investment which will create 130 jobs have been approved with applications pending which are expected to take the total number of jobs created to 240-250.</p>
<p>7. Working towards creating a sustainable and flourishing leisure, culture and tourism sector that is open to residents and visitors</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Completion of Torre Abbey Phase Two ○ Keeping our key public spaces clean 	<p>Torre Abbey Phase Two project was completed before time and on budget. Since a soft reopening in the summer of 2013, the venue continues to grow the audience and has received many great reports. It is currently 3rd plac on the Trip Advisor site out of the 33 local attractions in term of quality and experience. It has also won a number of excellence awards including the winner of Michelmores Property Award for Heritage Project of the Year in 2014 which was given to the TDA who managed the Phase 2 project. The re-interpretation part of the project has delighted visitors and makes it a compelling attraction for Torbay. Audience numbers are growing but still need to increase further to maximise the attraction. The commercial side of hiring the venue has exceeded expectations with a booming wedding business which supports the overall operation of the museum.</p>

	<p>The improvements to the Banjo at Princess Gardens and other landscape enhancement projects have improve the overall impression of the public spaces. TOR2 continue to strive to keep the bay clean and the beaches have maintained Blue Flag and Seaside Awards which in part is due to the beach and water quality.</p>
<p>8. Making it easier to get around the Bay by developing integrated transport where feasible</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Completion of Growth Deal Schemes 	<p>Access to sites, markets, labour and finance are important for all businesses to that end the Mayor and officers have worked to influence development of the LEP’s strategic economic plan¹ and EU investment strategy². Both of these have scope to support economic infrastructure including transport links and business incubation space.</p> <p>The following transport schemes are identified for potential funding through the approved Growth Deal awarded to the Heart of the SW LEP:</p> <ul style="list-style-type: none"> ○ Torquay Gateway (15/16) ○ Edginswell Station (15/16) ○ Torquay town centre and harbour side ○ A385 Totnes Road, west of Paignton

¹ <http://www.heartofswlep.co.uk/strategic-economic-plan>

² <http://www.heartofswlep.co.uk/SIFfinaldraft>

Investing in the future: Ensure that every child has access to a good school and target support to ensure all young people reach their potential

We will achieve this through:	Update Position (November 2014)																																																																																				
<p>1. Raising skills levels by working with schools, South Devon College and Universities to meet the standards set by Department for Education for attainment and attendance</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Improvements in the attainment of children and young people at Key Stage 2 and GCSE 	<p>The Schools and Early Years Data are included below. The LA continues to support schools through the Schools Supporting Schools process utilising the successful Teaching School to achieve this. The Director is currently in discussion with schools and the Regional Director of Academies to develop this system further within existing resources. Further details will be available in the New Year.</p> <p>2014 Local Authority Early Years Foundation Stage Profile results demonstrate a significant increase in the number of children achieving a good level of development. 61% of children achieved a good level of development representing an additional 10% compared to the previous year. The Torbay results for the first time also slightly exceed the national good level of development at 60%.</p> <p>% of KS4 pupils achieving 5+A*-C (and equivalent) including English and maths GCSEs *Not validated</p> <table border="1" data-bbox="1210 848 2220 1003"> <thead> <tr> <th></th> <th>2011</th> <th>2012</th> <th>2013</th> <th>2014</th> </tr> </thead> <tbody> <tr> <td>England average</td> <td>58.2</td> <td>58.8</td> <td>60.6</td> <td>N/A</td> </tr> <tr> <td>LA average</td> <td>57.2</td> <td>60.5</td> <td>60.9</td> <td>59%*</td> </tr> <tr> <td>Pupils attracting pupil premium</td> <td>N/A</td> <td>32.3</td> <td>38.9</td> <td>N/A</td> </tr> </tbody> </table> <p>% of Key stage 2 pupils achieving level 4+</p> <table border="1" data-bbox="1222 1108 2249 1738"> <thead> <tr> <th></th> <th>2012</th> <th>2103</th> <th>2014</th> </tr> </thead> <tbody> <tr> <td>Read write maths combined</td> <td></td> <td></td> <td></td> </tr> <tr> <td>National</td> <td>75</td> <td>76</td> <td>78*</td> </tr> <tr> <td>Torbay</td> <td>72</td> <td>77</td> <td>73*</td> </tr> <tr> <td>Reading</td> <td></td> <td></td> <td></td> </tr> <tr> <td>National</td> <td>87</td> <td>86</td> <td>89*</td> </tr> <tr> <td>Torbay</td> <td>83</td> <td>87</td> <td>82*</td> </tr> <tr> <td>Grammar Punctuation and Spelling</td> <td></td> <td></td> <td></td> </tr> <tr> <td>National</td> <td>N/A</td> <td>74</td> <td>76*</td> </tr> <tr> <td>Torbay</td> <td>N/A</td> <td>75</td> <td>70*</td> </tr> <tr> <td>Maths</td> <td></td> <td></td> <td></td> </tr> <tr> <td>National</td> <td>84</td> <td>85</td> <td>86*</td> </tr> <tr> <td>Torbay</td> <td>84</td> <td>86</td> <td>82*</td> </tr> <tr> <td>Writing</td> <td></td> <td></td> <td></td> </tr> <tr> <td>National</td> <td>81</td> <td>83</td> <td>85*</td> </tr> <tr> <td>Torbay</td> <td>80</td> <td>83</td> <td>83*</td> </tr> </tbody> </table> <p style="text-align: right;">Torbay Virtual School</p>		2011	2012	2013	2014	England average	58.2	58.8	60.6	N/A	LA average	57.2	60.5	60.9	59%*	Pupils attracting pupil premium	N/A	32.3	38.9	N/A		2012	2103	2014	Read write maths combined				National	75	76	78*	Torbay	72	77	73*	Reading				National	87	86	89*	Torbay	83	87	82*	Grammar Punctuation and Spelling				National	N/A	74	76*	Torbay	N/A	75	70*	Maths				National	84	85	86*	Torbay	84	86	82*	Writing				National	81	83	85*	Torbay	80	83	83*
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Summary of Performance Data at end of KS2 and KS4
(12 months continuous care)

KS2 % reaching L4 in English

	09/10	10/11	11/12	12/13
Torbay CLA	11.11%	50%	50%	83%
National CLA	45%	50%	60%	55%
All Torbay children	79%	77%	84%	87.7%

KS2 % reaching L4 in Maths

	09/10	10/11	11/12	12/13
Torbay CLA	22.22%	33.3%	50%	83%
National CLA	44%	48%	56%	59%
All Torbay children	80%	79%	88%	87.3%

KS2 % reaching L4 in English and Maths

	09/10	10/11	11/12	12/13
Torbay CLA	11.11%	33.3%	33.3%	66.6%
National CLA	36%	40%	50%	Not available
All Torbay children	79%	77%	84%	77%

KS2 % reaching L4 in July 2014

	L4 Reading	L4 Writing	L4 Grammar, Punctuation and Spelling	L4 Maths	L4 in Reading, Writing and Maths
Torbay CLA	69%	56.25%	43.75%	56.25%	56.25%
All Torbay children (2013)	87%	NA	75%	86%	77%
SW Region CLA	61%	54%	42%	52%	NA
National CLA (2013)	63%	55%	45%	59%	NA
All Children – England 2013	86%	NA	74%	85%	75%

KS4 % achieving 5+ A* - C including English and Maths

	09/10	10/11	11/12	12/13	13/14
Torbay CLA	6.3%	38.5%	16.5%	0%	0%
National CLA	11.6%	12.8%	14.6%	15.3%	NA
All Torbay children	54.1%	57.2%	60.5%	60.9% (national figure 59.2%)	59% (provisional)

KS4 % achieving 5+ A* - C

	09/10	10/11	11/12	12/13	13/14
Torbay CLA	6.3%	46.1%	33%	21.4%	8%
National CLA	26.1%	31.2%	36.8%	36.6%	NA
All Torbay children	75.1%	80.9%	82.4%	TBC (national figure 81.1%)	NA

	KS4 % achieving 5+ A* - G					
		09/10	10/11	11/12	12/13	13/14
	Torbay CLA	18.8%	76.9%	88%	64.3%	76%
	National CLA	72.6%	na	na	Not available	NA
	All Torbay children	94%	95.2%	93.8%	95.5%	NA

<p>2. Working with partners, encourage public and private sectors to develop employment of apprentices</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ After statutory school age, young people are either in further education, training or employment 	<p>After statutory school age, young people are either in further education, training or employment</p> <p>NEETS</p> <p>November – January (3 Month Averages – Based on Academic Age and Residency)</p> <p>2011/12 - 5.1%</p> <p>2012/13 – 5.1%</p> <p>2013/14 – 5.7%</p>
<p>3. Supporting early years settings and schools to improve standards</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Improvements in the attainment of children and young people at Key Stage 2 and GCSE 	<p>As above in 1.</p>
<p>4. Providing support to children and young people who at risk of underachievement</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Improvement in the attainment of vulnerable children and young people 	<p>In addition to increasing the overall outcomes for children Torbay has narrowed the gap between the those pupils eligible for FSM and all of the other pupils to 17 points compared to the national figure of 19. These results indicate that outcomes for all groups of children have been improved during the year 2013 - 2014.</p>
<p>5. Supporting schools to become academies where they choose to do so</p> <ul style="list-style-type: none"> • Measures for success: 	<p>6 Secondary Schools now converted – 1 in process</p> <p>18 Primary Schools now converted</p> <p>1 Special School converted</p>

Investing in the future: Invest to improve quality of life and reduce long term costs to the community

We will achieve this through;	Update Position (November 2014)
<p>1. Adhering to sympathetic regeneration</p> <ul style="list-style-type: none"> • Measures for success: 	<p>Sympathetic regeneration</p> <p>Between 1998 – 2008 around 3,000 net new jobs were created. Some examples of more recent job creation are as follows:</p> <p>White Rock 1135 jobs, 350 homes and an estimated £60M investment; development has started</p> <p>Palace Hotel 130 jobs, around £100M investment, £4.5M visitor spend and 137 apartments</p> <p>Abbey Sands Around 70 jobs, £10M investment and an iconic development. The development is close to completion</p> <p>Yannons Farm / Parkbay Including £2.5M investment in Western Corridor improvements and a new Pharmaceutical Manufacturing Unit (PMU). The development is well underway, with the PMU built and new homes under construction</p> <p>Energy Centre, White Rock This development is complete and operational</p> <p>Beechfield, Torquay Won gold in the Best Starter Home category at the What House? Awards: Development Project of the Year, Michelmores Property Awards; 50 Best Housing Developments, Inside Housing. built by Leadbitter and in partnership with Torbay Council, which gave the land and £570,000 in funding, and the HCA, which contributed £7.2 million in funding.</p> <p>Currently under consideration New hotel, apartments and commercial space at the Pavilion, Torquay New hotel, office space and commercial space at Torwood Street, Torquay Mixed use development (Business and commercial space, new homes), former Bookhams site, Paignton Mixed use development (business space and new homes), Yalberton / Yannons, Paignton Torbay Hospital Critical Care Unit</p>
<p>2. Continuing to work on the Closing the Gap Strategy and roll out to other areas by involving communities</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Increase in healthy life expectancy, particularly in our most deprived wards 	<p>An Integrated Prevention Strategy has been developed to focus on Health Inequality and preventing early deaths.</p>

<p>3. Reducing the negative impact of alcohol, obesity, tobacco and drugs on our communities</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Reduce smoking during pregnancy ○ Reduce levels of obesity 	<p>Developed an obesity strategy and action plan and are delivering through a steering group Begun to revise the Alcohol strategy Worked with the hospital on its alcohol services Worked within the new maternity strategy to focus on such areas as smoking in pregnancy, maternal well-being and obesity in pregnancy</p>																																													
<p>4. Reducing teenage pregnancy</p> <ul style="list-style-type: none"> • Measures for success: 	<p>Revised the teenage pregnancy strategy and action plan</p> <table border="1" data-bbox="1196 564 2083 896"> <thead> <tr> <th colspan="4">2011</th> <th>Average</th> </tr> <tr> <th>Qtr 1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th></th> </tr> </thead> <tbody> <tr> <td>39.3</td> <td>58.8</td> <td>51.4</td> <td>62.1</td> <td>52.9</td> </tr> <tr> <th colspan="4">2012</th> <th></th> </tr> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>39.4</th> </tr> <tr> <td>57.6</td> <td>34.2</td> <td>33.9</td> <td>32.2</td> <td></td> </tr> <tr> <th colspan="4">2013</th> <th></th> </tr> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>28.5 (so far)</th> </tr> <tr> <td>36.6</td> <td>34.5</td> <td>14.4</td> <td></td> <td></td> </tr> </tbody> </table>	2011				Average	Qtr 1	Q2	Q3	Q4		39.3	58.8	51.4	62.1	52.9	2012					Q1	Q2	Q3	Q4	39.4	57.6	34.2	33.9	32.2		2013					Q1	Q2	Q3	Q4	28.5 (so far)	36.6	34.5	14.4		
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<p>5. Promoting sport and outdoor activity to improve health and wellbeing.</p> <ul style="list-style-type: none"> • Measures for success: 	<p>Planned to work with one of the sports development managers to focus remit on increasing physical activity</p> <p>Working across sport and physical activity through the development of the Velopark, the GP Referral and other one off projects has resulted in more people becoming active who have not been active before. The focus has been on raising people up the scale of activity level – example non active to 30 minutes per week. Work has also taken place to assist those with mental health issues in libraries for example the stoke rehabilitation group in Paignton. A Physical Activity Co-ordinator in development which will focus specifically on getting more people active and health across the bay. This will be in place by next April.</p> <p>The Breezers Cycling scheme has been extremely successful in Torbay, with us having the highest numbers of women taking part regularly from across the UK. Social running and cycling groups have been expanding with less formal sessions attracting more participants. The opening of the Velopark has been critical in getting more nervous a cyclist participating as this is a safe and enclosed environment.</p> <p>External funding for Swim Torquay and Torre Valley North has helped secure the clubs using this facility. Most clubs now have leases or in the process of obtaining leases which will open up more opportunities for external funding to be sourced.</p> <p>% of those on low incomes participating in sports – 20.9% - Below target % of over 55's participating in sport – 14.6% - well above target National indicator - Adult participation in sport and active recreation -20.5% - well below target</p>																																													
<p>6. Working towards keeping crime low by:</p> <ul style="list-style-type: none"> ○ Maintaining focus on the night-time economy ○ Working with the Police Commissioner for resources to ensure crime levels remain low and people feel safe ○ Jointly engaging and involving communities to resolve local issues in neighbourhoods <ul style="list-style-type: none"> • Measures for success: 	<p>We have worked to review the work of street wardens</p>																																													

<ul style="list-style-type: none"> ○ Keep levels of crime low to enable people to feel safe in their homes and in public places ○ Ensure fatalities and serious injuries from road traffic accidents remain low 																																											
<p>7. Planning for the future supply and demand of energy for the Bay</p> <ul style="list-style-type: none"> ● Measures for success: <ul style="list-style-type: none"> ○ Establish Energy Board ○ Develop Action Plan 	<p>In Addition to the existing Energy and Climate Change Strategy the Council is establishing an Energy Board The Board will develop an action plan in 2015 specifically to address energy security concerns. This plan will focus on developing local energy production to provide a boost to the local economy, raise skills and provide jobs.</p>																																										
<p>8. Reducing local greenhouse gas emissions</p> <ul style="list-style-type: none"> ● Measures for success: <ul style="list-style-type: none"> ○ Reduce Torbay’s Carbon Footprint ○ Reduce Torbay Council’s GHG emissions 	<p>Reduce Torbay’s Carbon Footprint</p> <p>In July 2014 Torbay Council unanimously adopted its second Energy and Climate Change Strategy (2014-19). The Council continues to lead on reductions to Torbay’s carbon footprint in line with the adopted 1.6% annual reduction target to achieve the national target of a 34% reduction by 2020 as shown below.</p> <table style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th colspan="6"><u>Torbay Five Year Carbon Target</u></th> </tr> <tr> <th></th> <th>2014</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Torbay carbon emissions (KtCO₂e)</td> <td>557</td> <td>548</td> <td>539</td> <td>530</td> <td>518</td> <td>505</td> </tr> </tbody> </table> <p>Reduce Torbay Council’s Green House Gas (GHG) Emissions</p> <p>The Councils commitment to managing and reducing emissions is reflected in the delivery and development of Energy and Climate Change projects (2014 -19). The published GHG report 2013/14 details emissions and provides a baseline for the 1.6% annual reduction target as shown below.</p> <table style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th colspan="6"><u>Torbay Council Five Year Carbon Target</u></th> </tr> <tr> <th></th> <th>2014</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Torbay Council carbon emissions (KtCO₂e)</td> <td>7.06</td> <td>6.95</td> <td>6.84</td> <td>6.72</td> <td>6.61</td> <td>6.49</td> </tr> </tbody> </table>		<u>Torbay Five Year Carbon Target</u>							2014	2015	2016	2017	2018	2019	Torbay carbon emissions (KtCO ₂ e)	557	548	539	530	518	505		<u>Torbay Council Five Year Carbon Target</u>							2014	2015	2016	2017	2018	2019	Torbay Council carbon emissions (KtCO ₂ e)	7.06	6.95	6.84	6.72	6.61	6.49
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Torbay carbon emissions (KtCO ₂ e)	557	548	539	530	518	505																																					
	<u>Torbay Council Five Year Carbon Target</u>																																										
	2014	2015	2016	2017	2018	2019																																					
Torbay Council carbon emissions (KtCO ₂ e)	7.06	6.95	6.84	6.72	6.61	6.49																																					
<p>9. Ensuring an appropriate supply of quality housing within communities</p> <ul style="list-style-type: none"> ● Measures for success: 	<p>Supply of Quality Homes</p> <p>Between 1981 – 2011 just over 13,300 new homes were built in Torbay.</p> <p>In the last five years Torbay has seen the following numbers of homes completed:</p> <p>2009/10 – 322 2010/11 – 402 2011/12 – 268 2012/13 – 256 2013/14 – 446</p> <p>This shows a number of slow years, due to market demand and delivery (not lack of land supply), but an increase in provision in the last year. Affordable housing provision has been at or above the 30% ‘threshold’, largely due to delivery by Housing Associations / Registered providers, until the last couple of years when numbers have reduced – largely due to site development viability.</p>																																										

	<p>Since 2005, around 90% of new housing has been on brownfield sites.</p> <p>Looking forward, there is land available for just over 2700 new homes – representing well over a five year housing land supply on current completion rates. This is sufficient to meet forecast population changes and changes due to economic growth over the next 5 years. If growth exceeds projection then more homes will be needed. Anticipated completions for the next 5 years equate to 400-450 per annum.</p> <p>The Council is actively promoting growth, not only in its Local Plan and via the Economic Strategy, but also via masterplanning – for ports, town centres (Torquay and Paignton), in Torquay Gateway and Collaton St Mary.</p>
<p>10. Continuing to create a safe environment for all residents and visitors</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Keep levels of crime low to enable people to feel safe in their homes and in public places ○ Ensure fatalities and serious injuries from road traffic accidents remain low 	<p>Road traffic accidents remain low in general for Torbay. There has been an increase since 2010 in the number of people killed or seriously injured. There is no data to suggest there is any specific cause for this increase in recent years.</p> <p>More 20 mile an hour zones have been introduced around schools which have significantly reduced risks outside schools. Working closely with the police on education has delivered a higher awareness of risk. These include joint road-shows for road safety and programmes, such as courses for elderly drivers etc.</p>
<p>11. Continuing to work with our partner agencies to improve the health and wellbeing of our communities</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Increasing numbers of people taking part in physical activity, including walking and cycling ○ Sports clubs and voluntary organisations are able to manage their own facilities and access external funding 	<p>We have worked to support the Health and Wellbeing Board to become more effective.</p>
<p>12. Improving opportunities for people with dependency issues and maintaining timely and effective access to services</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Provide drug users with access effective treatment ○ Reduce alcohol related admissions to hospital 	<p>Continued to support smoking cessation and drug and alcohol services</p>

Protecting the vulnerable: Invest in early intervention and prevention to reduce the number of children and families experiencing complex problems

We will achieve this through;	Update Position (November 2014)
<p>1. With partners, using the principles of Early Intervention and Early Prevention in supporting communities</p> <ul style="list-style-type: none"> • Measures for success: 	<p>Children’s Services has continued to develop the partnership approach to Early Intervention/prevention. In practical terms this has initiated support to the prevention strategy from Public Health, the launch of the Early Help Strategy in September 2014 and the continued development of the Children’s Community Hub in partnership with health and the voluntary sector.</p>
<p>2. Engaging with communities in rolling out locality working and community budgets as part of localism</p> <ul style="list-style-type: none"> • Measures for success: 	<p>The concept of community budgets is currently being explored with the DfE through a social work innovative fund proposal and further information will be available in the New Year</p>
<p>3. Supporting families with young children through universal services such as children’s centres</p> <ul style="list-style-type: none"> • Measures for success: 	<p>The children centres Reach target is ‘How many of the 0-4 yrs population have accessed their services in a meaningful way in the last twelve months’.</p> <p>Torquay Reach – 1945 children which is 52.4% Registration – 2757 children which is 74.3%</p> <p>Paignton & Brixham Reach – 1725 which is 57.9% Registration – 2592 which is 87%</p> <p>The combined figures for Torbay are: Reach 55% Registration 80%</p> <p>Enquiries to Family Information Service (FIS) data</p>

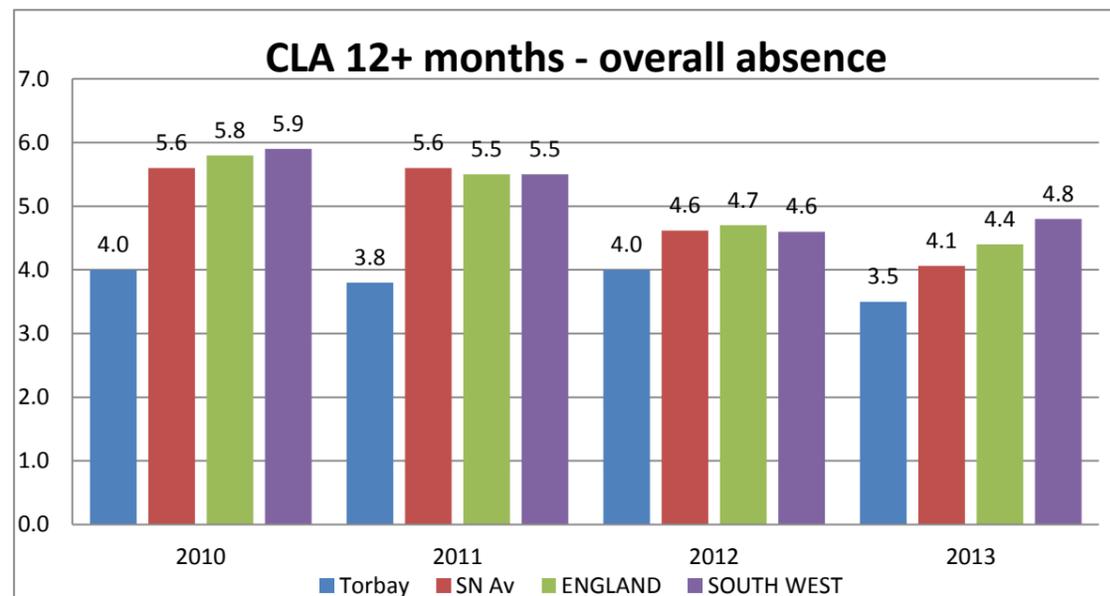
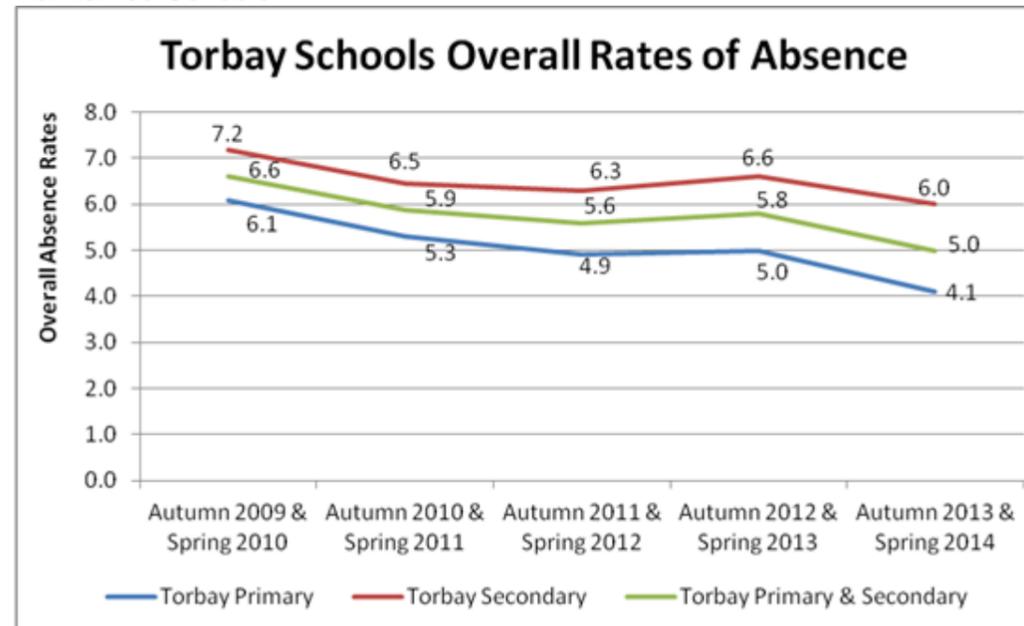
<p>4. Continuing to work with our partner agencies to support families in need</p> <ul style="list-style-type: none"> Measures for success: 	<p>Torbay has 365 Troubled Families allocated to turn around in the first tranche of this programme. All 365 will be turned around and claimed for by May 2015. In the new phase beginning April 2015 the allocation is 1180. In this next phase, there are 6 eligibility criteria, and a family must meet 2 of these.</p>												
<p>5. Developing of an Intensive Family Support Service (IFSS) to support families with complex needs</p> <ul style="list-style-type: none"> Measures for success: 	<p>Since the inception three years ago the Intensive Family Support continues to support an increasing number of families.</p> <p>November 2014 Data</p> <p>Number of Families worked with in Total (Current and Exited) 269 Number of Children worked with in Total (Current and Exited) 655</p> <p>Number of exited families - planned cases in total 149 Number of exited families - crisis cases in total 93</p> <p>Number accommodated (Families and Children)</p> <table border="1"> <thead> <tr> <th></th> <th>Families</th> <th>Children</th> </tr> </thead> <tbody> <tr> <td>Crisis</td> <td>14</td> <td>30</td> </tr> <tr> <td>Planned</td> <td>30</td> <td>80</td> </tr> <tr> <td>Total Accommodated</td> <td>44</td> <td>110</td> </tr> </tbody> </table>		Families	Children	Crisis	14	30	Planned	30	80	Total Accommodated	44	110
	Families	Children											
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Planned	30	80											
Total Accommodated	44	110											
<p>6. Providing targeted support to families through the Family Intervention Project (FIP)</p> <ul style="list-style-type: none"> Measures for success: <ul style="list-style-type: none"> Successful delivery of payments by results for families with complex needs We will also play our part in working with other agencies to; Reduce the teenage conception rate Keep levels of crime and anti-social behaviour low 	<p>YOT KPIS last 3 years with most recent data</p> <table border="1"> <thead> <tr> <th>FTE rate</th> <th>Rate/100000</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>Jul 13 - Jun 14 (latest period)</td> <td>617</td> <td>69</td> </tr> <tr> <td>Jul 12 - Jun 13</td> <td>609</td> <td>70</td> </tr> <tr> <td>Jul 11 - Jun 12</td> <td>792</td> <td>93</td> </tr> </tbody> </table>	FTE rate	Rate/100000	Number	Jul 13 - Jun 14 (latest period)	617	69	Jul 12 - Jun 13	609	70	Jul 11 - Jun 12	792	93
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- Improved school attendance

Custodial rate	Rate/1000	Custodies
Oct 13 - Sep 14 (latest period)	0.09	1
Oct 12 - Sep 13	0.44	5
Oct 11 - Sep 12	0.34	4

Reoffending rates - binary	Binary rate	Reoffenders	Cohort
Jan 12 - Dec 12	28.0%	37	132
Jan 11-Dec 11	30.8%	53	172
Jan 10-Dec 10	34.70%	75	216

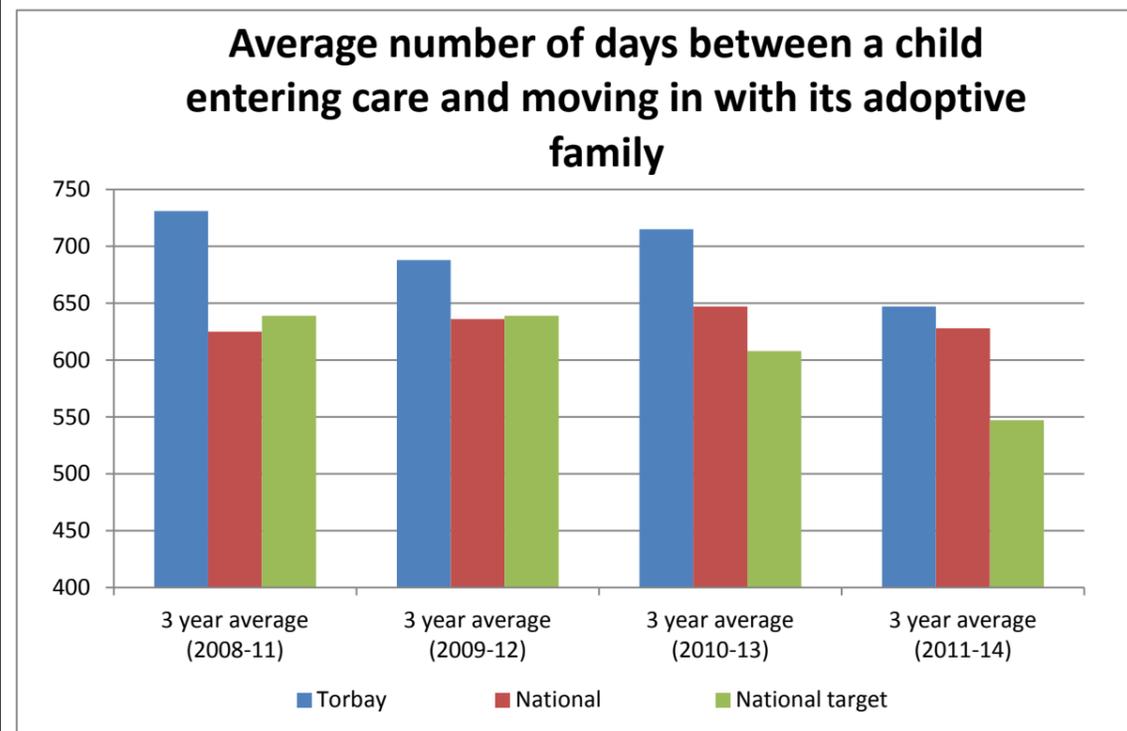
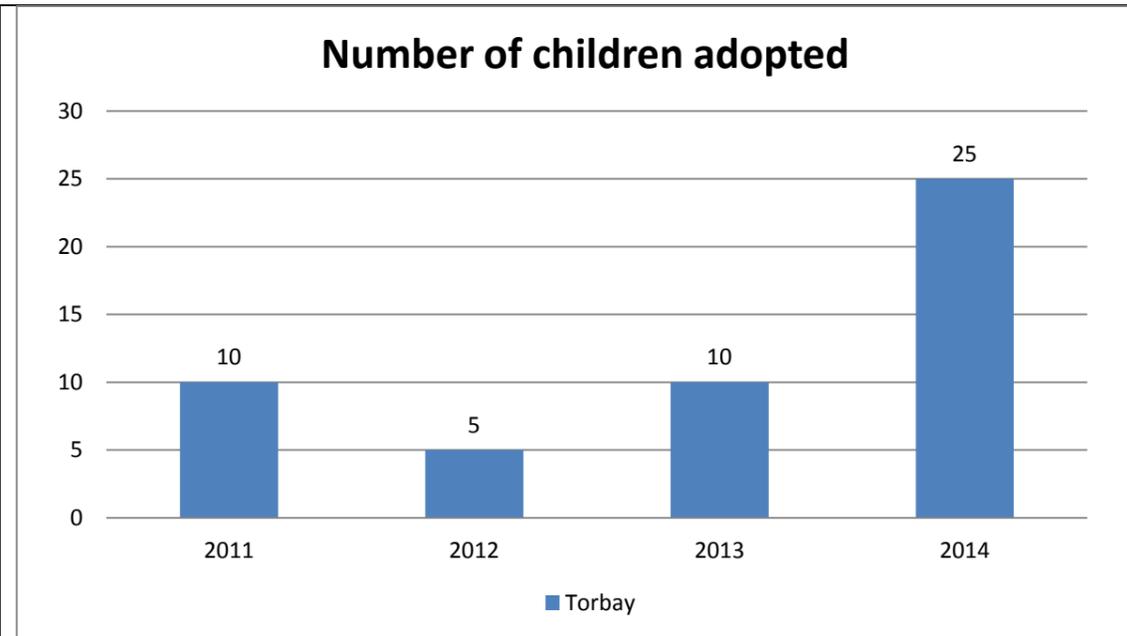
Maintained Schools



	<p>The rates of persistent absence for Children Looked After (for more than 12 months) are consistently less than 5% and therefore are suppressed under the data protection rules that the DfE applies to all published data on small cohorts.</p> <p>There are currently 36 children and young people who are placed with various providers. The providers are primarily within Torbay or the neighbouring areas. 13 of these students are placed on grounds of their behaviour, social and emotional needs in 2 provisions which Torbay uses; 5 are placed in provisions in Exeter which cater for pupils with a significant visual impairment, or significant hearing impairment; 3 are placed in provisions further away who cater for students with complex ASC (Autism / Aspergers). The remaining students are Post 16 students who we place in Independent Providers where their complex needs are being met.</p> <p>All these placements are closely monitored by the SEN Team, who regularly review the progress which is being made, and whether outcomes are being achieved.</p>
<p>7. Implementing Community Budgets to support families with complex needs</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Deliver reductions in the cost of families with complex problems to the public purse 	<p>The concept of community budgets is currently being explored with the DfE through a social work innovative fund proposal and further information will be available in the New Year</p> <p>The Children's Services 5 year plan that has now been adopted by Council will 'stem the flow' of children into the Social Care System.</p>
<p>8. Supporting people to improve their skills and confidence to gain employment</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Reduce the number of people claiming out of work benefit payments 	

Protecting the vulnerable: Protect the most vulnerable people from avoidable harm or abuse

We will achieve this through;	Update Position (November 2014)																									
<p>1. Continuing to improve Children and Adults Safeguarding</p> <ul style="list-style-type: none"> • Measures for success: 	<p>Adults safeguarding undertook a peer review in order to review practice and have external challenge. There is a follow up set of actions which are being developed through the Safeguarding Adults Board. The report and the focus on safeguarding will be through the HWBB as well as DASS and lead member.</p> <p>Adult Safeguarding is also being reviewed through our preparation for the Care Act. This welcome legislation puts Safeguarding for adults within a new legal framework.</p> <p>Children’s Services Safeguarding continues its existing improvement journey and has recently re-launched this week the following six priorities:-</p> <p>MASH Single Assessment Signs of Safety Virtual School Quality Assessment Framework</p>																									
<p>2. Improving our support for vulnerable children</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Reduce the number of children and young people who are subject to a Child Protection Plan or become Looked After. ○ Continue to increase in the timeliness of placements for children in care who were placed for adoption ○ Reduce the numbers of children subject to a Child Protection Plan for a second or subsequent time 	<p style="text-align: center;">Child protection rate per 10K of pop 0-18</p> <table border="1"> <caption>Child protection rate per 10K of pop 0-18</caption> <thead> <tr> <th>Area</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>Now</th> </tr> </thead> <tbody> <tr> <td>Torbay</td> <td>114.8</td> <td>70.6</td> <td>66.9</td> <td>62</td> </tr> <tr> <td>South West</td> <td>36.3</td> <td>37.3</td> <td>40.3</td> <td></td> </tr> <tr> <td>England</td> <td>37.8</td> <td>37.9</td> <td>42.1</td> <td></td> </tr> <tr> <td>Statistical Neighbours</td> <td>41</td> <td>41</td> <td>45</td> <td></td> </tr> </tbody> </table>	Area	2011/12	2012/13	2013/14	Now	Torbay	114.8	70.6	66.9	62	South West	36.3	37.3	40.3		England	37.8	37.9	42.1		Statistical Neighbours	41	41	45	
Area	2011/12	2012/13	2013/14	Now																						
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Year	Torbay	Statistical Av	South West Av	England Av																						
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2014	13.0	15.5	17.0	15.5																						
<p>3. Improving our assessment processes for children at risk</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Continue to improve the timeliness of initial and core assessments for children and young people referred to Children’s Services 	<p>Statutory guidance, issued in March 2013, required authorities to move away from an initial and core assessment approach to a single assessment approach. In line with statutory expectations, a Children service now monitors its performance against an expectation that all assessments are completed within 45 working days of referral.</p>																									
<p>4. Ensuring staff are clear about what to do when faced with an incident of abuse or where they suspect that a vulnerable adult is being abused or neglected</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Communications campaign has taken place. 	<p>Ensuring communications and information and advice is available for staff, and participating in the national adult safeguarding week to communicate what to do if staff suspect abuse. Developing member training for Cllrs after May 2015 as part of the new induction programme.</p>																									
<p>5. Implementing evidence based programmes that have been proved to work in tackling the causes of social problems rather than simply dealing with their consequences</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Alginment with JSNA and use of public health input to re-design of pathways 	<p>For people focused services, ensuring public health evidence base and the JSNA is at the heart of all our initiatives. This has taken place with NHS commissioners and providers as well as in the council and the HWBB allows challenge to those schemes. There remains a tension given reductions in budget between maintaining preventative programmes whilst being still needed to support acute consequences. However improvements in approach have been made through community hubs for children and adults, aspects of mental health, and aspects of domestic violence and community safety.</p>																									

<p>6. Working effectively with key partners in information sharing and delivery</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Review of HWBB and Joined up review through external development programme by national NHS/Dept of Health. 	<p>Adult's services are working with public health and partners to ensure prevention and early interventions are part of our way of doing things. A formal prevention strategy has been adopted and partners in the NHS continue to work together on achieving ambitions as a pioneer of further integration and with and Integrated Care Organisation (ICO) as the provider at the heart of that enterprise.</p>
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Protecting the vulnerable: In adult social care, offer greater personalisation for service users and support residents to live healthy and independent lives

We will achieve this through;	Update Position (November 2014)
<p>1. 'Self Directed Support' enabling individuals who are assessed as having social care support needs to have a clear, up front allocation of money that they can use to design and purchase the support they need</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ People feel involved in the delivery of their own care 	<p>Adult services continue to focus on enabling those who wish to have a personal budget, and to have a direct payment when wanted. Our policy focus continued to be around personalisation. So Mrs Smith achieves what matters to her.</p> <p>"Do care and support services help you to have a better quality of life?" 89% of service users in Torbay answered yes, compared to 90% nationally. (Third quartile) (Source 2014 Adult Social Care Survey).</p>
<p>2. Supporting people to retain their independence, allowing them to live in their own homes for longer.</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ A reduction in the number of people placed in residential and nursing homes 	<p>2 services have been or are in the process of being re-commissioned. The joint equipment service supports people in their own home, and the Living Well At Home Contract will focus on achieving and co-producing outcomes that Mrs Smith wants. This will align with the requirements of the Care Act.</p> <p>The provider focus is on re-ablement and we continue to support people to live at home for as long as possible if that is their choice. The work with family and volunteer sector and forms of natural community support will be enhanced by the 'aging well' programme, which will have a variety of approaches to combating social isolation for older people.</p> <p>The number of permanent residential placements in the contract with the trust specifies a 6% reduction and we remain on target. The strategy is to support people at home with natural systems of support in the first instance.</p> <p>In response to the question "Overall how satisfied or dissatisfied are you with the care and support services you receive?" 88% of service users in Torbay who completed the standard questionnaire were satisfied or better, the national average was 91%. - Torbay is placed in the top quartile for users being very or extremely satisfied.</p>
<p>3. Through short term intervention, helping people recover the skills and confidence they need to stay in their home longer</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ An improvement in the quality of people's lives ○ Carers feel they are supported 	<p>The number of permanent residential placements in the contract with the trust specifies a 6% reduction and we remain on target. The strategy is to support people at home with natural systems of support in the first instance.</p> <p>Thinking about the good and bad things that make up your quality of life, how would you rate the quality of your life as a whole?" 49% of service users in Torbay answered good or better, the national average was 57%. (Bottom quartile). 90% of services users in Torbay with a learning disability answered good or better, the national average was 82%. (Top Quartile)(Source 2014 Adult Social Care Survey).</p> <p>48% of carers in Torbay stated that they feel they have encouragement and support, the national average was 43%. (Top quartile) (Source 2012-13 Carers Survey).</p>

Spending less money to greater effect: Target resources on our priorities

We will achieve this through;	Update Position (November 2014)
<p>1. Monitoring the TOR2 contract for improved recycling, waste and clean streets</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Achieving reductions in expenditure and continuing to provide services in our priority areas 	<p>From performance management information provided by TOR2 which is audited by Torbay council responses for fly tipping, sharps collection and graffiti removal are consistently above the service targets.</p> <p>Random sample inspections of overflowing bins also indicate the target of no more than 5% of bins overflowing is consistently achieved.</p> <p>Street cleansing standards have been maintained in high profile and town centre areas, however they have declined, partly due to budget cuts, in residential areas.</p>
<p>2. Generating income to support the delivery of priority services</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Achieving reductions in expenditure and continuing to provide services in our priority areas 	<p>As part of each Directorate's service and financial planning generating income is an important part of ensuring resources are delivered to priority services. Examples include:</p> <ul style="list-style-type: none"> - the successful development of Beach Chalets - an increase in the amount of capital receipts generated in the last year to support the capital plan. - successful bids for grant funding which have ensured significant amounts of income has and will be invested within the Bay (Coastal Communities Fund for , Riviera Renaissance to support the creation of jobs in the Bay, successful bids for transport schemes to Local Enterprise Partnership) - maximising income generation from support services in providing services to non council activities. - maximising income generation form registrars - maximising income by utilising changes in government legislation -,i.e. Community Safety) - new income sources from events i.e. the Fair, the Wheel. - income generation from concessions.
<p>3. Carrying out an urgent review of grants and loans to businesses and voluntary sector organisations</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Achieving reductions in expenditure and continuing to provide services in our priority areas 	<p>The council is not actively pursuing a policy for the payment of or consideration of loans to organisations due to the risks involved, the associated costs, legal issues and due to the current financial climate within local government. Any consideration is made on an exceptional basis and subject to strict criteria.</p> <p>Financial resources are provided to voluntary sector organisations both in terms of grant funding and through formal contracts. These are reviewed by the appropriate Directorate</p>
<p>4. Ensuring that funding is subject to service level agreements supporting the delivery of Council priorities</p> <ul style="list-style-type: none"> • Measures for success: 	<p>The council has in place a number of contracts which sets out service performance standards to delivery council objectives. Examples include ERTC, Action for Children, Children's Society, South Devon Health and NHS Trust, Healthwatch and the Community Development Trust (CDT). Community Safety has agreed SLAs in place with Healthwatch and CDT.</p>

Spending less money to greater effect: Increase efficiencies

We will achieve this through;	Update Position (November 2014)															
<p>1. Continuing to provide value for money for our communities by:</p> <ul style="list-style-type: none"> ○ Reducing costs/increasing income/improving productivity so increases in council tax are kept low ○ Reviewing the structures of the council so they are still fit for purpose. <p>• Measures for success:</p>	<p>The council is committed to providing high quality services which deliver value for money outcomes to local residents. This is being achieved through the continuous review of services, both front and back office, whilst ensuring resources are directed to priority services.</p> <p>This delivery however needs to be considered in the context of the largest cuts to local government funding in a generation. Due to the size of these reductions the council has had no choice but to reduce services, although efficiencies have and will continue to be made where possible.</p> <p>Despite the challenging financial climate Torbay has been able to freeze its element of the council tax since 2010/11. This has ensured that Torbay residents have been protected by not having to pay more in their council tax and reflects Torbay's objective to ensure local residents have not had to take on the burden of reduced government funding.</p> <p>During the last 5 years Torbay has made savings of £46m which is broken down as follows.</p> <table border="0"> <tr> <td>14/15</td> <td>£12.1m *</td> <td></td> </tr> <tr> <td>13/14</td> <td>£9.3m *</td> <td></td> </tr> <tr> <td>12/13</td> <td>£9.4m *</td> <td></td> </tr> <tr> <td>11/12</td> <td>£9.6m</td> <td>of which £3.9m were efficiencies</td> </tr> <tr> <td>10/11</td> <td>£6.0m</td> <td>of which £4.8m were efficiencies</td> </tr> </table> <p>* Torbay Council stopped distinguishing between savings and efficiencies from 12/13 when the significant cuts in central government funding kicked in.</p>	14/15	£12.1m *		13/14	£9.3m *		12/13	£9.4m *		11/12	£9.6m	of which £3.9m were efficiencies	10/11	£6.0m	of which £4.8m were efficiencies
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<p>2. Promoting democracy, transparency and civic engagement, and when able to, re-look at the Mayoral System of Governance.</p> <p>• Measures for success:</p>	<p>The Council were successful in becoming a Scrutiny Development Area, with external support being provided through the Centre for Public Scrutiny. This work has had as its themes;</p> <ol style="list-style-type: none"> 1. Putting in place an open, transparent and accurate forward planning process for decision-making 2. Engaging in a meaningful discussion with service users and other stakeholders about plans, policies and decisions 3. Accountability - ensuring that accountability is recognised as central to our approach to improvement and performance management. <p>Sessions have been held with the Mayor, elected Members, senior officers and some external agencies to consider these themes.</p> <p>All of these themes support the promotion of democracy, transparency and civic engagement.</p> <p>This work is about to be finalised, and a report will be presented to Full Council in February 2015, with</p>															

	<p>recommendations.</p>										
<p>3. Reviewing contractual arrangements to ensure that they are being delivered effectively in our priority areas as well as providing value for money</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Savings are generated from all our services, including those that are contracted out 	<p>A revised Procurement Strategy, focussing on promoting effective procurement across the organisation, whilst maintaining the flexibility required to meet the needs of a rapidly changing public sector environment, is now in place.</p> <p>The strategy supports this priority by the following aims and outcomes;</p> <table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: left;">AIM</th> <th style="text-align: left;">OUTCOME</th> </tr> </thead> <tbody> <tr> <td>To deliver the council's Strategic Sourcing Plans.</td> <td>Best value and policy is delivered across the council.</td> </tr> <tr> <td>To support the development and implementation of individual Business Unit Procurement Strategies.</td> <td>Each business unit has a procurement strategy that is implemented and embedded.</td> </tr> <tr> <td>To ensure procurement is effective and efficient and meets the needs of the council and delivers best value from all council spend.</td> <td>Procurement processes are standardised, streamlined and embedded and deliver best value.</td> </tr> <tr> <td>To effectively engage with local suppliers and develop the market to enable them to effectively compete for council Contracts</td> <td>Suppliers have awareness of and access to opportunities and have the capability to compete effectively</td> </tr> </tbody> </table> <p>The Contracts Register is operational, which enables an overview of the Council's contracts to be undertaken. The Procurement Team are working with Executive Heads to develop their departmental Procurement Strategies, which will ensure there is an opportunity to join up opportunities across the Council.</p> <p>Currently there is no corporate role in contract management, with each department being responsible for undertaking the same. Through the Departmental Procurement Strategies, the Procurement Team are looking to support teams in their contract management, and this will provide the information on which to inform any future decisions as to how this role can be undertaken across the Council.</p>	AIM	OUTCOME	To deliver the council's Strategic Sourcing Plans.	Best value and policy is delivered across the council.	To support the development and implementation of individual Business Unit Procurement Strategies.	Each business unit has a procurement strategy that is implemented and embedded.	To ensure procurement is effective and efficient and meets the needs of the council and delivers best value from all council spend.	Procurement processes are standardised, streamlined and embedded and deliver best value.	To effectively engage with local suppliers and develop the market to enable them to effectively compete for council Contracts	Suppliers have awareness of and access to opportunities and have the capability to compete effectively
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<p>4. Reviewing our own operating structure to reduce back office costs, avoid duplication and increase efficiencies</p> <ul style="list-style-type: none"> • Measures for success: 											

<p>5. Promoting and encouraging greater use of online access to Council services by the community</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Increase in the number of online transactions 	<p>Channel shifting from expensive face to face transactions to the Council's call centre and internet services.</p>
<p>6. Making effective use of the Council's assets</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Reducing the number of offices that the Council operates from 	<p>With regard to significant efficiencies, the council has recently rationalised its administrative offices exiting from Roebuck House, Vaughan Parade, Union House, Commerce House (the final move out will take place early next year), Pearl Assurance and various Paignton offices.</p>
<p>7. Where assets are no longer required by the Council, finding alternative uses through sale or lease</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Income from Council assets is maximised 	<p>The council has also aggressively disposed of surplus assets and capital receipts for the last 5 years total £5.7m. These receipts have been used to finance the existing capital plan priorities and reduce borrowing.</p>

Spending less money to greater effect: Make tough choices through disinvestment in low priority areas

We will achieve this through;	Update Position (November 2014)
<p>1. Ensuring that our priority areas are supported by evidence from the Joint Strategic Needs Assessment</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ An up to date Joint Strategic Needs Assessment published annually 	<p>The latest Annual JSNA is about to be published and a wide range of delivery partners not only engaged in the design of services but the delivery.</p> <p>Our work to deliver an integrated Adult Service is ongoing through the ICO and closer collaboration with Torbay Hospital, the Care Trust and CCG.</p> <p>The council has recently been successful in its Pioneer Bid. South Devon and Torbay already has well-co-ordinated or integrated health and social care but as a Pioneer site it now has plans to offer people joined up care across the whole spectrum of services, by including mental health and GP services.</p>
<p>2. Reviewing all of our services to ensure they are focusing on the Council's priorities</p> <ul style="list-style-type: none"> • Measures for success: 	
<p>3. Continuously reviewing of services and business plans</p> <ul style="list-style-type: none"> • Measures for success: 	<p>Significant reshaping and investment action plans are also on-going in Children's Services and the Place Directorate as a consequence of business plan reviews and changing financial circumstances.</p>
<p>4. Where a service or parts of a service do not support delivery of our priorities, engaging with the community with a view to making changes to service delivery, or to stop that activity</p> <ul style="list-style-type: none"> • Measures for success: <ul style="list-style-type: none"> ○ Members of the community, including service users are involved in re-shaping and delivery of service 	<p>A Community Development Trust has been created and the council is funding the development of a Retail and Tourism Business Improvement District.</p>