

# Corporate Plan 2008+



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# Contents

- 1. Preface from the Mayor and Chief Executive**
- 2. Vision and guiding principles**
- 3. What we are going to do in 2008/09**
- 4. How our plans fit together**
- 5. The way the Council works:**
  - 5.1 The decision making process**
  - 5.2 The officer structure**
- 6. Our achievements in 2007/8: what we said we would do**
- 7. A list of some of our other plans**

# 1. Preface by the Mayor and Chief Executive

We are pleased to propose the Corporate plan for 2008+. Since the publication of the previous plan we have a new Community Plan: 'Turning the Tide', developed on behalf of the people of Torbay by the Torbay Strategic Partnership, with economic prosperity at the heart of our long-term aims. We have launched the Mayoral Vision entitled 'The New English Riviera', providing clear strategic direction for the regeneration of the built environment of Torbay over the next 20 years. We also have a new administration with clear goals. At a high level these goals are:

- To provide an environment where people want to live, work, visit and invest;
- To do more to live within environmental limits;
- To reduce the barriers to work and investment in terms of skills, transport and housing;
- To promote economic opportunity;
- For people to feel safe in their environment; and
- More people leading healthy and independent lives.

These goals set the context for the future direction of the council, in terms of delivering real improvements for the community 'The Bay Family', as set out in the Community Plan. In short, it is about continuing to work towards a Clean, Safe and Prosperous Bay and the realisation of the Mayor's electoral promises.

Further information on how we will achieve these goals and our priorities is referred to later in the Corporate Plan and is detailed within our existing strategies and plans. Performance against our priorities will be monitored by councillors, officers and partners through such mechanisms as Overview and Scrutiny and our developing balanced scorecards.

In seeking to fund our plans, we recognise the financial implications of living in an area where we have increasing numbers of older people, strains on our transport network and glorious heritage, where demand outstrips supply for housing and where our economy is still over dependent on tourism. We also recognise that we must respond to the increasing expectations of our residents, visitors and businesses within the Bay.

We face these challenges in an area that has not received anything like the financial assistance received by other parts of the United Kingdom and we will continue to build on the support we are receiving within the Region from the South West Regional Development Agency and the Government Office for the South West and continue to campaign nationally for greater recognition of our needs and for the resources to fulfil those needs.

Nevertheless demands upon public funds are always likely to outstrip available resources. It is the job of the Mayor and councillors to make difficult choices about priorities and about what can and cannot be provided. But we recognise the increased demands made by the council tax, particularly for those on fixed incomes and with this in mind we have set officers the challenging task of a year on year reduction in the rate of increase of the council tax, for the remainder of the Mayor's term in office.

Last year we laid out some specific challenges to our services. Many of those challenges have been met. In particular, we would like to mention:

- The best ever GCSE results from our schools in the Bay;
- Continuing and marked improvement in the provision of adult social care through our Torbay NHS Care Trust;
- Improvements in the cleanliness of the Bay resulting from our additional investments in this service;
- The Brixham Harbour Regeneration Scheme is about to begin. It will not be long before we see new building work beginning to emerge from the rubble;
- We have begun to explore new ways of delivering better services for our Direct Services Organisation and our Cemeteries and Crematorium;

- The development of the Mayoral Vision that will give a focus to the physical shaping of Torbay for the future and a renewed impetus for regeneration;
- A real possibility that we will begin the South Devon Link Road (Kingskerwell bypass) by 2010; and
- Continuation of the street warden service and results being seen by more people feeling safe in the Bay.

These are but a few of our successes this year and we would like to thank our staffs and partners for their contribution in bringing it all about. For more information on our achievements in 2007/8 please see section 6 of this plan or our previously published Achievements Reports.

Last year we stated that the 'remit' to officers was cumulative and we still have some way to go in meeting the challenges of last year and delivering the new challenges we are laying down for this year. In meeting the goals set out above we expect to see:

- Further consultation on the Mayoral Vision project and start or continue with a number of key regeneration projects for the Bay, as part of a long-term strategy to turn around the local economy. These include the regeneration of Brixham Harbour, Whiterock (Paignton) business park and the business Innovation Centre at Lymington Road, Torquay, assisted by the Regional Development Agency and private sector partners;
- The area make the most of our newly won World Geopark status and develop opportunities for cultural tourism, working with the Torbay Coast and Countryside Trust and other partners in the public/private sectors;
- Turning the tide in respect of our carbon emissions and energy usage by working with partners and implementing such things as a long-term waste strategy including improving recycling;
- Maintenance of the improvements in the cleanliness of the Bay;
- An improvement in education attainment levels in Key Stage 2 as well as Key Stage 4 by working with our schools;
- Further work with partners, such as the Torbay Care Trust, to make a real impact on reducing the inequalities in health between some parts of the Bay. This will include tackling issues in targeted areas such as teenage conception, smoking, obesity and coronary heart disease;
- In partnership with the Care Trust, continuing the improvements in adult social care with more people being able to live healthily and independently and more older people feeling valued and being active and involved in their environment;
- A reduction in anti-social behaviour in the Bay, particularly when it is associated with drugs or alcohol misuse, by working with the police and other partners within the Safer Communities Partnership; and
- The accommodation review brought to fruition by the end of the term of this plan to map out not only better and more efficient working environment for our staffs but a facility for community use and a significant contribution to the regeneration of Torquay town centre.

For more detail please see section 3 of this plan or our other individual strategies and plans.

Finally, looking internally, last year the Mayor set a major challenge for the Chief Executive to bring forward a business strategy for modernising the way we work for the medium and longer term. The implementation will be challenging for all of us. We must continue to focus on our goals in a time when there will be uncertainty. We must continue to improve our performance monitoring and be rigorous in our challenge to each other to realise the predicted savings for redirection to key priorities. It will not be easy. We mentioned the World Geopark. Gaining such status, the first for an urban area, was not easy. But we did it with strong leadership, with passion and with all of us working together. Success came at a time following announcements of significant private sector investment in the Bay. This reflects a growing sense of confidence and optimism in the future of the Bay.

We commend this plan to you and invite you to contribute with constructive challenge.

**Nick Bye (Mayor of Torbay)**

**Elizabeth Raikes (Chief Executive)**

## 2. Vision and guiding principles

Our vision is for:

**“A cleaner, safer, prosperous Bay”**

Our mission:

**“Public service is our business”**

The guiding principles of the Council are:

**“We will provide leadership and inspiration to improve the services we support and provide”  
“We will enable all to have fair access to, and enjoy, high quality services which will enrich their lives and help realise their full potential”**

Our core values are:

### *Customer focus*

- We are committed to putting the customer at the centre of all of our services;
- We will seek the views of the people of Torbay so that we can better meet their needs;
- We will celebrate diversity and promote equal opportunities in our service delivery; and
- We will ensure that we are transparent in our decision-making.

### *Service delivery*

- We will consider community and environmental impact when making decisions;
- We will aim to continuously improve our services, particularly those which support or deliver our key goals, and seek to be more efficient;
- We will facilitate not only the control of the quality of the data we collect, process and maintain; but also comply with access to information legislation such as the Freedom of Information Act (2000), in line with our Information Governance and Data Quality Strategies and other policies;
- We will work with all of our partners to deliver better quality services to Torbay;
- We will explore and where appropriate implement alternative methods of delivering services in partnership with others in the public, private and voluntary sectors e.g. through a Joint Venture Company, trusts, partnerships, joint commissioning, co-location of services, etc; and
- We will value the contribution that staff make to services and ensure that they are well trained and effective in their jobs.

**We are committed to living up to these principles in everything that we do and in all decisions we make**

Torbay Council is committed to ensuring no one is discriminated against on the basis of race, disability, gender, age, sexual orientation or religion. The Council recognises the implications of the Race Relations Amendments Act (2000) and other equalities legislation in the delivery of its services. We have recently achieved Level 3 of the Equality Standard for Local Government, again demonstrating our commitment to improving the way people with different needs can access our services. The Torbay Council **Inclusion Charter** enables all people to have fair access to, and enjoy, high quality services, which will enrich their lives and help realise their full potential. In order to do this, the Council and its partners will work to:

- Promote equality, inclusion and good relations;
- Reduce disadvantage and poverty; and
- Eliminate unlawful discrimination.

### 3. What we are going to do in 2008/9

Listed below are some of the key activities that Torbay Council and its partners are undertaking in 2008/9, to meet both national and local priorities. The priorities are laid out against the four themes of the Community Plan 'Turning the Tide for Torbay' 2007+. The remaining priorities for 2008/9 reflect those activities we are delivering to improve the way in which services are provided to the public.

#### *The new economy*

- Following consultation with the local community we have **launched the Mayoral Vision** 'The New English Riviera', which provides an inspirational regeneration blueprint over the next 20 years and includes 19 potential physical regeneration projects in Torquay, Paignton and Brixham. We will discuss in more detail with developers and residents, how these projects might look and start to implement those where we can make rapid progress. To support this we are exploring options for the future of the Torbay Development Agency, such as forming an urban regeneration or economic development company.
- We will work with the South West of England Regional Development Agency and our local partners to ensure that the new European funding available for Torbay is spent on projects that complement our economic development aims. This will **help our businesses grow more strongly, address worklessness and strengthen our communities**, enabling more people to share in the opportunities that are created.
- We will continue to work with Devon County Council on **making the South Devon Link Road (Kingskerswell Bypass) a reality**. We have jointly submitted a Major Scheme Bid to the Government and, if approved, a public inquiry into the compulsory purchase and side road orders is scheduled to be held in the autumn of 2008.
- As a first step towards the comprehensive **regeneration of Brixham**, developers have commenced work on the new fishmarket deck and associated services that form phase 1 of the project. Phase 2, which includes building the new fishmarket on top of the deck, restaurant, tourist walkway, offices and employment space will go out to tender, with a provisional start date planned for early in 2009.
- We will **complete the building of a second Innovation Centre**, to help small businesses grow, at Lymington Road, Torquay by the summer of 2008 with commitment for a third centre in 2009.
- Subject to approval by the Government Office for the South West we will be supporting developers with the **implementation of a new £35M business park** at Edginswell, Torquay. Work is already underway putting in place the infrastructure required for the new business park at Whiterock (Long Road South), Paignton.
- We will support the business community as it considers **setting up a Business Improvement District** in Torbay, where businesses in a specified area, who will pay an extra levy on top of their business rates, will have a say on what the extra funds are spent on.
- We will **deliver 150 affordable housing** units to meet our target in 2008/9.
- We have agreed to hand over three parcels of land to **deliver in excess of 200 new homes**, including an extra care sheltered housing scheme to **enable older people to stay at home longer**. We will be investing extra resources to bid for extra Government funding to increase the number of new homes in the area.

#### *Pride in the Bay*

- We will be **providing additional money to our planning services** (to in part offset anticipated reductions in Planning Delivery Grant) to enable them to support some of the projects highlighted above.
- We will **build on our newly won World Geopark status** by working with our partners the Torbay Coast and Countryside Trust and in the private sector to capitalise on our natural assets, in **developing opportunities for sustainable development and cultural tourism**. We will be promoting the European Geoparks Week in late May early June 2008, as part of a European-wide festival of Geoparks aimed at raising public awareness of geoconservation and geological heritage.

- To maintain the improvements in the cleanliness of the Bay, starting from Easter 2008, we will extend the season in terms of our activities to **keep clean our beaches and tidy up our parks and highways**. We are also putting in more resources to **tackle anti-social issues such as littering, graffiti and flytipping**, through education to change people's behaviour and ultimately enforcement of enviro-crimes.
- We are providing additional resources to help with **recycling waste**, including support for taking forward the draft Waste Strategy and exploring with Devon County Council and Plymouth City Council the long-term possibility of procuring a joint residual waste treatment facility in Plymouth. We are also working on **reducing the council's carbon emissions** through campaigns to reduce energy usage and introducing the Staff Travel Plan. Our target is to reduce carbon emissions by 2.3% year on year, leading to a 30% reduction by 2020 and 60% by 2050.
- We will complete the first phase (£6.6M) of the project to **restore Torre Abbey** that included urgent structural repairs to the Grade One listed property. We are exploring with the Heritage Lottery Fund and partners options for funding phases two and three of the project.
- We will provide an additional £500K in the budget, to partially supplement the funding we receive from Government (where there is an estimated funding gap £1.4M), to **support the new national Concessionary Fares scheme**. The scheme provides free bus travel within Torbay for those who are eligible, which will help to improve access for some of the more vulnerable members of the community. We will continue to campaign for a fair funding deal on this issue.
- Using prudential borrowing we are also investing in a **toilet improvement programme** to upgrade and modernise facilities in two locations, at Paignton Pier approach and Preston shops, Paignton.

### ***Learning and skills for the future***

- We **will improve services to young people by introducing a new Integrated Youth Support Service**. All services working with young people will **focus on youth priorities through the newly formed Cluster teams**, combining both recreation and education. This will include working with the Fire Service and voluntary sector to increase the variety of the youth offer. This will contribute to the drives to reduce crime and antisocial behaviour by raising their self-esteem and aspiration. We will maintain our focus on those not in education, employment or training.
- Targeting activity to **reduce teenage conceptions** and improve health outcomes will include the **commissioning of an improved family planning and sexual health centre** at Castle Circus, Torquay making the service more accessible to all young people. This will increase our capacity to work with boys and young men and target 'hot spot' areas within the community.
- There will be a continued drive to **improve child and adolescent mental health services by commissioning a dedicated Torbay service and reducing waiting times** from referral to assessment.
- We will provide a **greater choice and better access to leisure by introducing the 'Youth Van'**, enabling youth provision in areas where there are no youth buildings and launching a dedicated youth web site. We will also explore the use of other mobile community facilities or resources.
- Tackling **concerns over bullying will be addressed** through the Anti-bullying strategy. This will ensure schools and Safer Communities take specific action to make young people feel safer. Action will be taken on the back of robust monitoring of all incidents and feedback from young people.
- We will **reduce pupil absence** especially amongst those with the poorest record of attendance. We will implement 'Truancy Call'; a fast-track intervention backed up by a high-profile advertising campaign. Review of Education Welfare Service is also underway. A range of support and options inside and outside the classroom will be applied, to limit the long-term negative impact on a young person's prospects by missing school.
- We will continue to **improve the educational attainment of all children** and young people at all stages. In the coming year there will be a particular focus on driving up attainment at Key Stage 2 **by getting schools to track individual pupil progress to provide a more personalised curriculum**. We will build on the recent improvements seen in Key Stage 3 and 4 by being in the vanguard to introduce the new diplomas as part of our 14-19 strategy with our partners in schools.
- We will **improve the outcomes for children and young people with learning difficulties and**



**disabilities** through the Disability Strategy by extending the range of short-breaks and launching the 'parent-led' Disability Register.

- Advancing corporate parenting by making sure that **children who are looked after have access to high quality care choices** through our peninsular partnership commissioning, continuing to recruit high quality carers during Fostering Fortnight and launching the Placements Strategy.
- **Reducing childhood obesity** and encouraging healthy life choices will be promoted across all schools to increase physical activity and healthy eating. Targeted intervention will be introduced through the MEND programme - 'a community-based, multi-disciplinary treatment and prevention programme for obese and overweight children and their families' as part of bigger drive to address health equalities.

### ***Stronger communities***

- Following on from our successful £2M bid to the Big Lottery Fund's Community Libraries programme, we will be developing Business and Capital Plans and engaging with the community on proposals for a **new state of the art library in the centre of Paignton**, that will develop into a wider 'community hub' site.
- We will **improve access and facilities for homeless people** by integrating contact with our one stop shops in each town, introducing mobile working to enable more private property conditions to be addressed and provide further joined-up support to enable more vulnerable people to live independently.
- We will work with the Torbay Care Trust to **support people with learning disabilities** and are also providing an ongoing commitment to help meet the demand for services resulting from Torbay's ageing population.
- Working with our partners in the Care Trust we will reduce the number of emergency unscheduled bed days for people aged 75 years or over, by providing proactive services such as Community Matrons **helping older people to care for themselves** in their own homes.
- We will work in conjunction with the Care Trust to **reduce the inequalities in health** that have been identified in the Joint Strategic Needs Assessment. Examples include targeted activity to reduce the prevalence of smoking during pregnancy to 17.69% and tackling obesity by increasing the number of people still active for 3 hours per week after completing the exercise on referral scheme to 77% in accordance with the agreed action plan.
- We are working with our partners in the Torbay Care Trust to try and take forward the Clennon Valley (Paignton) **Healthy Living Centre development**, which we believe will bring major health benefits for local people.
- We are developing a Specialist **Domestic Violence** Court and an Independent Domestic Violence Advocate service, to further support the work to reduce the ongoing abuse victims of this crime experience.
- We are working to **reduce Anti Social Behaviour**, particularly when substance misuse is involved. We will continue our drive with the police to **reduce violent crime in the night time economy**, through initiatives such as promotion of safe and sensible drinking through our 'Know the Code' campaign and actions to address underage drinking of alcohol.
- We have provided additional funding in the budget to continue our support of Community Partnerships, to **increase the involvement of local people and communities in decisions** affecting their neighbourhoods.

### ***Improving the way in which services are provided to the public***

- We have completed Phase 1 of our corporate reshaping initiative, as part of the first step to **restructuring the council**. Subsequent phases will now follow to put the new 'commissioning framework' in place, to provide better value for money services that are designed around the needs of our community, 'The Bay Family'.
- We will continue with our **pay modernisation and workforce planning projects** to ensure we comply with Equal Pay legislation and introduce fair and transparent pay and grading structures, which support the new 'commissioning framework' in accordance with the agreed project plan.
- We have agreed a short-list of 3 companies for the proposed **Joint Venture Company (JVC)** for

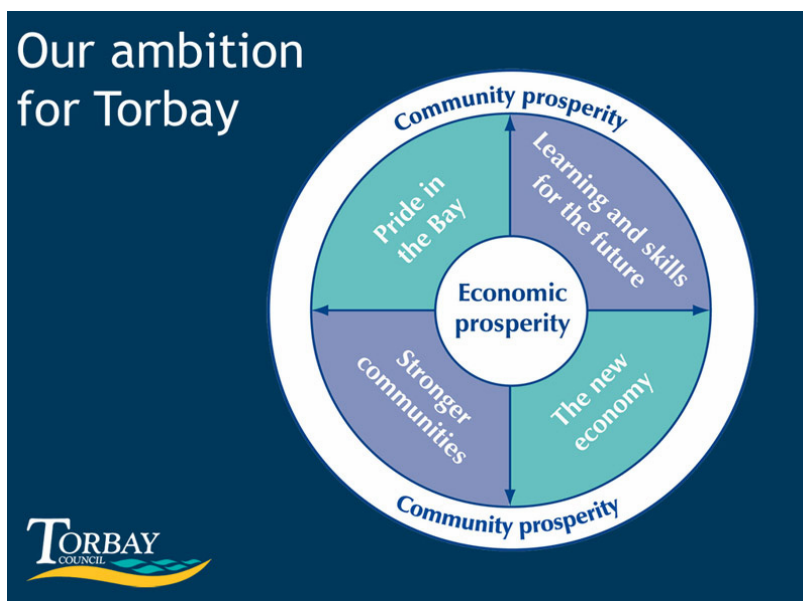
our Direct Services and Waste functions. We have commenced competitive dialogue with these bidders, with a view to choosing (subject to Council approval) our preferred partner to start operating the JVC from 2009.

- We have completed an initial **review of the land and property owned by the council**, to identify sites potentially not required for current purposes. We will now be consulting with Community Partnerships and councillors in more detail over these proposals and recommending the disposal of relevant land and property where appropriate. We will use the money we receive from any sale of land and property to fund future maintenance and ongoing repair programmes and other council priorities.
- We will continue to **review the accommodation we use as offices**. As an example, we have short-listed five would-be developers for **Oldway Mansion** and are now undertaking a rigorous tender process, to find a partner who will develop a sustainable future for the site whilst preserving and enhancing the historic mansion and its grounds.
- We achieved **Member Development** Charter status in March 2008 and are implementing the action plan resulting from this to underpin delivery of our new Member Development Strategy, to help spread best practice and build the capacity of our elected councillors.
- We have achieved level 3 of the Equality Standard for Local Government and are further **strengthening our existing approach to providing fair and equitable access to services** to the community.

## 4. How our plans fit together

Torbay Council's Corporate Plan 2008 + is influenced by and impacts on a number of other plans, strategies and documents, which together map out how we are working with the community in delivering the services we all need. A brief explanation of how these plans fit together is outlined below.

A new Community Plan 'Turning the Tide for Torbay' 2007+ was launched in July 2007. It has been developed and prepared by the Torbay Strategic Partnership (TSP) on behalf of all the residents of Torbay and maps out the future vision for the Bay between 2007 and 2027. The plan aims to unlock Torbay's potential and drive forward its economic prosperity to ensure prosperous communities with a higher quality of life and improved access to jobs. The vision 'turning the tide', is directed by four key themes: Pride in the Bay, Stronger Communities, Learning and Skills for the Future and, underpinning it all, the New Economy. Brought together the plan focuses on community prosperity for all the people of the Bay. The diagram below explains this:



Torbay Council's corporate plan for 2008 + has been written to show at a high-level our contribution to the delivery of the new Community Plan in the short-term.

The corporate plan will also be influenced by Torbay's Local Area Agreement (LAA). Our first LAA was agreed with the government in the spring of 2007. The LAA shows how a mixture of national and local priorities will be delivered in the short-term (next three years) through the Community Plan. We are in the process of renegotiating our LAA for 2008-2011 to take account of changes in national Government policy and plan to have this in place by May/June 2008.

In addition the corporate plan also reflects the key priorities and activities contained within the Torbay Local Development Framework (LDF) 2005-2026. The LDF complements the community plan and relates to all aspects of how people use land (rather than simply things which need planning permission). It looks at issues such as the provision of new housing, jobs and community facilities.

The corporate plan works in parallel with a number of existing regional, council and partner strategies and plans that explain in more detail how we will address issues within the community. Some of the key strategies are listed below and others are listed in section 7:

- Regional Economic Strategy 2006-2015;
- Regional Spatial Strategy 2006-2026;
- Towards a New Economy - Economic Regeneration Framework 2006-2016;
- Local Plan 1995-2011;

- Housing Strategy 2006-2009;
- Tourism in Torbay - Tourism Strategy 2005-2015;
- Local Transport Plan 2006-2011;
- Municipal Waste Management Strategy for Torbay 2007-2025 (draft);
- A Climate Change Strategy for Torbay 2008-2013 (draft);
- A Plan for Sport in Torbay: Torbay's Sports Strategy 2007 – 2013;
- Torbay Children and Young People's Plan 2006-2009;
- Director of Public Health's Annual Report 2007 - Joint Strategic Needs Assessment;
- Torbay Care Trust Local Delivery Plan 2008/9 - 2010/11 (draft);
- People First: A Draft Strategy to Improve the Quality of Life of People Aged 50+ Living in Torbay 2008-2011;
- Supporting People Strategy 2005-2010;
- Homelessness, Criminal Justice and Substance Misuse Strategy 2008-2011 (draft);
- Medium Term Financial Plan 2008-2011;
- Corporate Asset Management Plan 2007-2012;
- Corporate Procurement Strategy 2008-2011 (draft); and
- Equality and Inclusion Policy and Scheme 2005-2008.

As part of its annual budget setting process the council consults with the community on priorities for the coming year within the framework of the Community Plan and the other plans noted above. These discussions help develop the corporate plan to identify the key activities to be undertaken on behalf of the community. These are then reflected in more detail in the business plans produced by each business unit in the council, which are used to plan the work that needs to be undertaken, set targets for completion and review performance.

Actions are then allocated to individual employees through the council's appraisal process. This means that an individual employee can see how they fit into the delivery of their service, the operations of the council and how they contribute to meeting the community's priorities. Employees are also appraised against a series of corporate competencies. These are the behaviours and skills/abilities which we, as an organisation, believe are important for all employees. They underpin the council's Core Vision and Values (referred to in section 2) and have been developed in consultation with managers and employees.

## **5. The way the council works**

### **5.1 The decision making process**

#### **Council**

Torbay Council is composed of an elected Mayor (whose current term of office runs until May 2011) and 36 councillors who are elected every four years (whole Council elections were last held in May 2007). The political balance of the Council is 23 Conservatives, 8 Liberal Democrat councillors, 2 Independent Group and 3 independent members. The Mayor and all councillors meet together as the 'Council' to agree overall policies/plans (the Policy Framework) and to set the budget for each year to fund the services the council delivers for the community.

The Council also deals with harbours, licensing and planning issues and appoints smaller groups of councillors (committees) to deal with these areas of work. In addition some Torbay councillors sit on the Devon Police and Fire Authorities.

#### **Mayor and Cabinet**

The Mayor makes most of the council's big decisions as long as they are within the budget and Policy Framework that is set by the Council. These decisions are mainly made at meetings of the Cabinet. The Mayor has appointed an advisory Cabinet of 7 Conservative councillors. The Cabinet help and advise the Mayor with regard to his decisions. Each Cabinet member is given an advisory role in relation to the following areas: Performance Improvement; Adult Social Care, liaison with Torbay NHS Care Trust and Housing; Community Services; Tourism; Economic Regeneration, transport and Planning for the future; Children's Services; and Community Safety and Engagement.

The Council operates an extensive delegation of decision-making powers to officers, who identify appropriate courses of action in consultation with the relevant Cabinet member.

#### **Overview and Scrutiny Board**

Overview and scrutiny acts as the Council's "watchdog" and enables decisions taken by the Mayor to be challenged or looked at in more detail. Overview and scrutiny also reviews existing policies and issues of concern. These issues can be things that the council is responsible for, but can also include wider issues that members of the public are concerned about.

When it is decided by individual scrutiny boards that a matter should be explored or investigated, a special panel of Members is set up to conduct a review. A review panel will look at information and consult with various people and organisations from a non-political point of view. This might be done through site visits, consultation activities and meetings. When the panel has considered all the information presented, a report is published that contains the findings of the review and the recommendations of the panel. The review report is considered by the appropriate scrutiny board and then forwarded to the relevant decision maker (for example the Mayor in consultation with his Cabinet) for a decision to be made based on the panel's recommendations.

Scrutiny Boards can also monitor the decisions of the Mayor through the 'call-in' mechanism. Any five members of the Council may request that a decision made by the Mayor be 'called-in' for review. The purpose of call-in is to enable a decision to be examined and the reasoning behind it explored. The process also enables further public debate to be held on a subject. Overview and scrutiny members can then consider whether the decision was appropriate and make recommendations accordingly. Once a call-in request is received no further action can be taken in relation to a decision until the relevant scrutiny board has considered the issue. The scrutiny board must meet within 10 working days of the call-in request being received otherwise the original decision can be implemented. Once the board has heard from all parties and following the debate, the board will have a number of options open to it:

- to take no further action;
- to refer the decision back to the decision-maker for reconsideration; and
- in exceptional circumstances refer the matter to Council for further scrutiny.

In addition to the roles mentioned above, overview and scrutiny can also assist in the development of policies prior to decision making and examine and make recommendations on any matter which is considered to affect the area and local people. Legislation also enables local authorities with social services responsibilities such as Torbay, the role of reviewing and scrutinising health service matters and making reports and recommendations to NHS bodies. The NHS also has a duty to consult overview and scrutiny committees about any proposed major changes to health services.

### **Public participation**

There are a number of ways in which members of the public can get involved in the decision making process and have their say on particular issues. Public question-time sessions are held during Council and Cabinet meetings. Where there are particular issues of concern the public can submit petitions and speak on these at Council meetings. Major decisions are sometimes the subject of extensive public consultation before they are taken.

In addition there is also a 'Community Pool' that has been set up for people to volunteer to become 'specialist advisors' and get involved in the scrutiny review panels.

## 5.2 The Officer Structure

The Council is currently re-shaping the way it is organised. Following a report by external consultants, Grant Thornton, the Council has agreed to adopt a commissioning model where it will be purchasing services on the most favourable basis and securing savings as well as ensuring a much more simple and straight forward organisation.

The benefits that a reshaped commissioning authority will bring are:

- ensuring better value for money, facilitating the redirection of financial resources into front line service delivery;
- focusing more on outcomes and priorities with improvements for people and places;
- ensuring greater accountability for service delivery, clearly separating the roles of decider and deliverer;
- empowering employees to be creative and innovative; and
- making it easier to see when we have succeeded and enable us to celebrate success.

The re-shaping project is currently underway and we have developed a draft Commissioning Framework (see following diagram). We are now in the process of recruiting officers who will help deliver this framework. Caroline Taylor has been appointed to the position of Deputy Chief Executive for Corporate Support. We are currently in the process of recruiting to the other three posts of 'People', 'Environment' and 'Operational Support' Commissioners, who will form the senior management team of the organisation. The Commissioners will then work with colleagues to develop the rest of the structure and complete recruitment to the other tiers of management.

**DRAFT COMMISSIONING FRAMEWORK**  
**Chief Executive (Elizabeth Raikes)**

<b>Deputy Chief Executive Corporate Services (Caroline Taylor)</b>	<b>People Commissioner</b>	<b>Environment Commissioner</b>	<b>Operational Support Commissioner</b> (temporary for two-three years)
<p><b>Policy &amp; Performance:</b>                      Policy Co-ordination, Community Planning, Partnerships, consultation and research, equalities</p> <p>Performance Management, change and commissioning support, <i>business process re-engineering, scrutiny</i></p> <p><b>Governance (Monitoring Officer):</b>                      Democratic Services</p> <p>Elections</p> <p>Births, Marriages, Deaths</p> <p>Risk Management and Health and Safety &amp; Emergency Planning</p> <p>Information Management and Complaints  <i>Claims Handling &amp; insurance</i></p>	<p><b>Children</b></p> <p><b>Adults:</b>                      Torbay Care Trust, Older people, public health</p> <p><b>Community Safety &amp; Development</b></p> <p>Housing, supporting people &amp; benefits</p> <p>Community safety and community partnerships, <i>third sector development</i></p> <p>Environmental Health &amp; Public Protection, including bereavement, licensing &amp; <i>trading standards</i></p>	<p><b>Strategic Planning:</b>                      LDF, housing, transport &amp; highways, waste &amp; energy</p> <p>Development and Building <i>Management</i></p> <p><i>Heritage &amp; Conservation</i></p> <p><b>Leisure &amp; Tourism</b>                      Amenities: leisure centres, libraries, museums, parks &amp; beaches, theatres, attractions, Torbay Coast and Countryside Trust</p> <p>Marketing, events, TICs, Visitor Information</p> <p><b>Regeneration Vehicle:</b>                      Regeneration, project team. Business and economic development</p> <p><b>JVC</b>  <i>Harbours</i></p>	<p><b>Corporate Finance (S151):</b>                      Finance, audit, exchequer</p> <p><b>Legal Services</b>, land charges</p> <p><b>HR, payroll, organisational development</b></p> <p><b>Procurement &amp; Asset management</b></p> <p><b>Communication &amp; Customer Contact:</b>                      Communications, print, mail, design, customer contact and access</p> <p><b>IT</b></p>

**Collaboration**

**Collaboration**

**Cross Council Approach**



## **6. Our achievements in 2007/8: What we said we would do**

In June we launched our new Community Plan, 'Turning the Tide' which has a clear focus on economic prosperity. With this in mind listed below are some key projects we achieved during 2007/08 that mattered most to you:

Further details on 'Our Achievements' can be viewed at [www.torbay.gov.uk/achievements](http://www.torbay.gov.uk/achievements).

### **The New Economy**

#### Regenerating and Developing Torbay

We have secured funding for the 1<sup>st</sup> phase of the 10 year Brixham Regeneration Scheme that commenced in early 2008, in the meantime, the eagerly awaited £500,000 makeover of the fish quay at Brixham Harbour has been completed on time and on budget. We developed the first Torbay Innovation Centre site facilities at South Devon College and commenced construction of a second site in Torquay. We are continuing to work on the South Devon Link Road (Kingskerswell Bypass). We achieved Geopark status, joining only 52 other designated sites worldwide, which will enable us to capitalise on our natural assets and encourage additional visitors to the bay.

#### Increase the supply of new affordable Housing

We have continued with our programme of providing new affordable homes for local people and Torbay was successful in its bid to become a "New Growth Point" and will receive funding, which will help to provide additional homes, further affordable housing and key schemes in the three towns.

### **Pride in the Bay**

#### Creating a clean and attractive environment

An additional £334,000 was prioritised to deliver a cleaner and more attractive Bay for the benefits of resident, visitors and businesses. The changes included setting up of "Community Lengthsmen" to undertake tasks identified by the Community Partnerships e.g. weed spraying, minor repairs. New large capacity bins were installed in key locations and a dedicated phone line to report graffiti with a graffiti removal team introduced and a 48-hour response for the removal of graffiti from council property.

#### Recycling rubbish and waste

For the fourth year running we have won an International Green Apple Environmental Award for our efforts to promote recycling. 52,000 properties now have the capability to recycle from home and 28% of households' waste in the Bay is now recycled or composted.

#### Enhancing our heritage whilst creating a new heritage for future generations

We are continuing with the Torre Abbey Restoration Project that will improve access to the site by including a new entrance, ticketing and reception area. It is due to re-open mid 2008.

### **Learning and Skills for the future**

#### Improving attainment and Delivering Early Intervention

2007 saw improvements in the attainment amongst the most vulnerable and disadvantaged young people in the community. We are able to celebrate Torbay's best ever result in all key stages. For the first time ever Torbay is ahead of all national statistics at Key Stage 3, Key Stage 4(GCSE) and A Level.

## Improving the mental and physical health of children and young people

We have launched the new Cluster Teams in the Bay. The Cluster Teams are multi-agency teams involving children's services, schools, Connexions, health services and police. They will respond to local needs and act as the first point of contact to help the many children, young people and families in Torbay who want fast and efficient access to information, or who are in need of some advice and support.

## **Stronger Communities**

### Making people feel safe

Safer Communities Anti-Social Behaviour Team has been developed and is working to provide a quick and efficient service for residents and visitors of Torbay to tackle anti-social behaviour. In order to support that process a one number non-emergency anti-social behaviour hotline and online reporting facility has also been developed.

### Giving people access to good quality housing and support, education, training and employment

Torbay was one of nine councils awarded 'Regional Champion' status for its Supporting People service, which offers housing related support to help vulnerable people live independently, reflecting the marked improvement in this area. We launched a new Landlords Accreditation Scheme in September 2007 to improve the accessibility and quality of private rented homes.

### Helping people to live happily, independently and healthily

Working with our partners in the Torbay Care Trust we are providing a more joined up and integrated health and social care provision than many other councils. The introduction of Community Matrons, who work directly with people with complex needs to enable them to self-care, is helping to prevent hospital re-admissions and pressures on GP services. The 'Go For It' Campaign championed by the Sports Council and the local media has increased awareness and participation by those who normally do not participate in physical activity.

### Encouraging people to develop their own communities

As part of the national Democracy Week in October 2007 we publicised our Community Partnerships, to raise people's awareness of the partnerships and how they can become involved in local decision making about the issues important in their area.

## **Corporate Improvement**

### Improving the way in which services are provided to the public

As part of the council's priority to improve services to the public through the Customer First programme, we have introduced new working practices and this has helped to reduce the time taken to process new housing and council tax benefit claims. We have also achieved Level 3 of the Equality Standard for Local Government, recognising the improvements we have made in enabling people with different needs to access services and information.

## 7. A list of some of our other plans

This lists some of the main strategies and plans that our partners and we work towards delivering:

- Regional Economic Strategy 2006-2015;
- Regional Spatial Strategy 2006-2026;
- Towards a New Economy - Economic Regeneration Framework 2006-2016;
- Mayoral Vision - The New English Riviera;
- Local Plan 1995-2011;
- Torbay New Growth Point: Programme of Development 2007;
- Housing Strategy 2006-2009;
- Private Sector Housing Renewal Strategy 2005-2009;
- Tourism in Torbay - Tourism Strategy 2005-2015;
- A Tor Bay Harbour and Maritime Strategy 2007 – 2017 'catching the wave';
- Local Transport Plan 2006-2011;
- Municipal Waste Management Strategy for Torbay 2007-2025 (draft);
- A Climate Change Strategy for Torbay 2008-2013 (draft);
- Local Authority Carbon Management Programme: Strategy and Implementation Plan (draft);
- Chill out: It's Your Life - Developing Torbay's Culture;
- 'Our Time, our Space, our Choice' Torbay's Play Policy and Strategy 2005-2010;
- A Plan for Sport in Torbay: Torbay's Sports Strategy 2007 – 2013;
- Torbay Children and Young People's Plan 2006-2009;
- Joint Area Review Improvement Action Plan;
- Torbay Safeguarding Children's Board Report 2007;
- Children's Services Commissioning Framework;
- Children's Disability Strategy: A Strategy for Children with Learning Difficulties and Disabilities and their Families 2008 (draft);
- Director of Public Health's Annual Report 2007 - Joint Strategic Needs Assessment;
- 'Tipping The Scales' - An Obesity Strategy for Torbay 2006;
- Torbay Smokefree Environment Policy 2007;
- Torbay Care Trust Local Delivery Plan 2008/9 - 2010/11 (draft);
- People First: A Draft Strategy to Improve the Quality of Life of People Aged 50+ Living in Torbay 2008-2011;
- Commissioning Strategy for Older People's Services 2006;
- Safer Communities Torbay: Community Safety Strategy 2005-2008;
- Torbay Drug and Alcohol Action Team Service User and Carer Involvement Strategy 2006;
- Homelessness, Criminal Justice and Substance Misuse Strategy 2008-2011 (draft);
- People First – Housing and Home Strategy (draft);
- Supporting People Strategy 2005-2010;
- Learning Disability Housing and Support Strategy – 2007-2012;
- Reshaping the Council (Grant Thornton) – Phase 1 Final Report: the strategic case for change 2007;
- Medium Term Financial Plan 2008-2011;
- Capital Plan Budget 2008/09 – 2011/12;
- Treasury Management Strategy 2008/09 (incorporating the Annual Investment Strategy 2008/09);
- Corporate Asset Management Plan 2007-2012;
- Risk Management Strategy and Process;
- Corporate Procurement Strategy 2008-2011 (draft);
- Equality and Inclusion Policy and Scheme 2005-2008;
- Race Equality Scheme 2006;
- Communication, Consultation and Engagement Policy 2006;
- Information Resource Management Strategy and Programme 2007-2009;
- Data Quality Strategy and Policy 2007;
- Making a Difference – A Development Strategy for Torbay Council Members 2008 to 2011; and
- Individual business plans.



Town Hall, Castle Circus, Torquay TQ1 3DR