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Governance Support
Town Hall
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Dear Member

CABINET - TUESDAY, 11 JUNE 2024

I am now able to enclose, for consideration at the Tuesday, 11 June 2024 meeting of the Cabinet, the following reports that were unavailable when the agenda was printed.

Agenda No	Item	Page
7.	Council Business Plan 2023-2027	(Pages 2 - 64)

Yours sincerely

Lisa Antrobus
Clerk

Meeting: Cabinet

Date: 11 June 2024

Wards affected: All

Report Title: Council Business Plan 2023-2027

When does the decision need to be implemented? Immediately following call-in period

Cabinet Member Contact Details: Councillor David Thomas, Leader of the Council,
david.thomas@torbay.gov.uk

Director Contact Details: Matthew Fairclough-Kay, Director of Corporate Services,
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1. Purpose of Report

- 1.1 Following the Local Elections in May 2023, a new Community and Corporate Plan has been agreed by the Council. This sets out the priorities of the Council for the next twenty years and the approach we will take in delivering against the vision.
- 1.2 In order to provide focus for delivery over the next four years, the Cabinet has developed a Council Business Plan. This provides details of the specific actions which will be taken to deliver the priorities within the Community and Corporate Plan together with milestones and/or targets.

2. Reason for Proposal and its benefits

- 2.1 The proposals in this report help us to deliver the Council's ambition by providing a clear set of priority actions which will be undertaken by Directorates across the organisation.
- 2.2 The reason for the decision is to ensure that direction is provided to the organisation on the priorities for the next four years.

3. Recommendation(s) / Proposed Decision

1. That the Council Business Plan 2023-2027 be approved.

Appendices

Appendix 1: Proposed Council Business Plan 2023-2027

Background Documents

None

Supporting Information

1. Introduction

- 1.1 Following the Local Elections in May 2023, a new Community and Corporate Plan has been agreed by the Council. This sets out the priorities of the Council for the next twenty years and the approach we will take in delivering against the vision.
- 1.2 In order to provide focus for delivery over the next four years, the Cabinet has developed a Council Business Plan. This provides details of the specific actions, which will be taken to deliver the priorities within the Community and Corporate Plan together with milestones and/or targets.
- 1.3 The Business Plan sets out the priority actions that will be undertaken together with the milestones against which progress will be measured. It also provides a set of wider performance indicators that will assist the Council in measuring progress towards its overall ambitions set out in the Community and Corporate Plan. The proposed Council Business Plan is set out at Appendix 1.
- 1.4 The Business Plan forms part of the Council's performance framework with the regular performance reports being written to show progress against the milestones and the performance indicators.
- 1.5 In terms of target setting, the Best Value Duty requires local authorities to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". In practice, this covers how authorities exercise their functions to deliver a balanced budget, provide statutory services, including adult social care and children's services, and secure value for money in all spending decisions.
- 1.6 Both the Community and Corporate Plan and Council Business Plan include a set of performance indicators that will be used to measure success on how we are performing against our themes and priorities. Annual targets have been set for the performance indicators where we have direct control over influencing the outcome and demonstrate our commitment to continuously improve.
- 1.7 The targets set for Children's Services' performance indicators are based on the average performance of our statistical neighbours. The targets set for our Adult Social Care indicators are locally agreed with our integrated service providers, Torbay and South Devon NHS Foundation Trust.
- 1.8 Both Plans also contain a set of performance indicators that do not have targets set. These indicators are in place to track contextual performance either to support other indicators or our longer-term ambitions (where the Council has no control over making an immediate

positive impact). In addition to this, where we have targets that have already been agreed as part of adopted policy framework documents or partnership plans with other agencies, these figures have been included.

- 1.9 Divisional Directors and Heads of Service (as appropriate) have also been preparing service plans. These include the relevant priority actions as well as operational priorities for each service. Subsequently actions will be included within each member of staffs' appraisals. (It is recognised that these service plans will need to be reviewed once the Business Plan is approved to ensure consistency.)
- 1.5 The Council Business Plan will be kept under regular review with additional milestones added, as appropriate, as options appraisals and action plans are prepared and considered. The quarterly performance report will provide a narrative of our progress against the themes and actions, with the annual performance figures in the year end report being used to review and revise targets for the coming years.

2. Options under consideration

- 2.1 There have been wide ranging discussions between members of the Cabinet and Directors about the priority actions that can be reasonably taken over the coming four years to meet the ambitions of the Community and Corporate Plan. Those discussions have included the milestones that need to be set and the performance indicators that will be used to measure progress.
- 2.2 It is felt that the proposed Council Business Plan now put forward for consideration is achievable whilst seeking to secure continuous improvement as an organisation.

3. Financial Opportunities and Implications

- 3.1 The priority actions have been put forward having regard to the Council's Medium Term Resource Plan. Where decisions are needed to be made in order to meet the milestones described, the financial implications of those decisions will be considered at that stage.

4. Legal Implications

- 4.1 There is no statutory requirement to have a Council Business Plan. However, being clear about how we will move towards our ambitions gives the Council, our staff, partners and the community a clear understanding of what we seek to achieve and how to prioritise our spending.
- 4.2 Where decisions are needed to be made in order to meet the milestones described, the legal implications of those decisions will be considered at that stage.

5. Engagement and Consultation

- 5.1 The Council Business Plan does not form part of the Policy Framework and therefore does not need to be subject to public consultation. However, the priority actions take account of the feedback received through the Residents Satisfaction Survey undertaken during Summer 2023 and the engagement events that have subsequently been held.
- 5.2 The Overview and Scrutiny Board considered the draft Council Business Plan at its meeting on 10 April 2024. The feedback from the Board is described within the minutes of the meeting available on the Council's website:
<https://www.torbay.gov.uk/DemocraticServices/documents/g24528/Printed%20minutes%20Wednesday%2010-Apr-2024%2017.30%20Overview%20and%20Scrutiny%20Board.pdf?T=1>
- 5.3 As a result of that feedback, the following changes have been made to the proposed Council Business Plan which is included at Appendix 1:
- The Business Plan has been re-ordered so that actions, indicators and outcomes are listed under each priority from the Community and Corporate Plan
 - The performance indicators show the outturn figures for 2022/23 and 2023/24 as well as the target for 2024/2025
 - Milestones are added to show how we will deliver Operation Brighter Bay and Operation Town Centres
 - Performance indicators have been included to cover grass cutting, street sweeping, weed spraying and line marking
 - Additional actions have been included to cover the issues identified within the Overview and Scrutiny Board's recommendations on the proposed Revenue Budget for 2024/2025

6. Purchasing or Hiring of Goods and/or Services

- 6.1 Not applicable

7. Tackling Climate Change

- 7.1 As the Council makes progress against the priority actions within the Council Business Plan due regard will be given to how the work can assist the Council is tackling climate change. The Council Business Plan will also include key milestones from the Carbon Neutral Council Action Plan and the Torbay Carbon Neutral Plan.

8. Associated Risks

- 8.1 Without a Council Business Plan it becomes difficult to set a coherent direction of travel for the Council given the finite resources available. The Council Business Plan is a critical part of the Council's performance framework.

8.2 The Council's Risk Registers need to be reviewed to ensure that any risks arising from the delivery of the Council's Business Plan are adequately reflected. This will take place as Directors and their teams prepare their service plans.

9. Equality Impact Assessment

Protected characteristics under the Equality Act and groups with increased vulnerability	Data and insight	Equality considerations (including any adverse impacts)	Mitigation activities	Responsible department and timeframe for implementing mitigation activities
Age Page 8	<p>18 per cent of Torbay residents are under 18 years old.</p> <p>55 per cent of Torbay residents are aged between 18 to 64 years old.</p> <p>27 per cent of Torbay residents are aged 65 and older.</p>	<p>The Council's business plan will help to ensure that the organisation meets its corporate vision and aims which includes supporting Torbay's most vulnerable residents.</p> <p>It is not anticipated that any adverse impacts will be caused by the implementation of this business plan. However, due to the high-level nature of the plan it is not possible to be certain. Thus, relevant subsequent decisions will undergo their own equality impact assessments.</p>	Not applicable	Not applicable
Carers	<p>At the time of the 2021 census there were 14,900</p>	<p>The Council's business plan will help to ensure that the organisation meets</p>	Not applicable	Not applicable

	<p>unpaid carers in Torbay. 5,185 of these provided 50 hours or more of care.</p>	<p>its corporate vision and aims which includes supporting Torbay's most vulnerable residents.</p> <p>It is not anticipated that any adverse impacts will be caused by the implementation of this business plan. However, due to the high-level nature of the plan it is not possible to be certain. Thus, relevant subsequent decisions will undergo their own equality impact assessments.</p>		
<p>Disability</p>	<p>In the 2021 Census, 23.8% of Torbay residents answered that their day-to-day activities were limited a little or a lot by a physical or mental health condition or illness.</p>	<p>The Council's business plan will help to ensure that the organisation meets its corporate vision and aims which includes supporting Torbay's most vulnerable residents.</p> <p>It is not anticipated that any adverse impacts will be caused by the implementation of this business plan. However, due to the high-level nature of the plan it is not possible to be certain. Thus, relevant subsequent decisions will undergo</p>	<p>Not applicable</p>	<p>Not applicable</p>

		their own equality impact assessments.		
Gender reassignment	In the 2021 Census, 0.4% of Torbay's community answered that their gender identity was not the same as their sex registered at birth. This proportion is similar to the Southwest and is lower than England.	The Council's business plan will help to ensure that the organisation meets its corporate vision and aims which includes supporting Torbay's most vulnerable residents. It is not anticipated that any adverse impacts will be caused by the implementation of this business plan. However, due to the high-level nature of the plan it is not possible to be certain. Thus, relevant subsequent decisions will undergo their own equality impact assessments.	Not applicable	Not applicable
Marriage and civil partnership	Of those Torbay residents aged 16 and over at the time of 2021 Census, 44.2% of people were married or in a registered civil partnership.	The Council's business plan will help to ensure that the organisation meets its corporate vision and aims which includes supporting Torbay's most vulnerable residents. It is not anticipated that any adverse impacts will be caused by the implementation of this business plan.	Not applicable	Not applicable

		<p>However, due to the high-level nature of the plan it is not possible to be certain. Thus, relevant subsequent decisions will undergo their own equality impact assessments.</p>		
<p>Pregnancy and maternity</p>	<p>Over the period 2010 to 2021, the rate of live births (as a proportion of females aged 15 to 44) has been slightly but significantly higher in Torbay (average of 63.7 per 1,000) than England (60.2) and the South West (58.4). There has been a notable fall in the numbers of live births since the middle of the last decade across all geographical areas.</p>	<p>The Council's business plan will help to ensure that the organisation meets its corporate vision and aims which includes supporting Torbay's most vulnerable residents.</p> <p>It is not anticipated that any adverse impacts will be caused by the implementation of this business plan.</p> <p>However, due to the high-level nature of the plan it is not possible to be certain. Thus, relevant subsequent decisions will undergo their own equality impact assessments.</p>	<p>Not applicable</p>	<p>Not applicable</p>
<p>Race</p>	<p>In the 2021 Census, 96.1% of Torbay residents described their ethnicity as white. This is a higher proportion than the South West and England. Black,</p>	<p>The Council's business plan will help to ensure that the organisation meets its corporate vision and aims which includes supporting Torbay's most vulnerable residents.</p>	<p>Not applicable</p>	<p>Not applicable</p>

	Asian and minority ethnic individuals are more likely to live in areas of Torbay classified as being amongst the 20% most deprived areas in England.	It is not anticipated that any adverse impacts will be caused by the implementation of this business plan. However, due to the high-level nature of the plan it is not possible to be certain. Thus, relevant subsequent decisions will undergo their own equality impact assessments.		
Religion and belief	64.8% of Torbay residents who stated that they have a religion in the 2021 census.	The Council's business plan will help to ensure that the organisation meets its corporate vision and aims which includes supporting Torbay's most vulnerable residents. It is not anticipated that any adverse impacts will be caused by the implementation of this business plan. However, due to the high-level nature of the plan it is not possible to be certain. Thus, relevant subsequent decisions will undergo their own equality impact assessments.	Not applicable	Not applicable
Sex	51.3% of Torbay's population are female and 48.7% are male	The Council's business plan will help to ensure that the organisation meets its corporate vision and aims which	Not applicable	Not applicable

		<p>includes supporting Torbay's most vulnerable residents.</p> <p>It is not anticipated that any adverse impacts will be caused by the implementation of this business plan. However, due to the high-level nature of the plan it is not possible to be certain. Thus, relevant subsequent decisions will undergo their own equality impact assessments.</p>		
<p>Sexual orientation</p> <p>Page 13</p>	<p>In the 2021 Census, 3.4% of those in Torbay aged over 16 identified their sexuality as either Lesbian, Gay, Bisexual or, used another term to describe their sexual orientation.</p>	<p>The Council's business plan will help to ensure that the organisation meets its corporate vision and aims which includes supporting Torbay's most vulnerable residents.</p> <p>It is not anticipated that any adverse impacts will be caused by the implementation of this business plan. However, due to the high-level nature of the plan it is not possible to be certain. Thus, relevant subsequent decisions will undergo their own equality impact assessments.</p>	<p>Not applicable</p>	<p>Not applicable</p>

Veterans	In 2021, 3.8% of residents in England reported that they had previously served in the UK armed forces. In Torbay, 5.9 per cent of the population have previously serviced in the UK armed forces.	The Council's business plan will help to ensure that the organisation meets its corporate vision and aims which includes supporting Torbay's most vulnerable residents. It is not anticipated that any adverse impacts will be caused by the implementation of this business plan. However, due to the high-level nature of the plan it is not possible to be certain. Thus, relevant subsequent decisions will undergo their own equality impact assessments.	Not applicable	Not applicable
Additional considerations				
Socio-economic impacts (Including impacts on child poverty and deprivation)		The Council's business plan will help to ensure that the organisation meets its corporate vision and aims which includes supporting Torbay's most vulnerable residents. It is not anticipated that any adverse impacts will be caused by the implementation of this business plan. However, due to the high-level nature of the plan it is not possible to be certain. Thus, relevant	Not applicable	Not applicable

		subsequent decisions will undergo their own equality impact assessments.		
Public Health impacts (Including impacts on the general health of the population of Torbay)		<p>The Council's business plan will help to ensure that the organisation meets its corporate vision and aims which includes supporting Torbay's most vulnerable residents.</p> <p>It is not anticipated that any adverse impacts will be caused by the implementation of this business plan. However, due to the high-level nature of the plan it is not possible to be certain. Thus, relevant subsequent decisions will undergo their own equality impact assessments.</p>	Not applicable	Not applicable
Human Rights impacts		<p>The Council's business plan will help to ensure that the organisation meets its corporate vision and aims which includes supporting Torbay's most vulnerable residents.</p> <p>It is not anticipated that any adverse impacts will be caused by the implementation of this business plan. However, due to the high-level</p>	Not applicable	Not applicable

		nature of the plan it is not possible to be certain. Thus, relevant subsequent decisions will undergo their own equality impact assessments.		
Child Friendly	Torbay Council is a Child Friendly Council and all staff and Councillors are Corporate Parents and have a responsibility towards cared for and care experienced children and young people.	The Council's business plan will help to ensure that the organisation meets its corporate vision and aims which includes supporting Torbay's most vulnerable residents. It is not anticipated that any adverse impacts will be caused by the implementation of this business plan. However, due to the high-level nature of the plan it is not possible to be certain. Thus, relevant subsequent decisions will undergo their own equality impact assessments.	Not applicable	Not applicable

10. Cumulative Council Impact

- 10.1 In developing the Council Business Plan the Members of the Cabinet and the Directors have been aware of the cumulative council impact. Overall, the Council Business Plan should have a positive cumulative impact.

11. Cumulative Community Impacts

- 11.1 In developing the Council Business Plan the Members of the Cabinet and the Directors have been aware of the cumulative community impact. Overall, the Council Business Plan should have a positive cumulative impact.

Council Business Plan 2024-27 DRAFT

Investing in our future. Delivering the basics well.

June 2024

Introduction

Our Council Business Plan is the delivery plan for our Community and Corporate Plan. Whilst the Community and Corporate Plan sets the council's vision, objectives and priorities for the next twenty years, the Council Business Plan is a more focussed delivery plan of what the council will undertake through until 2027.

The business plan sets out, against each theme of the Community and Corporate Plan, the priority actions which the council will take, together with the key milestones for delivering those actions. It also includes key performance indicators to help us measure our progress towards the outcomes we are seeking to achieve. The Council's performance framework will set out how, across the whole organisation, we manage and report our performance against both the Community and Corporate Plan and the Council Business Plan.

We know that whilst Torbay is a fantastic place to live, work and visit we still face big challenges, and that some parts of Torbay suffer from nationally significant levels of poverty. This business plan brings together the key actions we will be undertaking over the next four years to tackle those challenges and improve Torbay for all.

The business plan focuses on transformational activity we will be undertaking, but the council will continue to deliver its day-to-day business in providing important services to our customers. As part of this we will continue to explore and implement ways to improve the delivery of these vital services and identify efficiencies where possible. We will also continue to play our part regionally and nationally in representing and promoting Torbay to ensure our residents get the investment and services they deserve.

This document can be made available in other languages and formats.

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

Community and People

We want people across Torbay to celebrate success and feel part of their community.

Torbay will be recognised as a child friendly place. We want all residents, including our children and young people, to feel and be safe and to live well within their communities.

Everyone will have access to support, information, advice and guidance so they can meet their aspirations. With the best possible education and training, people will be enabled to fulfil their potential. We will support people to live independently.

Our communities will be encouraged and supported to bring about positive change for the good of Torbay. People will have a better sense of ownership of the services and activities available to them. We will minimise barriers for community service delivery whilst maintaining our duty of care and legal requirements. We will build strong working relationships with our community police.

Our priorities

We will:

- Ensure our town centres are safe and welcoming for all (C1)
- Keep children safe in their communities and provide safe environments for our young people to thrive in (C2)
- Ensure early intervention is effective and targeted (C3)
- Provide the best care and support available so that residents are empowered to achieve what matters most to them (C4)
- Provide clear signposting for those needing our help (C5)
- Support and encourage community action (C6)
- Improve wellbeing and reduce social isolation (C7)

The outcomes we want to see

- All residents are supported to live independent, healthy, active lives, without the need for long-term services
- Young people in receipt of services from children's services are prepared for adulthood
- People with care and support needs feel empowered and can access good or outstanding quality and tailored care and support
- Carers are identified quickly and provided with the information, advice and support services they need
- People feel they belong to their local area
- Gaps in healthy life expectancy between affluent and deprived areas of Torbay are reduced
- People feel that their physical and mental wellbeing is as good as possible

Priority C1: Ensure our town centres are safe and welcoming for all

Action C1.1 Deliver Operation Town Centres

- Milestones: Increase collaborative working with police in Torquay September 2024
- Introduction of Torbay’s own enforcement team September 2024
- Introduction of multi-agency team to work with street attached people September 2024
- Devise a partnership action plan to address anti-social behaviour in town centres October 2024
- Deliver Safer Streets project (Paignton) March 2025
- Undertake Residents’ Satisfaction Survey July 2025
- Deliver the Castle Circus and Torquay Town Centre Improvement Program December 2025

Action C1.2 Introduce a residents’ discount scheme

- Milestones: Explore proposals for a residents’ discount scheme Spring 2024
- Launch of residents’ discount scheme and sign-up period September 2024
- Start of residents’ discount scheme January 2025

Related Actions

- Action C2.2 Achieve UNICEF UK Children Friendly Community status
- Action C3.1 Promote healthy behaviours and environments
- Action P1.1 Deliver the Council’s Housing Strategy
- Action P1.3 Provide support for those who are homeless
- Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)
- Action P2.2 Deliver as part of the Levelling Up Partnership
- Action P3.2 Develop and deliver an updated Culture Strategy
- Action E3.1 Improve transport connectivity and sustainability to, from and within Torbay

Performance Indicators

Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
CP1 Percentage of Residents’ Satisfaction Survey respondents who feel very or fairly safe in their local area after dark	-	35.0%	Not due

CP2 Percentage of Residents' Satisfaction Survey respondents who feel very or fairly safe in their local area during the day	-	60.0%	Not due
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Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
BP1 Percentage of people that describe Torbay as Safe and Welcoming (Annual Visitor Survey)	N/A	New	Baseline
BP2 Number of fixed penalty notices issued by SWISCo's Enforcement Team	N/A	New	Baseline
BP3 Number of residents signing up to Residents' Discount Scheme per year	N/A	New	Baseline

Outcomes

- People feel safe in their local area, during the day and after dark
- People feel they belong to their local area
- People feel that their physical and mental wellbeing is as good as possible

Priority C2: Keep children safe in their communities and provide safe environments for our young people to thrive in

Action C2.1 Fully embed the Family Hub model across Torbay

- Milestones: Completion of virtual Family Hub, including review and update of remaining information in relation to Children’s Services on the Council’s website..... June 2024
- Recruitment of 3 parent connectors and 24 peer supporters so that families are able to access support in their community..... June 2024
- Network of Family Hub Spokes across Torbay delivering services within underserved areas July 2024
- Access to emotional wellbeing support on a 1:1 basis for all new mothers, fathers and co-parents March 2025
- Identify opportunities to sustain our Family Hubs once funding ceases March 2025
- Review and re-procurement of 0-19 services to support embedding of Family Hub model and support young people with special educational needs and/or disabilities to age 25..... April 2027

Action C2.2 Achieve UNICEF UK Child Friendly Community status

- Milestones: Discovery Phase (6 months) July 2024
- Development Phase (2-3 months)..... November 2024
- Delivery Phase (2- 4 years) 2026-28

Action C2.3 Undertake a review of Torbay’s play parks

- Milestones: Position statement prepared September 2024
- Engagement with children and young people..... Summer 2024
- Draft Improvement Plan for Torbay’s Play Parks..... December 2024
- Start in-year budgeted works January 2025
- Improvement Plan for Torbay’s Play Parks approved..... February 2025
- Implementation of Improvement Plan for Torbay’s Play Parks from April 2025

Related Actions

- Action C1.1 Deliver Operation Town Centres
- Action C3.1 Promote healthy behaviours and environments
- Action C4.2 Deliver a Carers Strategy

- Action C5.1 Improve how we signpost to information, advice and guidance
- Action C6.1 Consider how community action can be encouraged, supported and rewarded
- Action C6.2 Develop a plan to support Torbay’s community centres
- Action C7.1 Help people to live well and independently
- Action P1.1 Deliver the Council’s Housing Strategy
- Action P1.3 Provide support for those who are homeless
- Action P5.4 Improve road safety, especially around schools and address speeding traffic spots
- Action E1.1 Improve the skills and qualifications of our residents, including children and young people
- Action E3.1 Improve transport connectivity and sustainability to, from and within Torbay

Performance Indicators

Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
CP3 Rate per 10,000 children of cared for children at the end of the period	124	118	115
CP4 Percentage of the Torbay child population living in one of the 20% most deprived areas	Next set of results due 2025 2019 = 30.1%		

Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
BP4 Percentage of contacts to Children’s Services progressing to early help services in the period	28%	31%	35%
BP5 Annualised rate per 10,000 children of referrals to Children’s Services. in the period	822	745	755
BP6 Percentage of referrals in the period that were previously open to Children’s Services within the last 12 months	22%	27%	23%
BP7 Percentage of cared for children in the period with three or more placements in the last 12 months	21%	18%	14%
BP8 Percentage of cared for children aged 15 or under at the end of the period who have been cared for children for 2.5 years or more, who have been in the same placement for two years or more, or who are currently placed for adoption and their current and previous placement totals two years or more	61%	66%	66%
BP9 Annualised rate per 10,000 children of children becoming cared for in the period	44	29	28
BP10 Number of requests for new Education Health and Care Plan (EHCP) assessments (YTD)	349	333	Monitoring only
BP11 Number of those receiving support via the family hubs	28,983	32,690	35,000

Outcomes

- Fewer children need to be cared for by the Council
- All residents are supported to live independent, healthy, active lives, without the need for long-term services
- Young people in receipt of services from children’s services are prepared for adulthood
- People with care and support needs feel empowered and can access good or outstanding quality and tailored care and support
- People feel they belong to their local area

Priority C3: Ensure early intervention is effective and targeted

Action C3.1 Promote healthy behaviours and environments

- Milestones: Launch an “Active Travel” campaign to encourage walking and cyclingMarch 2024
- Undertake the Development Phase Review of the implementation of the Torbay on the Move Strategy and its associated action plan May 2024
- Training delivered to teachers and early years leaders to maintain good infection control practice, promote vaccine uptake, and tackle anti-microbial resistance.....March 2025
- Review and re-procure public health services to support healthy behaviours:
- new sexual health contract July 2025
 - healthy behaviours May 2026
- Expansion of community delivery of blood pressure checks and peer support.....March 2025

Related Actions

- Action C1.1 Deliver Operation Town Centres
- Action C2.1 Fully embed the Family Hub model across Torbay
- Action C7.2 Support young people who experience SEND to live independently

Performance indicators

Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
BP12 Percentage of physically inactive adults	Not yet published	Not yet published	Monitoring only
BP13 The estimated proportion of people who are dependent on opiates and/or crack cocaine, not in the treatment system	43.0%	38%	36%
BP14 The estimated proportion of people who are dependent on alcohol, not in the treatment system	64.9%	59%	57%
BP15 Treatment progress measure (all substances) – showing substantial progress	54%	48%	48%

Outcomes

- Fewer children need to be cared for by the Council
- All residents are supported to live independent, healthy, active lives, without the need for long-term services
- Young people in receipt of services from Children's Services are prepared for adulthood
- People with care and support needs feel empowered and can access good or outstanding quality and tailored care and support
- Carers are identified quickly and provided with the information, advice and support services they need
- Gaps in healthy life expectancy between affluent and deprived areas of Torbay are reduced
- People feel that their physical and mental wellbeing is as good as possible

Priority C4: Provide the best care and support available so that residents are empowered to achieve what matters most to them

Action C4.1 Agree and program the Memorandum of Understanding for Adult Social Care with Torbay and South Devon NHS Foundation Trust, and associated financial transformation plan

Milestones: Transformation Plan in placeJune 2024
 Further milestones to be added once Transformation Plan is approved.....August 2024

Action C4.2 Deliver the Carers Strategy

Milestones: Produce a detailed action plan to deliver Torbay Council’s actions in the Devon Wide Carer’s Commitment September 2024
 Undertake awareness raising activities during Carers Week....June 2024

Related Actions

- Action C1.1 Deliver Operation Town Centres
- Action C2.1 Fully embed the Family Hub model across Torbay
- Action C3.1 Promote healthy behaviours and environments
- Action C5.1 Improve how we signpost to information, advice and guidance
- Action C7.1 Help people to live well and independently
- Action C7.2 Support young people who experience SEND to live independently
- Action P1.3 Provide support for those who are homeless

Performance indicators

Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
CP5 Differential in life expectancy in most deprived ward from least deprived ward	M –11 yrs F – 6 yrs (2018-22)	Not yet published	Monitoring only

Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
BP16 Percentage of clients receiving Direct Payments.	19.8%	19.2%	21%
BP17 Percentage of adult carers reporting as much contact as they would like.	N/A	29.8%	30%
BP18 Percentage of adult social care users who have as much contact as they would like.	46.3%	47.7%	47.2%

Outcomes

- All residents are supported to live independent, healthy, active lives, without the need for long-term services
- Young people in receipt of services from children’s services are prepared for adulthood
- People with care and support needs feel empowered and can access good or outstanding quality and tailored care and support
- Carers are identified quickly and provided with the information, advice and support services they need
- Gaps in healthy life expectancy between affluent and deprived areas of Torbay are reduced
- People feel that their physical and mental wellbeing is as good as possible

Priority C5: Provide clear signposting for those needing our help

Action C5.1 Improve how we signpost to information, advice and guidance

- Milestones:
- Review and update of information relating to Public Health on the Council’s website December 2024
 - Revise and publicise the Healthy Learning website for schools and professionals..... December 2024
 - Review and update of information relating to Community and Customer Services on the Council’s website..... December 2024
 - Review and update of information relating to Pride in Place on the Council’s websiteJanuary 2025
 - Review and update of information relating to Finance and Corporate Services on the Council’s websiteMarch 2025
 - Enhance and evolve the relevant website within the Family Hubs to enable a “one stop” area for parents and young people to access relevant information to support need.....March 2025

Related Actions

- Action C1.1 Deliver Operation Town Centres
- Action C2.1 Fully embed the Family Hub model across Torbay
- Action C4.2 Deliver a new Carers Strategy
- Action C7.2 Support young people who experience SEND to live independently

Performance indicators

Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
BP19 Average customer wait time when contacting customer services by phone	5 mins 54 seconds	4 mins 28 seconds	5 mins

Outcomes

- All residents are supported to live independent, healthy, active lives, without the need for long-term services
- Young people in receipt of services from children’s services are prepared for adulthood
- People with care and support needs feel empowered and can access good or outstanding quality and tailored care and support

- Carers are identified quickly and provided with the information, advice and support services they need
- People feel that their physical and mental wellbeing is as good as possible

Priority C6: Support and encourage community action

Action C6.1 Consider how community action can be encouraged, supported and rewarded

- Milestones: Review of implementation of Community Ward Fund 2023/2024..... June 2024
- Develop an Engagement and Communications Plan to encourage civic pride and community action..... December 2024
- Establish a Youth Parliament for Torbay April 2026

Action C6.2 Develop a plan to support Torbay’s community centres

- Milestones: Position statement preparedMarch 2025
- Draft plan prepared for consultation June 2025
- Consultation Summer 2025
- Agreement of plan October 2025
- Implementation of plan..... from April 2026

Related Actions

- Action C2.1 Fully embed the Family Hub model across Torbay
- Action C4.2 Deliver a new Carers Strategy
- Action C5.1 Improve how we signpost to information, advice and guidance
- Action C7.2 Support young people who experience SEND to live independently

Performance indicators

Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
BP20 Percentage of Community Ward Fund spent	63.34%	74.64%	80%

Outcomes

- All residents are supported to live independent, healthy, active lives, without the need for long-term services
- People with care and support needs feel empowered and can access good or outstanding quality and tailored care and support
- Carers are identified quickly and provided with the information, advice and support services they need
- People feel they belong to their local area
- People feel that their physical and mental wellbeing is as good as possible

Priority C7: Improve wellbeing and reduce social isolation

Action C7.1 Help people to live well and independently

Milestones: With the Learning Disability Partnership Board, deliver the Big Plan via a series of projects March 2024 onwards

Agree the delivery plan for adult social care supported housing October 2024

Undertake procurement for a Community Wellbeing and Prevention Service..... December 2024

Support the VCS-led implementation of the Live Longer Better programme with a target of 600 licences provided October 2024

Action C7.2 Support young people who experience SEND to live independently (moved from C2)

Milestones: Have in place an effective Joint Strategic Needs Assessment (JSNA) demonstrating current and future health, education and social care needs of those living with SEN and Disability to inform commissioning decisions June 2024

Establish a vision, strategy and governance arrangements for joint strategic planning and commissioning and planning of services between education, health and care November 2024

Create an environment to ensure there are robust joint working arrangements between the partnership to create more consistent outcomes for children with SEND November 2024

Action C7.3 Deliver priorities in the Torbay Suicide Prevention Action Plan

Milestones: Deliver the 2024/2025 Annual Torbay Suicide Prevention Action Plan March 2025

Action C7.4 Deliver priorities within the Domestic Abuse and Sexual Violence Strategy

Milestones: Deliver the Domestic Abuse and Sexual Violence Delivery Plan March 2026

Related Actions

- Action C1.1 Deliver Operation Town Centres
- Action C2.1 Fully embed the Family Hub model across Torbay
- Action C2.2 Achieve UNICEF UK Child Friendly Community status
- Action C3.1 Promote healthy behaviours and environments
- Action C4.1 Agree and program the Memorandum of Understanding for Adult Social Care and associated financial transformation plan

Action C4.2 Deliver a new Carers Strategy

Action C5.1 Improve how we signpost to information, advice and guidance

Action C6.2 Develop a plan to support Torbay’s community centres

Performance indicators

Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
CP6 Percentage of Resident's Satisfaction Survey respondents who feel very or fairly strongly that they belong to their local area (raw data)	-	66%	Not due
CP7 Directly age standardised suicide rate per 100,000 for Torbay	16.6 (2020-22)	Not yet published	Monitoring only

Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
BP21 Torbay Domestic Abuse Service - New placements in the service – Adults	N/A	236	Monitoring only
BP22 Torbay Domestic Abuse Service - New placements in the service - Number of children who are part of households accessing the service	690	797	Monitoring only
BP23 Torbay Domestic Abuse Service – Number of Multi Agency Risk Assessment Conference repeat cases within 12 months	136	72	Monitoring only
BP24 Proportion of adults in contact with secondary mental health services who live independently, with or without support	36.1%	17.6%	18%
BP25 Percentage of people with a learning disability in settled accommodation, with or without support	-	83.6%	80%
BP26 Number of concessionary bus journeys	2,043,586	2,295,672	2,525,239

Outcomes

- People feel safe in their local area, during the day and after dark
- Fewer children need to be cared for by the Council
- All residents are supported to live independent, healthy, active lives, without the need for long-term services
- Young people in receipt of services from children’s services are prepared for adulthood
- People with care and support needs feel empowered and can access good or outstanding quality and tailored care and support

- Carers are identified quickly and provided with the information, advice and support services they need
- People feel they belong to their local area
- People feel that their physical and mental wellbeing is as good as possible

Pride in Place

We will invest in our three towns to enable them to develop their own distinct identities and roles. Using Torbay's unified and complementary offer as a UNESCO Geopark and a premier marine and natural experience, we will attract, retain, and grow leading edge technology businesses. We want Torbay to be a place where people of all ages want to live as well as visit. A place where everyone benefits from and enjoys a premier resort experience.

There will be more good quality, affordable and permanent properties that people, including those who are vulnerable, or care experienced, can call their home. We will work with landlords and developers to maximise the use of suitable housing stock, including social housing, and create decent accommodation across Torbay. We want this to be an even better place for people to live in whilst protecting our environment.

We will work to get the basics right, so that our town centres, seafronts and residential areas are clean, safe and well-maintained.

We will celebrate and protect the places that make Torbay special, maximising the cultural, heritage and event opportunities for our residents and visitors alike. Working in partnership we will continue to address the climate emergency so as to create a sustainable future.

Our priorities

We will:

- Improve the delivery, affordability and quality of housing (including housing standards) for residents in Torbay (P1)
- Draw investment into our towns and breathe life into our town centres, partnering with the private sector to deliver major projects (P2)
- Maximise heritage and cultural opportunities for the enjoyment and benefit of residents and visitors (P3)
- Ensure the effective operation of SWISCo to have resources to reinvest in Torbay (Operation Brighter Bay) (P4)
- Protect and enhance our lived, built and natural environments, including our green spaces (P5)
- Improve the delivery of our planning service (P6)
- Deliver priority capital projects within the Council's Capital Programme (P7)

The outcomes we want to see

- Enhanced high streets that attract long-term tenants and an increased number of visitors
- An enhanced and coherent culture, heritage and events offer with increased engagement and participation
- Increased customer satisfaction with our parks, green spaces and streets
- More equitable access to warm, healthy, affordable homes for all people in Torbay

- Younger, skilled people are attracted and retained to live and/or work in Torbay
- Increased customer satisfaction with the Council's planning service
- Increased resident satisfaction with the local area

Priority P1: Improve the delivery, affordability and quality of housing (including housing standards) for residents in Torbay

Action P1.1 Deliver the Council’s Housing Strategy

Milestones: Develop detailed delivery plans to accelerate the provision of new affordable housing (including social rented housing) and the provision of accommodation for strategic priority areas (including care experienced young people)August 2024

Finalisation of 2024-27 Housing Delivery Plan September 2024

Undertake a review of underused assets for brownfield housing development..... September 2024

Delivery of St Kilda’s project:

- Let main works contract July 2024
- St Kilda’s – Project start on siteAugust 2024
- St Kilda’s – Project completionMarch 2026

Delivery of an increase in the amount of emergency accommodation for young people who are at risk of experiencing youth homelessness September 2024

Consider the revised business case for the extra care housing project at Torre Marine, Torquay..... November 2024

Undertake a housing condition survey May 2025

Delivery of accommodation repurposing project.....June 2025

Action P1.2 Deliver positive outcomes for Torbay from the Devon and Torbay Combined County Authority

Milestones: Establishment of Devon and Torbay Growth BoardAugust 2024

Establishment of Devon and Torbay Combined County Authority tbc post General Election

Successful delivery of projects from initial capital funding of £16m..... tbc post General Election

Agreement of Devon and Torbay Local Transport Plan..... tbc post General Election

Transfer of powers in relation to the adult education budget..... tbc post General Election

Action P1.3 Provide support for those who are homeless

Milestones: Develop a Homelessness and Rough Sleeping Strategy and associated action plan which aims to reduce the need for temporary accommodation:

- Consultation on draft Strategy Summer 2024
- Agreement of Strategy and Action Plan December 2024

Related Actions

- Action C3.1 Promote healthy behaviours and environments
- Action C7.1 Help people to live well and independently
- Action C7.2 Support young people who experience SEND to live independently
- Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)
- Action P2.2 Deliver as part of the Levelling Up Partnership

Performance indicators

Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
CP8 Net additional dwellings (all tenures) completed each year	251	Not Yet Published	TBC following Local Plan Review
CP9 Number of new affordable homes completed each year	32	Not Yet Published	TBC following Local Plan Review
CP10 Number of new social rent homes completed each year (a sub-set of CP9)	15	Not yet published	Monitoring only

Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
BP27 Average numbers in temporary accommodation on any one night this quarter	166	129	125
BP28 Average numbers in temporary accommodation on any one night this quarter - With dependents (including pregnant women)	85	61	62
BP29 Average numbers in temporary accommodation on any one night this quarter - Single households (including childless couples)	81	68	63
BP30 Number of families in B&B accommodation longer than 6 weeks this quarter to whom we owe a housing duty	Q1 - 1 Q2 - 0 Q3 - 1	0	0

	Q4 – 0		
BP31 Number of rough sleepers (annual)	20	27	27
BP32 Total number of placements provided to different individuals at the Hostel per annum	54	77	87
BP33 Average length of stay at the Hostel (Days)	506 (Feb 2023)	231	150
BP34 Percentage of households assessed and owed the main duty	39% (1,188)	Not Yet Published	Monitoring only
BP35 Percentage of care experienced young people in suitable accommodation.	81%	82%	85%
BP36 Number of requests for assistance from the Housing Standards service	291	319	Monitoring only
BP37 Number of legal notices served to improve quality of accommodation	41	46	Monitoring only

Outcomes

- More equitable access to warm, healthy, affordable homes for all people in Torbay
- Younger, skilled people are attracted and retained to live and/or work in Torbay
- Increased resident satisfaction with the local area

Priority P2: Draw investment into our towns and breathe life into our town centres, partnering with the private sector to deliver major projects

Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)

- Milestones:
- Develop revised options for site of former Debenhams in Torquay.....August 2024
 - Consider revised options appraisal for site of former Crossways in PaigntonAugust 2024
 - Consider revised options appraisal for site at Victoria Square in Paignton..... Autumn 2024
 - Agree the business case for the redevelopment of Central Car Park in Brixham Autumn 2024
 - Start on site for redevelopment of Central Car Park in Brixham..... Autumn 2024

Submission of Long Term Plan for Towns..... tbc post General Election
 Agreement of Long-Term Plan for Torquay
 with Government..... tbc post General Election

Action P2.2 Deliver as part of the Levelling Up Partnership

Milestones: Commence preparation for delivery of the Levelling Up Partnership programme..... June 2024
 Convene cross departmental discussions with Department for Health and Social Care, Department for Transport and Department of Work and Pensions to support the Council and partners..... Summer 2024
 Project completion dates dependent on the project..... 2025-26

Related Actions

- Action C1.1 Deliver Operation Town Centres
- Action C1.2 Introduce a residents’ discount scheme
- Action C2.2 Achieve UNICEF UK Child Friendly Community status
- Action P1.1 Deliver the Council’s Housing Strategy
- Action E3.1 Improve transport connectivity and sustainability to, from and within Torbay

Performance indicators

Council Business Plan

BP38 Total annual footfall in Torquay’s Town Centre	N/A	New	Baseline
BP39 Total annual footfall in Paignton’s Town Centre	N/A	New	Baseline
BP40 Total annual footfall in Brixham’s Town Centre	N/A	New	Baseline

Outcomes

- Enhanced high streets that attract long-term tenants and an increased number of visitors
- An enhanced and coherent culture, heritage and events offer with increased engagement and participation
- Increased customer satisfaction with our parks, green spaces and streets
- More equitable access to warm, healthy, affordable homes for all people in Torbay
- Younger, skilled people are attracted and retained to live and/or work in Torbay
- Increased resident satisfaction with the local area

Priority P3: Maximise heritage and cultural opportunities for the enjoyment and benefit of residents and visitors

Action P3.1 Enhance Torbay’s cultural heritage

Milestones: Commence Stage 1 of works at Oldway Mansion June 2024
 Prepare and consider outline business case
 for Torre Abbey Phase 3 June 2024
 Commence Stage 1 of works at the Pavilion tbc

Action P3.2 Develop and deliver an updated Culture Strategy

Milestones: Develop a programme of activity which increases participation and provides improved experiences for residents and visitors alike June 2024
 Agree updated Culture Strategy which includes the support and further development of the UNESCO Geopark designation September 2024

Action P3.3 Consider whether a showground can be established in Torbay

Milestones: Carry out an assessment of the market and opportunity for a showground in Torbay September 2024
 If agreed, undertake feasibility study to assess whether Torbay’s meadows and green spaces can be utilised as show grounds Summer 2025

Related Actions

- Action C2.2 Achieve UNICEF UK Child Friendly Community status
- Action C3.1 Promote healthy behaviours and environments
- Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)
- Action P2.2 Deliver as part of the Levelling Up Partnership
- Action E3.1 Improve transport connectivity and sustainability to, from and within Torbay

Performance indicators

Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
CP11 Cultural participation (Arts Council measure 3 yearly figure)	-	Not Yet Published	Not due

Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
BP41 Number of events facilitated on Council land	86	86	90
BP42 Number of Arts Council National Portfolio organisations within Torbay	0	2	3
BP43 Number of organisations directly promoting Torbay's UNESCO Geopark Status (Ambassadors)	-	New	Baseline
BP44 Number of Cultural Organisations recording an annual increase in participation and engagement from previous year	-	New	Baseline

Outcomes

- Enhanced high streets that attract long-term tenants and an increased number of visitors
- An enhanced and coherent culture, heritage and events offer with increased engagement and participation
- Increased customer satisfaction with our parks, green spaces and streets
- Younger, skilled people are attracted and retained to live and/or work in Torbay
- Increased resident satisfaction with the local area

Priority P4: Protect and enhance our lived, built and natural environments, including our green spaces

Action P4.1 Deliver Operation Brighter Bay

- Milestones: Implement Friends Group Charter..... September 2024
- Implement informal annual work schedules with individual Friends Groups September 2024
- Review the highway inspection manual network to identify priority areas for improvements including line marking, pothole repair, surfacing and implement risk based response times September 2024
- Increasing town centre cleaning regime in Brixham to put it on a par with Torquay and Paignton..... September 2024
- Doubling of the machinery and teams for weed removal September 2024
- Increase the number of grass cuts per growing season in residential areas from five to seven..... October 2024
- Doubling the number of grass cuts per growing season on prestige routes..... October 2024
- Introduction of two new SWISCo teams to address carriageway and footway defects on a “right first time” basis..... October 2024
- Introduction of our own line marking team equipped to start line marking in strategic points across Torbay including schools and box junctions December 2024
- Deliver effectively against the agreed scheduling for parks, grass cutting and street cleansing Ongoing

Action P4.2 Deliver the Paignton Sea Defence scheme

- Milestones: Phase 1 (Paignton Defences) of the scheme commenced September 2024
- Phase 2 (Preston Defences) of the scheme commenced September 2025
- Phase 1 (Paignton Defences) of the scheme completed..... May 2025
- Phase 2 (Preston Defences) of the scheme completed September 2026
- Phase 3/4 (Paignton and Preston Public Realm) of the scheme commenced..... September 2026

Phase 3/4 (Paignton and Preston Public Realm) of the scheme completed..... 2027

Action P4.3 Deliver the Carbon Neutral Council Action Plan and support the delivery of the Torbay Carbon Neutral Plan

Milestones: Develop the next stage of the Carbon Neutral Council Action Plan..... July 2024

Finalise the business case and enter into the relevant commercial agreement for Nightingale Solar Park September 2024

Finalise the business case and enter into the commercial agreement for Brokenbury Solar Park..... September 2024

Action P4.4 Improve road safety, especially around schools and address speeding traffic spots

Milestones: Undertake road safety campaigns to help improve safety around schools Autumn/Winter 2024

Implement 20 mph zones subject to results of consultation Summer 2025

Work with Vision Zero SW to consider the use of community speed watch September 2024

Related Actions

Action C1.1 Deliver Operation Town Centres

Action C2.3 Undertake a review of Torbay’s play parks

Action C3.1 Promote healthy behaviours and environments

Action C6.1 Consider how community action can be encouraged, supported and rewarded

Action C6.2 Develop a plan to support Torbay’s community centres

Action P1.1 Deliver the Council’s Housing Strategy

Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)

Action P2.2 Deliver as part of the Levelling Up Partnership

Action P3.1 Enhance Torbay’s cultural heritage

Action P4.1 Deliver Operation Brighter Bay

Action P6.1 Make improvements to the Planning Service

Performance indicators

Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
CP12 Percentage of Residents' Satisfaction Survey respondents who feel very or fairly satisfied with their local area as a place to live (Moved from P2)	N/A	59%	TBC

Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
BP45 Percentage of grass cutting schedule achieved during the period	-	New	85%
BP46 Percentage of street sweeping schedule achieved during the period	-	New	85%
BP47 Percentage of weed spraying schedule achieved during the period	-	New	85%
BP48 Percentage of line marking schedule achieved during the period	-	New	85%
BP49 Number of repairs and interventions made to our carriageways and footways	6,162	6,386	7,663
BP50 Percentage of Residents' Satisfaction Survey respondents who feel very or fairly satisfied with the road maintenance services provided by the Council	N/A	16%	Not due
BP51 Percentage of Residents' Satisfaction Survey respondents who feel very or fairly satisfied with the pavement maintenance services provided by the Council	N/A	34%	Not due
BP52 Percentage of Residents' Satisfaction Survey respondents who feel very or fairly satisfied with the street cleansing services provided by the Council	N/A	44%	Not due
BP53 Percentage of Residents' Satisfaction Survey respondents who feel very or fairly satisfied with the parks and green spaces maintained by the Council	N/A	64%	Not due
BP54 Capital monies spent on flood alleviation and coastal protection schemes	£718,512	£433,647	£4,000,000
BP55 Tonnes of CO2e -Torbay (annual)	Not Yet Published	Not Yet Published	Monitoring only
BP56 Tonnes of CO2 - Torbay Council operations and services (annual)	5011	Not Yet Published	TBC

BP57 £ secured through various external decarbonisation funds	£59,000	£8.1m	Monitoring only
BP58 Number of people killed or seriously injured on Torbay's roads	49 (2022)	54 Draft (2023)	47

Outcomes

- Enhanced high streets that attract long-term tenants and an increased number of visitors
- An enhanced and coherent culture, heritage and events offer with increased engagement and participation
- Increased customer satisfaction with our parks, green spaces and streets
- Younger, skilled people are attracted and retained to live and/or work in Torbay
- Increased resident satisfaction with the local area

Priority P5: Ensure the effective operation of SWISCo to have resources to reinvest in Torbay

Related Actions

Action C6.1 Consider how community action can be encouraged, supported and rewarded

Action P4.1 Deliver Operation Brighter Bay

Outcomes

- Increased customer satisfaction with our parks, green spaces and streets
- Increased resident satisfaction with the local area

Priority P6: Improve the delivery of our planning service

Action P6.1 Make improvements to the Planning Service

Milestones: Determine Council’s position in relation to either a light touch review of the existing Local Plan or launching the Government-proposed streamlined procedure..... July 2024
 Conclude the Planning Service for the Future project July 2024

Performance indicators

Council Business Plan

Definition		2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
Major planning applications	BP59 Average number of days taken to validate from when required information is received	12.12	12.78	5
	BP60 % Determined within timescales (including extensions of time)	91.67%	73.91%	80%
	BP61 % Determined within timescales (without extensions of time)	29.17%	4.35%	30%
	BP62 Number of appeals	1	0	Monitoring only
	BP63 % of appeals allowed (upheld in the applicant’s favour)	0.00%	N/A	30%
Minor planning applications	BP64 Average number of days taken to validate from when required information is received	14.03	12.13	5
	BP65 % Determined within timescales (including extensions of time)	69.08%	76.13%	80%
	BP66 % Determined within timescales (without extensions of time)	36.55%	41.15%	45%
	BP67 Number of appeals	15	30	Monitoring only
	BP68 % of appeals allowed (upheld in the applicant’s favour)	20.00%	16.67%	30%
Other planning applications	BP69 Average number of days taken to validate from when required information is received	13.14	12.83	5
	BP70 % Determined within timescales (including extensions of time)	79.24%	83.37%	88%

	BP71 % Determined within timescales (without extensions of time)	42.90%	47.29%	55%
	BP72 Number of appeals	26	33	Monitoring only
	BP73 % of appeals allowed (upheld in the applicant's favour)	42.31%	36.36%	30%
Number of enforcement cases live	BP74 notices issued (during the quarter)	4	15	Monitoring only
	BP75 cases closed (during the quarter)	281	206	Monitoring only
	BP76 cases opened (during the quarter)	362	297	Monitoring only
	BP77 open cases as at the last day of the quarter	522	586	450

Outcomes

- Enhanced high streets that attract long-term tenants and an increased number of visitors
- An enhanced and coherent culture, heritage and events offer with increased engagement and participation
- More equitable access to warm, healthy, affordable homes for all people in Torbay
- Increased customer satisfaction with the Council's planning service
- Increased resident satisfaction with the local area

Priority P7: Deliver priority capital projects within the Council's Capital Programme

Related Actions

- Action C7.1 Help people live well and independently
- Action P1.1 Deliver the Council's Housing Strategy
- Action P1.2 Deliver positive outcomes for Torbay from the Devon and Torbay Combined County Authority
- Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)
- Action P2.2 Deliver as part of the Levelling Up Partnership
- Action P3.1 Enhance Torbay's cultural heritage
- Action P5.2 Deliver the Paignton Sea Defence Scheme
- Action P5.3 Deliver the Carbon Neutral Council Action Plan and support delivery of the Torbay Carbon Neutral Plan
- Action P5.4 Improve road safety, especially around schools and address speeding traffic spots
- Action E3.1 Improve transport connectivity and sustainability to, from and within Torbay

Outcomes

- Enhanced high streets that attract long-term tenants and an increased number of visitors
- An enhanced and coherent culture, heritage and events offer with increased engagement and participation
- More equitable access to warm, healthy, affordable homes for all people in Torbay
- Younger, skilled people are attracted and retained to live and/or work in Torbay
- Increased resident satisfaction with the local area

Economic Growth

We will attract, retain and grow our economic specialisms so we have growth which builds on our reputation. There will be good employment and learning opportunities that enhance the potential for our residents and our communities. Residents will be able to access those opportunities because of the improved connectivity to, from and within Torbay.

Torbay is looking to the future and reaching out to collaborate, attract more investment and make the most of the considerable assets and opportunities it has.

We want to create the conditions for a strong and sustainable economy that supports a diverse mix of industries and jobs that inspire, providing equality of opportunity. We will support businesses to flourish and grow as well as attracting new businesses to the Bay.

Our priorities

We will:

- Encourage aspiration, providing opportunities for everyone to raise their skill level, particularly in high value careers (E1)
- Drive training opportunities across all sectors to empower people to improve their skills (E2)
- Improve transport links to and within Torbay (E3)
- Develop a year-round economy (E4)
- Increase in the amount of full-time employment opportunities within Torbay (E5)
- Focus on inclusive growth, with opportunities which benefit everyone (E6)

The outcomes we want to see

- Established pathways for young people, including those with special educational needs and/or disabilities (SEND), and unemployed to employment opportunities with skills levels moving toward national averages
- People have better transport and digital connections to jobs and amenities
- Vacancy rates falling year on year with business reporting they can find talent
- Improved productivity in Torbay which closes the gap compared to the national data
- The number of businesses and jobs in Torbay increases
- Better balance of full-time to part-time opportunities
- Targeted approach to inward investment which attracts new high-tech companies

Priority E1: Encourage aspiration, providing opportunities for everyone to raise their skill level, particularly in high value careers

Action E1.1 Improve the skills and qualifications of our residents, including children and young people

- Milestones: Continue delivery of the Multiply programme for Torbay to improve maths and numeracy skills in Torbay.....March 2025
- Through the Build Torbay project, deliver an increase in the number of skilled people in the construction sector to support the housing and town centre delivery programmes. Ongoing
- Working with the Careers Hub, develop a programme to engage our business community with schools to deliver assemblies, offer work experience and develop school projects to inspire our young people in careers that align to our sector priorities Ongoing
- Develop a programme to increase the opportunities for children and young people who experience SEND and/or who are care experienced to access work experience, supported internships and apprenticeships. September 2024

Related Actions

- Action C2.1 Fully embed the Family Hub model across Torbay
- Action C2.2 Achieve UNICEF UK Child Friendly Community status
- Action C3.1 Promote healthy behaviours and environments
- Action C4.2 Deliver a Carers Strategy
- Action C5.1 Improve how we signpost to information, advice and guidance
- Action C7.1 Help people to live well and independently
- Action C7.2 Support young people who experience SEND to live independently
- Action P1.2 Deliver positive outcomes for Torbay from the Devon and Torbay Combined County Authority
- Action P1.3 Provide support for those who are homeless
- Action P2.2 Deliver as part of the Levelling Up Partnership
- Action E3.1 Improve transport connectivity and sustainability to, from and within Torbay

Performance indicators

Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
CP13 Percentage of people in Torbay who are economically active (aged 16 to 64)	78.0% (2022)	75.7% (2023)	Monitoring only
CP14 Percentage of former cared for children who are now aged 19-21 and in employment, education or training (EET)	55%	55%	71%

Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
BP78 Number of people supported through Multiply programme	146	437	190
BP79 Percentage of adults with a learning disability in paid employment	7.8%	6.3%	5.5%
BP80 Number of secondary schools engaged with Business Voluntary Enterprise Advisers	100%	93.0%	100%
BP81 Percentage of pupils achieving a 9 to 5 pass in English and Maths	52.3%	48.9%	Monitoring only
BP82 Proportion of 16 - 17 year olds who were not in education, employment or training (NEET)	3.2	4.4	Monitoring only
BP83 Percentage of people in Torbay that hold an NVQ 4+ qualification	22% (2022)	22% (2023)	Monitoring only

Outcomes

- Established pathways for young people, including those with special educational needs and/or disabilities (SEND), and unemployed to employment opportunities with skills levels moving toward national averages
- Vacancy rates falling year on year with business reporting they can find talent
- Improved productivity in Torbay which closes the gap compared to the national data
- The number of businesses and jobs in Torbay increases

Priority E2: Drive training opportunities across all sectors to empower people to improve their skills

Action E2.1 Develop a series of training programmes

- Milestones:
- Deliver an employment ready programme helping people back into work or educationMarch 2025
 - Deliver a green skills training programmeMarch 2025
 - Deliver a digital skills training programmeMarch 2025
 - Deliver a sector pathway programme providing routeways into key local careersMarch 2026
 - Deliver a co-ordinated approach with partners to promote apprenticeships during National Apprenticeship Week February 2025

Related Actions

- Action C2.1 Fully embed the Family Hub model across Torbay
- Action C2.2 Achieve UNICEF UK Child Friendly Community status
- Action C3.1 Promote healthy behaviours and environments
- Action C4.2 Deliver a Carers Strategy
- Action C5.1 Improve how we signpost to information, advice and guidance
- Action C7.1 Help people to live well and independently
- Action C7.2 Support young people who experience SEND to live independently
- Action P1.2 Deliver positive outcomes for Torbay from the Devon and Torbay Combined County Authority
- Action P2.2 Deliver as part of the Levelling Up Partnership
- Action E3.1 Improve transport connectivity and sustainability to, from and within Torbay

Performance indicators

Council Business Plan

Definition	2023/2024 Outturn	2023/2024 Outturn	2024/2025 Target
BP84 Number of people achieving a new qualification, licence or skill	-	New	150
BP85 Number of employed people undertaking training	-	New	240
BP86 Number of people supported into work	-	New	130

Outcomes

- Established pathways for young people, including those with special educational needs and/or disabilities (SEND), and unemployed to employment opportunities with skills levels moving toward national averages
- People have better transport and digital connections to jobs and amenities
- Vacancy rates falling year on year with business reporting they can find talent
- Improved productivity in Torbay which closes the gap compared to the national data

Priority E3: Improve transport links to and within Torbay

Action E3.1 Improve transport connectivity and sustainability to, from and within Torbay

- Milestones: Deliver an initial programme of installation of electric vehicle charging points across Torbay Council assetsMarch 2025
- Prepare an updated Local Transport Plan..... November 2024
- Introduce electric buses into service December 2025
- Consultation on initial priorities within the Local Cycling and Walking Infrastructure Plan December 2025

Related Actions

- Action C1.2 Introduce a residents’ discount scheme
- Action C2.2 Achieve UNICEF UK Child Friendly Community status
- Action C3.1 Promote healthy behaviours and environments
- Action C7.1 Help people to live well and independently
- Action C7.2 Support young people who experience SEND to live independently
- Action P1.2 Deliver positive outcomes for Torbay from the Devon and Torbay Combined County Authority
- Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)
- Action P2.2 Deliver as part of the Levelling Up Partnership
- Action P5.3 Deliver the Carbon Neutral Council Action Plan and support the delivery of the Torbay Carbon Neutral Plan
- Action P5.4 Improve road safety, especially around schools and address speeding traffic hotspots

Performance indicators

Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
CP15 Local bus and light railway passenger journeys originating in the authority area	5,210,967	5,957,370	Monitoring only

Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
BP87 Number of public electric vehicle charging points installed on council owned land	0	0	24
BP88 Number of electric vehicles registered in Torbay	1,027	1,196	Monitoring only
BP89 Number of electric buses brought into service	0	0	25 by December 2025

Outcomes

- People have better transport and digital connections to jobs and amenities
- Vacancy rates falling year on year with business reporting they can find talent
- Improved productivity in Torbay which closes the gap compared to the national data
- The number of businesses and jobs in Torbay increases

Priority E4: Develop a year-round economy

Action E4.1 Develop the local economy so it is growth focused, sustainable and thriving

- Milestones:
- Work with the Hi-Tech Cluster to develop links with regional universities and others to increase the number and value of research and development grants in Torbay Ongoing
 - Secure a site for the Technology Production Park June 2024
 - Achieve planning permission for Technology Production Park Jun 2024
 - Expand the Hi Tech Cluster to include other high value sectors including medical and healthcare..... June 2024
 - Deliver a business support programme to help boost innovation across our key sectors March 2025
 - Deliver a business support programme to help businesses improve their resource efficiency..... March 2025
 - Working with strategic partners to deliver the Destination Management Plan including development of Geopark experiences and promotion of business tourism through Meet English Riviera Ongoing to Jun 2025
 - In partnership with the Torbay Hi Tech Cluster, develop the business case for the Torbay Technology Park (subject to levelling Up Funding) March 2026
 - Develop additional accommodation for the Brixham Fish Market to support the maritime and fisheries sectors (subject to Levelling Up Funding)..... March 2026

Related Actions

- Action C1.2 Introduce a residents’ discount scheme
- Action C2.2 Achieve UNICEF UK Child Friendly Community status
- Action C3.1 Promote healthy behaviours and environments
- Action C7.1 Help people to live well and independently
- Action C7.2 Support young people who experience SEND to live independently
- Action P1.1 Deliver the Council’s Housing Strategy
- Action P1.2 Deliver positive outcomes for Torbay from the Devon and Torbay Combined County Authority
- Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)
- Action P2.2 Deliver as part of the Levelling Up Partnership

Action P3.2 Develop and deliver an update Cultural Strategy

Action P5.3 Deliver the Carbon Neutral Council Action Plan and support the delivery of the Torbay Carbon Neutral Plan

Performance indicators

Community and Corporate Plan

Definition	2023/2024 Outturn	2023/2024 Outturn	2024/2025 Target
CP16 Employment by occupation group 1-3: Managers, Directors and Senior Officials; Professional Occupations; Associate Professional Occupations	42.1% (2022)	42.8% (2023)	Monitoring only
CP17 Employment by occupation group 4-5: Administrative & Secretarial Occupations; Skilled Trades Occupations	21.3% (2022)	21.1% (2023)	Monitoring only
CP18 Employment by occupation group 6-7: Caring, Leisure and Other Service Occupations; Sales and Customer Service Occupations	19.0% (2022)	17.6% (2023)	Monitoring only
CP19 Employment by occupation group 8-9: Process Plant & Machine Operatives; Elementary Occupations	17.1% (2022)	18.5% (2023)	Monitoring only
CP20 National Non Domestic Rates – Total number of occupied hereditaments (premises)	5,204 (31/3/2023)	5,025 (31/3/2024)	Monitoring only
CP21 National Non Domestic Rates – Total number of void hereditaments (premises)	504 (31/3/2023)	567 (31/3/2024)	Monitoring only
CP22 Gross Value Added per hour worked	Not yet published	Not yet published	Monitoring only
CP23 Gross Value Added per filled job	Not yet published	Not yet published	Monitoring only

Council Business Plan

Definition	2023/2024 Outturn	2023/2024 Outturn	2024/2025 Target
BP90 Number of visitors to Torbay (annual figure)	3,959,300 (2022)	Not Yet Published	Monitoring only
BP91 Occupancy rate of Council Let Estate (Inc former TDA Estate)	93%	90%	90%
BP92 Occupancy rate at EPIC	90.0%	95.0%	80%

Outcomes

- People have better transport and digital connections to jobs and amenities
- Vacancy rates falling year on year with business reporting they can find talent
- Improved productivity in Torbay which closes the gap compared to the national data
- The number of businesses and jobs in Torbay increases
- Better balance of full-time to part-time opportunities
- Targeted approach to inward investment which attracts new high-tech companies

Priority E5: Increase the amount of full-time employment opportunities within Torbay

Action E5.1 Create more full-time job opportunities in Torbay

- Milestones:
- Deliver a business start-up programme focussing on growth.....March 2025
 - Deliver a growth programme for creative businesses in TorbayMarch 2025
 - Confirm criteria for the Enterprise Development Funding, proposed in the 2024/25 budget, to support economic growth and job creation June 2024
 - Review the Economic Growth Strategy to ensure that the action plan remains consistent with the objectives of the Council and its Place Partners. September 2024
 - Reduce the barriers to a wraparound childcare offer, for those parents living in Torbay who wish to work fulltime September 2024
 - Increase the availability for children and young people to have access to wraparound positive activities during the school holidays..... July 2025
 - Develop a youth offer in Torbay that is sufficiently focussed and targeted to respond flexibly to communities and promotes engagement with a wide range of children and young people to reduce anti-social behaviour..... September 2024

Related Actions

- Action C2.2 Achieve UNICEF UK Child Friendly Community status
- Action C7.1 Help people to live well and independently
- Action C7.2 Support young people who experience SEND to live independently
- Action P1.1 Deliver the Council’s Housing Strategy
- Action P1.2 Deliver positive outcomes for Torbay from the Devon and Torbay Combined County Authority
- Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)
- Action P2.2 Deliver as part of the Levelling Up Partnership
- Action P3.2 Develop and deliver an update Cultural Strategy
- Action P6.1 Make improvements to the Planning Service
- Action E1.1 Improve the skills and qualifications of our residents, including children and young people
- Action E3.4 Improve transport connectivity and sustainability to, from and within Torbay

Action E4.1 Develop a local economy so it is growth focussed, sustainable and thriving

Performance indicators

Community and Corporate Plan

Definition	2023/2024 Outturn	2023/2024 Outturn	2024/2025 Target
CP24 Earnings by Torbay Residence (gross weekly pay – full time workers)	£566.70	£574.90	Monitoring only
CP25 Percentage of people in Torbay in employment (aged 16 to 64)	76.0%	74.1%	Monitoring only
CP26 Percentage of Torbay population with full time jobs	59.2%	Not yet published	Monitoring only
CP27 Out of Work Benefits Claimant Count	3.3%	3.4%	Monitoring only

Council Business Plan

Definition	2023/2024 Outturn	2023/2024 Outturn	2024/2025 Target
BP93 Earnings by Torbay Workplace (gross weekly pay - Full time workers)	£503.00	£543.30	Monitoring only
BP94 Percentage of Torbay unemployed	2.8%	Not Yet Published	Monitoring only
BP95 Births of new enterprises (new enterprise start-ups)	10.1% (2023)	Not Yet Published	Monitoring only
BP96 Deaths of enterprises (enterprises ceasing to exist)	11.2% (2023)	Not Yet Published	Monitoring only

Outcomes

- Vacancy rates falling year on year with business reporting they can find talent
- Improved productivity in Torbay which closes the gap compared to the national data
- The number of businesses and jobs in Torbay increases
- Better balance of full-time to part-time opportunities

Priority E6: Focus on inclusive growth, with opportunities which benefit everyone

Related Actions

- Action C2.2 Achieve UNICEF UK Child Friendly Community status
- Action C7.1 Help people to live well and independently
- Action C7.2 Support young people who experience SEND to live independently
- Action P1.1 Deliver the Council’s Housing Strategy
- Action P1.2 Deliver positive outcomes for Torbay from the Devon and Torbay Combined County Authority
- Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)
- Action P2.2 Deliver as part of the Levelling Up Partnership
- Action P6.1 Make improvements to the Planning Service
- Action E1.1 Improve the skills and qualifications of our residents, including children and young people
- Action E3.4 Improve transport connectivity and sustainability to, from and within Torbay
- Action E4.1 Develop a local economy so it is growth focussed, sustainable and thriving
- Action E5.1 Create more full time job opportunities in Torbay

Performance indicators

Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Target
BP97 Number of individuals attending inclusive growth events delivered or commissioned by the Council	183	112	115
BP98 The percentage of total Council spend on goods and services from local businesses based within Torbay	-	New	TBC

Outcomes

- Established pathways for young people, including those with special educational needs and/or disabilities (SEND), and unemployed to employment opportunities with skills levels moving toward national averages
- People have better transport and digital connections to jobs and amenities
- Vacancy rates falling year on year with business reporting they can find talent
- Improved productivity in Torbay which closes the gap compared to the national data
- The number of businesses and jobs in Torbay increases
- Better balance of full-time to part-time opportunities