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Dear Member

**POLICY DEVELOPMENT AND DECISION GROUP (JOINT OPERATIONS TEAM) -  
WEDNESDAY, 26 APRIL 2017**

I am now able to enclose, for consideration at the Wednesday, 26 April 2017 meeting of the Policy Development and Decision Group (Joint Operations Team), the following reports that were unavailable when the agenda was printed.

| <b>Agenda No</b> | <b>Item</b>  | <b>Page</b>    |
|------------------|--|----------------|
| 6.               | <b>Corporate Plan Amendment - Vision/Place Narrative for Torbay Partners</b> | (Pages 8 - 19) |

Yours sincerely

Teresa Buckley  
Clerk



**Meeting:** Policy Development and Decision Group (JOT)  
Adjourned Annual Council

**Date:** 26 April 2017  
**Date:** 10 May 2017

**Wards Affected:** All Wards

**Report Title:** Corporate Plan Amendment – Vision/Place Narrative for Torbay Partners

**Is the decision a key decision?** Yes

**When does the decision need to be implemented?** Immediately

**Executive Lead Contact Details:** Councillor Derek Mills, Executive Lead for Health and Wellbeing and Corporate Services, (01803) 843412, [Derek.mills@torbay.gov.uk](mailto:Derek.mills@torbay.gov.uk)

**Supporting Officer Contact Details:** Anne-Marie Bond, Assistant Director Corporate and Business Services, (01803) 207160, [Anne-marie.bond@torbay.gov.uk](mailto:Anne-marie.bond@torbay.gov.uk)

## 1. Proposal and Introduction

- 1.1 This report sets out a Vision/Place Narrative for Torbay which has been developed by a group of key partners in Torbay following the Local Government Association (LGA) Corporate Peer Review recommendations. The Vision for Torbay (as set out at Appendix 1) provides a compelling narrative for long term aspirations for Torbay which key partners can commit to.
- 1.2 It is proposed the Council adopts the Vision/Place Narrative for Torbay for inclusion as part of the Council’s Policy Framework, within the Corporate Plan.

## 2. Reason for Proposal

- 2.1 To enable the Council to demonstrate its commitment to the Strategic Partnership and for the Vision/Place Narrative to provide a focus and direction for the Council working together with key partners.

## 3. Recommendation(s) / Proposed Decision

### Strategic Partnership Working Party Recommendation:

- 3.1 That the partners within the Strategic Partnership be thanked for producing the Vision for Torbay.
- 3.2 That the Strategic Partnership’s Vision for Torbay as set out at Appendix 1 be adopted as part of the Council’s Policy Framework within the Corporate Plan.
- 3.3 That the Introduction to the Council’s Corporate Plan be amended to include the following additional paragraph:

“Partners across Torbay have come together to develop “Vision: Torbay” which is a long term high level plan and vision with a compelling narrative articulating the ambitions for Torbay’s future. This Corporate Plan will provide the framework by which the Council delivers its elements of Vision: Torbay.”

#### **4. Background**

- 4.1 As a result of the recommendations of the LGA Corporate Peer Review, the Council established a Strategic Partnership Working Party. The LGA has also provided funding to assist key partners to develop a Vision and Place Narrative for Torbay. The Working Party has worked with the key partners on producing the Vision and Place Narrative and its recommendations are set out above at 3.1 and 3.2. Further background information prepared by the Strategic Partnership is set out at Appendix 1.

#### **Appendices:**

Appendix 1 Background information and introduction by Strategic Partnership

Appendix 2 Strategic Partnership Vision for Torbay

#### **Background Documents**

Local Government Association Corporate Peer Challenge Torbay Council Feedback Report

### **Torbay Vision/Place Narrative and Torbay Strategic Partnership**

#### **1. Introduction**

1.1 This paper sets out the work that has been undertaken by a group of key strategic partners to develop a long term high level plan and vision for Torbay, with a compelling narrative which articulates ambitions for Torbay's future. Torbay's Vision (attached) is presented for each key stakeholder organisation to adopt and to confirm commitment to the strategic partnership moving forward in respect of its delivery.

#### **2. Background and our journey so far**

- 2.1 Torbay Council undertook a Corporate Peer Review with the Local Government Association (LGA) in December 2015. The review highlighted that Torbay as a place would benefit from the creation and promotion of a longer term and sustainable vision for Torbay and a compelling narrative which articulates its strategic partners' ambitions. They believed that this would provide: a focus upon what Torbay will look like in the future; what the environment and growth prospects are; how we will build and diversify our economy and tell a story which encourages investment; and describes the ambitions that all community leaders have for Torbay.
- 2.2 This vision and subsequent delivery/action plans are important for Torbay to be recognised in regional and national initiatives. It also demonstrates a real collective commitment to 'the Bay', an understanding of the problems it faces and a real desire to work together to improve things.
- 2.3 The LGA Peer Team urged the Council and its partners to rekindle its partnership engagement to develop the vision. Underpinning this is the recognition that fundamental decisions about doing things differently with less public funding is a given and, whilst this presents challenges, it also provides an opportunity to reframe Torbay's future working together as a partnership.
- 2.4 The LGA highlighted we already have wide range of partnership working, which is a real strength and if developed further could support our capacity and effective leadership of Torbay. We were encouraged to develop just one overarching Torbay Vision supported by an effective strategic partnership forum so that 'we have all the key players in the tent at the same time.' They believed that once the vision was established that partners would rally around the resulting priorities, thereby driving collective action and, with a collective will, enhance the capacity of the partners to deliver.
- 2.5 In response to the LGA's recommendations, Torbay's strategic partners have worked together on developing the vision and place narrative for Torbay. The LGA provided

external facilitation support via Hackney Council Communications Team to assist. A number of organisations have provided a positive input in the development of the Torbay Vision and Place narrative. Those involved include:

Torbay and South Devon NHS (Ann Wagner and Dawn Butler)  
Devon and Somerset Fire (Gerald Taylor)  
Devon and Cornwall Police (Superintendent Jacqueline Hawley)  
Torbay Business Forum (Peter Blackler, Tim Godfrey and Keith Richardson)  
South Devon College (Stephen Criddle, Lawrence Frewin and Adele Dawson)  
Torbay Community Development Trust (Simon Sherbersky)  
English Riviera Tourism Company (Laurence Murrell and Carolyn Custerson)  
English Riviera Geopark (Nick Powe)  
Torbay Culture Board (Kate Farmery)  
Torbay Development Agency (Alan Denby)  
Torbay's Elected Mayor (represented by Councillors Derek Mills and Richard Haddock)  
Torbay Council Strategic Partnership Working Party (Councillors David Thomas, Steve Darling, Christine Carter, Robert Excell, Mike Morey and Anna Tolchard, with support from Steve Parrock, Frances Hughes and Anne-Marie Bond)

Whilst secondary and primary headteachers were invited to be represented they were unable to attend the sessions.

### **3. Next steps and delivery of the Torbay Vision and Place Narrative**

- 3.1 The Torbay Vision is designed to be an over-arching high level strategy which each organisation can use to inform the development of its own individual strategies and policies. Each partner organisation is now requested to adopt and sign up to the Torbay Vision as attached to this paper.
- 3.2 Once partners have signed up to the Torbay Vision and provided their commitment, objectives and action plans will be developed by the partnership to deliver the priorities as set out in the Vision. This will include engagement and communication plans so as to ensure organisations and the public are appropriately engaged.

### **4. Future working principles of the Strategic Partnership**

- 4.1 The partners at their last meeting reviewed the partnership's working relationship to date and considered its future structure and operation now that the Torbay Vision has been prepared. The general consensus was that the partnership worked well without the constraints of a heavy governance structure in place, there is a positive working approach through collaboration with a common interest. Moving forward, it was felt important to continue to build on the strength of the partnership by

maintaining the momentum of the work already achieved, including sharing individual organisation's plans and ambitions which will inform the partnership's objectives and action plans. The partnership will continue to meet every six weeks to continue its work on action planning for delivery of the Torbay Vision.

# Vision: Torbay





# Torbay:

An unrivalled quality of life, in one of the UK's most beautiful destinations; where connectivity, culture, and ambition are growing fast, creating opportunities for everyone who lives, works and enjoys being here.





# Introduction

Torbay offers an unrivalled quality of life for individuals and families – its natural environment, clean air, climate, location, excellent schools, growing arts and cultural sector, low crime rate and wide range of outdoor activities, means that Torbay provides everyone the opportunity to live a healthy and fulfilled life.

Torbay is one of the UK's most beautiful destinations. It is world renowned as the 'English Riviera', with first class beaches, miles of stunning coastline, a climate that is envied across the UK, with a deep rooted and diverse heritage offer and UNESCO Geopark status. In a growth market for both international and domestic tourism, Torbay is well placed to attract new and different visitors, creating more and higher-quality year round jobs in the sector.

Torbay has established areas of economic success in many industries including fishing, a large social care sector, and growing pharmaceutical and tech industries. We want to develop, attract and retain a highly educated and motivated young population, who will be an asset to a growing economy. Torbay is also a retirement destination for many fit, active, skilled and affluent older people who can play a key role in the economy and the community.

## Our challenges

Torbay is a unique place and our residents have high levels of satisfaction with Torbay as a place to live. However, it also has its challenges, which this vision seeks to address. Like many coastal areas, Torbay suffers from high-levels of poverty and deprivation, with not enough opportunities for young people, meaning that many of them leave the area in order to develop their careers. Torbay currently has a predominantly low-wage, low skill economy and over reliance on the tourism industry. Torbay needs to utilise its transport and digital infrastructure in order to grow and develop its economy to its full potential. Our ageing population means that an ever higher proportion of diminishing public resource is spent on care.

The cumulative impact of these challenges highlights the need for effective partnership working is greater now than ever, with a focus on the actions that have greatest impact.



# Our Vision for Torbay

Our vision for Torbay will build on our strengths to deliver economic growth, tackle inequality and create change in the area that benefits everyone who lives here.

## 1. Skills, growth and opportunity:

**To promote organic sustainable economic growth in Torbay, as well as attracting investment and high quality jobs, ensuring that local people have the skills needed to take the opportunities that economic growth of the area will offer. To tackle inequality through skills, opportunity and growth. To build on existing strengths in the health sector and develop a diverse and responsive care sector to meet the needs of our older people.**

We will support Torbay's economic growth and tackle the deprivation in our communities through building our local skills base in health, technology and hospitality, creating the higher skilled and well-paid jobs that underpin economic success. As a partnership, we will collectively support South Devon College's higher education growth ambitions, with a strong skills focus on professional and technical degrees, building on its existing strengths. We will work with schools, colleges and businesses to create a programme of local apprenticeships, encouraging young people to stay in the area through the creation of genuine opportunity. We will only achieve these aims if Torbay fully utilises its transport and digital infrastructure already in place, along with working together, as a strong and unified voice for the area, to bring further investment in integrated infrastructure that supports growth.

Torbay is a place where health and well-being are at the front and centre of our local economy. We want to grow the health industry here, attracting pharmaceutical and health companies to the area, building on our existing strengths to create economic growth and local opportunity. We want Torbay to be a great place to do business, where support is available for new and existing businesses.

We will innovate in the health and social care sector to better care for our ageing population and using our resources better to create alternative models of living including high quality accommodation. Whether through thriving communities, innovative partnerships between culture, arts and health or using new technology to support independent living, we want Torbay to make the most of what our older population has to offer and to be a fantastic place to live at every stage of life.



## 2. Taking Torbay into the 21<sup>st</sup> century

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To promote, protect and enhance Torbay's unique natural environment and rich heritage. As the keystone of the area's success and prosperity and in our role as custodians of the place we will encourage high quality development with sustainability at its heart, which enhances the Bay's natural assets and built heritage.

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Torbay's uniquely beautiful natural environment, sunny climate and proud destination heritage have led it to be known as the English Riviera, one of the UK's key tourist locations.

Its UNESCO Geopark status has provided an opportunity to develop tourism beyond its traditional base. A renewed focus on culture, with £1.2 million of new funding for the area will further enhance this and has the potential to create a vibrant, community-led cultural programme that will bring visitors from across the region and the UK. We need to develop the visitor offer to reflect our status as a centre for well-being, with a high quality leisure and cultural offer to attract a wide range of visitors to the area. Torbay can be a place where visitors can enjoy unparalleled year round access to outdoor experiences, a place where people can relax and rejuvenate, as well as enjoying a wide range of exciting and healthy, activities; we want the English Riviera to thrive as a modern spa destination for the 21st century.

## 3. A great quality of life for all:

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To make Torbay a fantastic place to live for all our residents, whatever their background, attracting new people to live here and providing opportunities for success and well-being for all our communities.

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Torbay offers unrivalled quality of life, through its outstanding natural environment and access to healthy lifestyles. It has some outstanding schools and one of the lowest crime rates in the UK, which attract new families to the area. We need to consolidate the culture, leisure and heritage offer to create something vibrant and engaging, as much for residents as visitors. We need to ensure the area has high quality housing and accommodation for residents at every stage of their lives.

We need a renewed commitment to tackling the underlying inequalities in the area, through jobs, skills and growth, but also through focusing on health and well-being issues, tackling entrenched health inequalities such as obesity, poor mental health and teenage pregnancy.

We want Torbay to offer a great quality of life for everyone who lives here.



# Strategic Partnership Commitment







As a partnership, working together, we will provide clear and focused place-leadership; to be a strong, bold, unified voice with a shared narrative for Torbay, standing up for the area and its communities, promoting our successes, building local pride and campaigning for the investment that the area needs, as well as tackling inequality. We will work together to deliver:

- A strong, confident Torbay, with unified political, business and community leadership. A partnership that will advocate and lobby for the area, build local pride and optimism, secure infrastructure investment and effectively position the Bay locally, nationally and internationally.
- A great place to do business and where companies grow and succeed; well-connected, with a skills-led economy, underpinned by the offer at South Devon College, apprenticeships and outstanding schools. A thriving and innovative economic hub, building on existing strengths.
- A great place for everyone to thrive; a place with an outstanding natural environment for healthy and safe living and a vibrant cultural life, where young people can stay and succeed, families can thrive and older people can enjoy a healthy and active retirement.
- A spa resort for the 21st century; a thriving tourism centre that plays to the strengths of our natural environment, cultural offer and destination heritage.
- A vibrant and supported community and voluntary sector, working across the Bay, maximising our assets for the benefit of all.

