

# 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.