

Council Business Plan 2024-27

Investing in our future. Delivering the basics well.

Refresh 2026 - DRAFT

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:
- Review partnership arrangements for addressing Youth Anti-Social Behaviour to improve co-ordination with clearer roles and responsibilities and more effective joint interventions..... September 2026
 - Undertake review of the Community Safety Partnership in order to deliver co-ordinated and impactful community safety outcomes..... September 2026
 - Evaluate the impact and outcomes demonstrated by our Town Centre Officer function..... September 2026

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

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 Deliver the Best Start for Life and Good Level of Development priorities through the Family Hub delivery model

- Milestones: Publish the Best Start for Life delivery plan March 2026
- 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
- Identify activities to be delivered from the Family Hub for older children April 2027
- Expand the Family Hub delivery model to deliver from community based places to reach those families who may not engage April 2027

Action C2.2 Achieve Child Friendly Community status

- Milestones: Develop a care experienced youth and skills hub, with dedicated space for care experienced young people to support them into education, employment and training and to have far reaching aspirations April 2026
- Approval of Child Friendly Commitment action plan and governance arrangements May 2026
- Develop a youth hub to support older children, with a place to drop-in, connect with others and feel safe June 2026
- UNICEF Recognition of Commitment confirmed 2026
- Child-friendly approach embedded within Equality Impact Assessments and corporate decision-making frameworks 2026–27

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

- Milestones: Implementation of Improvement Plan for Torbay's Play Parks Delivery Summer 2025
- Conclude the initial review of the play park estate and implement the first phase of improvements October 2026
- Develop the funding strategy for further phases of improvements across the estate September 2026

Action C2.4: Develop and deliver a co-designed Education Strategy with the Local Education Improvement Board

- Milestones: Education Leaders Conference April 2026
- Refreshed Strategy agreed July 2026
- Implementation of refreshed Strategy from September 2026

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

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: Review and re-procure public health services to support healthy behaviours	May 2026
Develop and ratify an Unhealthy Food Advertising Policy for council owned assets	March 2027
Develop and implement an oral health service and pathway for homeless people	March 2027
Review and re-procure public health services to support healthy behaviours	March 2027

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

Outcomes

- Fewer children need to be cared for by the Council
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- 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 Continue to deliver the Adult Social Care transformation and Improvement Programme with Torbay and South Devon NHS Foundation Trust.

Milestones: Implement new care management system to support more efficient Adult Social CareSeptember 2026

Develop and implement a new operational delivery structure for Adult Social Care frontline teams in response to feedback from people in receipt of care and supportDecember 2026

Design and implement joint commissioning arrangements to best support the development of a high-quality care market in Torbay. December 2026

Action C4.2 Deliver the Carers Strategy

Milestones: Develop Unpaid Carers Needs AssessmentAugust 2026

Deliver Carers Week October 2026

Undertake evaluation of newly commissioned replacement care offer.....December 2026

Action C4.3 Focus on transition pathways for young people who are not eligible for adult social care

Milestones: Undertake analysis of existing commissioned offers for young people transitioning for childhood to adulthood who are not eligible for Adult Social Care provision December 2026

Develop a market position statement and commission services accordingly.....March 2027

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

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
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Priority C5: Provide clear signposting for those needing our help

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

Milestones: Review the hosting, content and ongoing maintenance of the Family Hubs website.	September 2026
Review the SEND/Local Offer website to make it user friendly	September 2026
Establish a standalone care experienced interactive online platform	March 2027
Review and update adult social care web content.....	March 2027
Use customer contact data to inform improvements to how residents access information, advice and guidance	March 2027

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

Outcomes

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Priority C6: Support and encourage community action

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

- Milestones:
- Enable sector leadership/business leadership through the creation of the Torbay Business Advisory Group..... June 2026
 - Grow the Torbay Champions Network to strengthen Pride in Place and embed the Torbay Story more widely September 2026
 - Work with the Torbay Place Leadership Board to update the Torbay Story taking account of progress and the changing environment..... September 2026
 - Consider how Torbay can “secure effective governance” of neighbourhood areas as required by the English Devolution and Community Empowerment Bill/Act March 2027
 - Explore how we can improve how we work with community groups and businesses to support Operation Brighter Bay March 2027
 - Ensure our work with the Voluntary, Community, Faith and Social Enterprise sector in Torbay reflects the Civil Society Covenant March 2027

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

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Priority C7: Improve wellbeing and reduce social isolation

Action C7.1 Help people to live well and independently

- Milestones: Develop delivery plan and embed legislative changes to care leaver's duties outlined in the Children's Wellbeing and Schools Bill June 2026
- Launch our Housing Needs Assessment to support our work with external partners to drive housing sufficiency and innovation in approach May 2026
- Further review and changes implemented to ensure correct SEND school placements to meet the needs of Torbay's children and young people June 2026
- Develop revised commissioning arrangements for homecare, including an updated specification to focus on maintaining independence for as long as possible November 2026
- Develop revised commissioning arrangements for residential care for adults including a new specification and fee framework to support a diverse and high quality care market April 2027

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

- Milestones: Deliver the 2026/2027 Annual Torbay Suicide Prevention Action Plan March 2027
- Deliver the Year 1 priorities of the Devon-wide Suicide Prevention Strategic Plan 2026-2031 March 2027

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

- Milestones: Develop and explore sustainable funding options for a behaviour change programme in Torbay July 2026
- Prepare for the changes arising from the abolition of the Office of the Police and Crime Commissioner and any other relevant bodies April 2027
- Review the DASV Strategy to ensure a coordinated approach that responds specifically to the needs of families and children and older people. April 2027

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

Outcomes

- People feel safe in their local area, during the day and after dark
- Fewer children need to be cared for by the Council
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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: Finalise submitted planning permission for accommodation repurposing project scheme 2 - Seabury Hotel May 2026

Complete the St Kilda's project July 2026

Start on site for accommodation repurposing project scheme 2 - Seabury Hotel Summer 2026

Refresh the Housing Providers Forum to focus on improving housing standards to enhance stock quality .. September 2026

Implement local policies and operational changes that maximise the preventative impact of the Renters' Rights Act April 2027

In responding to our corporate parenting responsibility, ensure there is sufficient accommodation for care experienced young people to remain living in the Bay June 2026

Action P1.3 Provide support for those who are homeless

Milestones: Evaluate the new SWEP model to identify how well it delivers safe, timely and effective protection, so as to inform future improvements August 2026

Develop an action plan that ensures the organisation achieves the targeted reductions within the National Plan to End Homelessness August 2026

Redesign the temporary accommodation support offer to ensure it provides sufficient capacity and meets the support needs of all households entitled to statutory assistance. December 2026

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

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: Deliver the regeneration scheme at The Strand, Torquay

- Planning application April 2026
- Planning Determination July 2026
- Construction programme
(subject to planning & funding)..... January 2027-Winter 2028

Subject to planning and funding, deliver the regeneration scheme at Crossways, Paignton August 2026-September 2028

Deliver the regeneration scheme at Victoria Square, Paignton

- Masterplan Adopted November 2026
- Planning Submission August 2027
- Construction programme
(subject to planning & funding).... September 2028-Summer 2030

Deliver the regeneration scheme at Central Car Park, Brixham

- Agree the business case Autumn 2026
- Start on site Autumn 2027

Commence Phase 1 on site of the regeneration scheme at Union Square, Torquay..... March 2027

Develop outline proposals for Lower Union Lane area of Torquay September 2027

Action P2.2 Work with businesses, landlords and community partners to raise the quality, safety and appeal of our town centres

Milestones: Establish a Town Centre Lead and publish an action plan to improve trader engagement across the three towns..... June 2026

Work with businesses via the Enterprise Fund to support shopfront improvements, signage refresh and consistent branding..... September 2026

Within Operation Brighter Bay, consider how the overall appearance of each town centre can be refreshed October 2026

Introduce youth-friendly town centre improvements October 2026

Consider more targeted enforcement of private sector landlords in town centres for improvement works..... December 2026

Related Actions

Action C1.1 Deliver Operation Town Centres

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

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:

Complete a robust options appraisal and secure agreement on the future use of the Pavilion as a key cultural/heritage asset.....	May 2026
Accelerate the delivery of the Heritage Place programme for Torbay	May 2026
Develop Torre Abbey Phase 3 (New Beginnings) delivery phase funding application	November 2026
With Paignton Picture House Trust, complete the renovation of Paignton Picture House.....	December 2026
Undertake Stage 1 of works at the Pavilion.....	Summer 2026
Support the implementation of the Terra Firma project to refocus the UNESCO Geopark designation	September 2026
Support the development of the cultural sector in Torbay.....	December 2026
Complete Phase 1 works at Oldway Mansion	March 2028

Action P3.2 Develop and deliver an updated Culture Strategy

Milestones:

Review Torbay's cultural infrastructure	June 2026
Update Torbay's cultural strategy	October 2026

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

Outcomes

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

Action P4.1 Deliver Operation Brighter Bay

Milestones: Roll out the weed free streets programme from April 2026
Roll out the street sign cleaning programme from April 2026
Develop a long term management programme for former
Torbay Coast and Countryside Trust land.....March 2027

Action P4.2 Deliver the Paignton and Preston Waterfront scheme

Milestones: Complete the Preston seafront works April 2027
Complete the Paignton seafront works..... May 2027

Action P4.3 Deliver the Council Climate Change Action Plan and support the delivery of A Greener Way for our Bay

Milestones: Commission 10 more energy audits and Renewable
Energy opportunity assessments for the
corporate estateDecember 2026
Subject to the development and approval of the
business case, roll out of a programme of solar PV
on roofs across the council's worst energy
performing buildingsMarch 2027
Complete the decarbonisation programmes at
Tor Hill House, Paignton Library and Sherwell
Valley Primary SchoolMarch 2027
Subject to the development and approval of the
business case, install a new street lighting control
management system and LED lightingMarch 2027
Work with ECOE Advice and DCE Partnership to
explore scaling up retrofit grants and supportMarch 2027
Explore options to continue net zero support to
businessesMarch 2027
Bid for available net zero carbon fund when openMarch 2027

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

Milestones: Implement the next phase of 20 mph zones subject to
results of consultation September 2026

Action P4.5 Enhance and maintain Torbay's natural, coastal and recreational environments

Milestones: Implement the English Riviera Beach Standards Summer 2026
Deliver improvements to the South West Coast Path.....March 2027

Deliver operational and safety improvements across
Tor Bay Harbour to provide a more effective
and efficient serviceMarch 2027

Review and update the Torbay Sports Strategy to
increase physical activity rates across Torbay September 2026

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

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
- More equitable access to warm, healthy, affordable homes for all people in Torbay
- Increased customer satisfaction with the Council's planning service

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

Related Actions

Action C1.1 Deliver Operation Town Centres

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 Continue the improvements to the Planning Service

Milestones: Continue to raise awareness of pre-application engagement with the Planning ServiceMarch 2027

Ensure continued improved performance through sophisticated data collection and resource allocationMarch 2027

Outcomes

- Enhanced high streets that attract long-term tenants and an increased number of visitors
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- 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
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- 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: Embed the use of Employment and Skills Plans through Build Torbay.....	June 2026
85% of careers hub eligible schools achieving Gatsby benchmark 5.....	June 2026
Pilot new programme to increase the opportunities for children and young people who experience SEND to access work experience.....	July 2026
Pilot new programme to increase the opportunities for children and young people who are care experienced to access work experience.....	July 2027

Related Actions

- Action C2.1 Fully embed the Family Hub model across Torbay
- Action C2.2 Achieve UNICEF UK Child Friendly Community status
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- 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

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: Begin second year of the Connect to Work programme April 2026

Review contract delivery for Connect to Work to ensure the appropriate number of outputs are delivered in Torbay October 2026

Identify funding and develop projects focusing on skills and employment outcomes in construction, health and social care, hospitality and the high value sectors..... January 2027

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- 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: Consultation on initial priorities within the Local Cycling and Walking Infrastructure Plan	May 2026
Introduce electric buses into service	Summer 2026
Identify where there are insufficient travel connections between learning, employment, housing and healthcare.....	October 2026
Work with CCA to identify and address regional transport issues which impact delivery of our ambitions.....	March 2027
Review the timetable and undertake a study to identify the actions which could be taken with operators to reduce travel time by rail to and from Exeter	March 2027

Related Actions

- 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

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

Submit planning application for additional accommodation for the Brixham Fish Market to support the maritime and fisheries sectors June 2026

Technology Park Two ready for occupation December 2026

Review Destination Management Plan..... December 2026

Develop opportunities for our role in the Regional Supply Chain through Build Torbay.....March 2027

Related Actions

- 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

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 Facilitate the creation of more full-time job opportunities in Torbay and create the environment in which more better paid, quality jobs can be created

Milestones: Identify more employment land through the adoption of the emerging new Local Plan.....	December 2026
Develop and deliver the key sector growth initiatives for the Hi Tech sector.....	September 2027
Develop and deliver the key sector growth initiatives for the Creative sector.....	September 2027

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

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

Action E6.1 Support the Devon and Torbay Combined County Authority to deliver its objectives

Milestones: Transfer of powers in relation to the adult education budget.....2026/27

Support the CCA to develop its investment prospectus, with a focus on Torbay's outcomes being delivered December 2026

Support the CCA in extending its influence, with a focus on Torbay's outcomes being delivered.....ongoing

Action E6.2 Review our procurement offer so it enables smaller, local businesses to work with the Council

Milestones: Publish procurement pipeline noticefrom May 2026

Embed new mandatory requirement for below threshold quote processes to be reserved for suppliers (including SMEs and VCSEs)based within the local authority boundary September 2026

Embed new social value policy/approach, learning and guidance across staff and suppliers September 2026

Undertake early engagement to understand of supplier markets..... October 2026

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

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

Appendix: Completed Actions

Community and People

- Submitted our application for membership of the Community Safety Accreditation Scheme
- Reviewed and refreshed our multi-agency anti-social behaviour processes and procedures in conjunction with the Police
- Established the Evening and Night-time Economy Working Group
- Undertook the Residents Satisfaction Survey
- Approved the Improvement Plan for Torbay's Play Parks
- Developed a Healthy Weight Framework and Action Plan
- Reset our Carers action plan on annual basis
- Worked with Carers Forum for replacement care offer to support our unpaid Carers
- Held our Carers Week annual event
- Improved the accessibility of our website by updating all pages to the latest templates
- Improved the accuracy and search results on our website by reviewing any pages that have not been updated for more than 12 months December 2025
- Improves our website navigation, by reviewing current site architecture and content/layout of home page and main topic landing pages
- Developed the 25/26 Action Plan to support the delivery of "The Big Plan" for learning disabilities
- Created our Housing in Later Life strategy
- Updated the Joint Strategic Needs Assessment for SEND
- Delivered Torbay Baton of Hope Relay and developed the legacy of the Relay
- Undertook a review of current Domestic Abuse and Sexual Violence learning offers to ensure they are up to date, tailored to different audiences
- Delivered three communications campaigns in relation to Domestic Abuse and Sexual Violence (including 16 Days of Action)

Pride in Place

- Undertook a housing condition survey
- Prepared business case for accommodation repurposing project (scheme 3)
- Delivered accommodation repurposing project scheme 1 – Brampton Court
- Agreed the Devon and Torbay Local Transport Plan
- Agreed the CCA's local growth plan and Corporate Plan
- Developed a Homelessness and Rough Sleeping Strategy and associated action plan which aims to reduce the need for temporary accommodation:
- Formed the Homelessness and Rough Sleeping Partnership
- Introduced sustainable integrated partnership delivery of alternative provision for SWEP
- Expanded the Housing Early Help approach to homeless families with Children's Services
- Achieved planning permission for the regeneration scheme at Union Square, Torquay
- Achieved planning permission for the regeneration scheme at Crossways, Paignton
- Completed the development phase of Heritage Places
- Introduced a street scene improvement team
- Introduced a green space improvement team
- Enhanced Brixham Harbour security & public realm
- Installed at least 40 solar powered bins
- Developed a partnership with community payback

- Increased the number of grass cuts per growing season in residential areas from seven to eight
- Started the Paignton and Preston seafront works
- Finalised the business case and entered into the commercial agreement for Brokenbury Solar Park
- Undertook feasibility studies to decarbonise ten of the Council's worst energy performing buildings
- Commenced development of a Local Energy Action Plan (stage 1 – 3) and developed a long-term plan to complete its development
- Concluded the Planning Service for the Future project

Economic Growth

- Matched 100% of careers hub eligible schools with an enterprise adviser.
- Started eight new supported SEND internships.
- Launched the Connect to Work programme
- Confirmed the criteria for the Enterprise Development Funding, proposed in the 2024/25 budget, to support economic growth and job creation
- Reviewed the Economic Growth Strategy to ensure that the action plan remains consistent with the objectives of the Council and its Place Partners.
- Increased the availability for children and young people to have access to wraparound positive activities during the school holidays.
- Delivered further Early Years entitlements to support parents with flexible childcare to return to work utilising additional funding received