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Date: Tuesday, 13 February 2024

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Town Hall  
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TQ1 3DR

Dear Member

## **CABINET - TUESDAY, 13 FEBRUARY 2024**

I am now able to enclose, for consideration at the Tuesday, 13 February 2024 meeting of the Cabinet, the following reports that were unavailable when the agenda was printed.

<b>Agenda No</b>	<b>Item</b>	<b>Page</b>
8.	<b>Developing a Resilient Future for Torquay Pavilion</b>	(Pages 2 - 3)
11.	<b>Draft Community and Corporate Plan</b>	(Pages 4 - 33)

Yours sincerely

Lisa Antrobus  
Clerk

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

**Meeting:** Cabinet

**Date:** 13 February 2024

**Wards affected:** All Wards

**Report Title:** Community and Corporate Plan 2023-2043

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

**Cabinet Member Contact Details:** Cllr David Thomas, Leader of the Council,  
[david.thomas@torbay.gov.uk](mailto:david.thomas@torbay.gov.uk)

**Director Contact Details:** Anne-Marie Bond, Chief Executive, [anne-marie.bond@torbay.gov.uk](mailto:anne-marie.bond@torbay.gov.uk)

## 1. Purpose of Report

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- 1.1 Following the Local Elections in May 2023, a draft Community and Corporate Plan has been prepared by the Cabinet in consultation with Group Leaders, which sets out the vision of a healthy, happy and prosperous Torbay. The Plan sets out with the priorities of the Council for the next twenty years and the approach we will take in delivering against the vision.
- 1.2 The Plan has been prepared taking into account the results from the Residents Satisfaction Survey which was carried out during the summer of 2023.
- 1.3 As part of the Council's continuing commitment to engage with its communities (and in line with the Council's Constitution), the draft Plan has been subject to consultation. The report setting out the results of the consultation is included at Appendix 1.
- 1.4 The draft Community and Corporate Plan has been updated taking account of the feedback received during the consultation and subsequent discussions with Group Leaders. The updated draft Community and Corporate Plan is included at Appendix 2.

## 2. Reason for Proposal and its benefits

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- 2.1 The Community and Corporate Plan is the overarching document within the Council's Policy Framework setting out the Council's vision and priorities for the next twenty years. Having considered the feedback received during the consultation, the Cabinet is recommending that the Council approves the Community and Corporate Plan.

### 3. Recommendation(s) / Proposed Decision

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- 3.1 That the Council be recommended to approve the Community and Corporate Plan 2023-2043.

#### **Appendices**

Appendix 1: Results from the consultation on the draft Community and Corporate Plan

Appendix 2: Draft Community and Corporate Plan

#### **Background Documents**

None

# Supporting Information

## 1. Introduction

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- 1.1 Following the Local Elections in May 2023, work has been underway to set out the vision and priorities of the Council for the next twenty years. Consideration has been given to the Torbay Profile which describes the opportunities and challenges which are facing Torbay in terms of demographic, economic, social and environmental issues.
- 1.2 During the summer of 2023, the Council undertook its first Resident Satisfaction Survey based on the Local Government Association's "Are you being served?" methodology. In preparing the draft Community and Corporate Plan consideration was given to addressing the issues with which residents are less satisfied.
- 1.3 The draft Community and Corporate Plan was subject to consultation between 21 September and 29 October 2023. The report which summarises the feedback from that consultation is at Appendix. The Plan has been updated to take account of that feedback with the updated draft of the Community and Corporate Plan at Appendix 2. The Plan also incorporates cross party feedback received from Group Leaders following the Council's non-determination of the Plan when presented to the Council meeting on 7 December 2023.
- 1.4 In order to provide focus for delivery over the next four years, the Cabinet is developing a Council Business Plan. This will provide 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. The draft Council Business Plan will be considered by the Overview and Scrutiny Board ahead of its consideration by the Cabinet.
- 1.5 The Council's performance framework is being updated so that the progress in meeting both the Council Business Plan and the longer-term Community and Corporate Plan can be managed.

## 2. Options under consideration

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- 2.1 The draft Plan which is now put forward for consideration has been developed based on the evidence in the Torbay Profile, the results of the Residents Satisfaction Survey and the feedback received both during the consultation period and from Group Leaders.

## 3. Financial Opportunities and Implications

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- 3.1 The proposals contained in this report do not commit the Council financially. As each aspect of the Plan is progressed, due consideration will be given to the financial impacts of each decision.

- 3.2 As part of the proposed approach within the draft Plan, there is a recognition that the Council needs to continue to reduce the cost-drivers of our high-cost services, deliver efficiencies and increase the Council's income where possible.

## 4. Legal Implications

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- 4.1 There is no statutory requirement to have a Community or Corporate Plan. However, being clear about 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 The Council's Constitution sets out that the Community and Corporate Plan is part of the Policy Framework and that, as such, should be subject to consultation.

## 5. Engagement and Consultation

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- 5.1 Details of how the consultation on the draft Plan was undertaken, including the different channels used to inform residents, is included in Appendix 1.

## 6. Purchasing or Hiring of Goods and/or Services

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- 6.1 Not applicable

## 7. Tackling Climate Change

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- 7.1 Within the Pride in Place strategic theme, it is recognised that the Council needs to continue to work in partnership to address the climate emergency so as to create a sustainable future.

## 8. Associated Risks

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- 8.1 Without a Community and Corporate Plan it becomes difficult to set a coherent direction of travel for the Council given the finite resources that the Council has available to it.
- 8.2 The Constitution requires that changes to the Policy Framework should be subject to consultation.

## 9. Equality Impacts - Identify the potential positive and negative impacts on specific groups

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people	The aim of the Plan is to have a positive impact on this group.		
People with caring Responsibilities	The aim of the Plan is to have a positive impact on this group.		
People with a disability	The aim of the Plan is to have a positive impact on this group.		
Women or men	The aim of the Plan is to have a positive impact on this group.		
People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)	The aim of the Plan is to have a positive impact on this group.		
Religion or belief (including lack of belief)	The aim of the Plan is to have a positive impact on this group.		
People who are lesbian, gay or bisexual	The aim of the Plan is to have a positive impact on this group.		
People who are transgendered	The aim of the Plan is to have a positive impact on this group.		
People who are in a marriage or civil partnership	The aim of the Plan is to have a positive impact on this group.		
Women who are pregnant / on maternity leave	The aim of the Plan is to have a positive impact on this group.		
Socio-economic impacts (Including impact on child poverty issues and deprivation)	The aim of the Plan is to have a positive socio-economic impact.		
Public Health impacts (How will your proposal	The aim of the Plan is to have a positive impact		

impact on the general health of the population of Torbay)	on the general health of the population of Torbay.		
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## 10. Cumulative Council Impact

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10.1 The proposed Community and Corporate Plan sets the framework for the Council’s aims and objectives over the coming 20 years.

## 11. Cumulative Community Impacts

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11.1 The proposed Community and Corporate Plan aligns with the Torbay Story which sets the overall ambition for Torbay.



## Draft Community and Corporate Plan consultation evaluation

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### Executive Summary

Torbay Council’s draft Community and Corporate Plan was published for consultation on 21 September 2023. The consultation period ran until 29 October 2023.

The consultation sought to determine whether respondents agreed or disagreed with the priorities set out in in plan. The survey, which was run solely online, provided the opportunity for respondents to explain their reasons for disagreement and suggest priorities that we should be considering.

200 online surveys were completed with a total of 172 pieces of additional explanatory text.

The consultation was promoted via a range of channels, each encouraging residents to view the draft Community and Corporate Plan and comment on the proposals.

### Overall Response

The table below shows the high-level responses to the consultation.

Question	Response
How strongly do you agree or disagree with the vision statement for Torbay in 2023?	Strongly agree – 101 Agree – 70 Neither agree or disagree – 20 Disagree – 3 Strongly disagree – 5
How strongly do you agree that these strategic themes are the right ones to focus on in meeting our vision?	Strongly agree – 77 Agree – 87 Neither agree or disagree – 22 Disagree – 8 Strongly disagree – 5

# Introduction

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## Background

Torbay Council's previous Community and Corporate Plan covered the period 2019 to 2023. The life of the Community and Corporate Plan coincided with the local elections cycle.

As the Community and Corporate Plan is central to the Council's Policy Framework, it was recommended that a new plan would run until 2043 and would therefore be in place across a number of administrations.

All councillors have been involved in the development of the Community and Corporate Plan 2023-2043.

Sitting under the Community and Corporate Plan there will be the Council Business Plan, which will set out how the Cabinet will give effect to the priorities of the Community and Corporate Plan over the next four years.

The draft Community and Corporate Plan 2023-2043 was developed using the feedback the Council received during its first Resident Satisfaction Survey.

To obtain feedback from the community of Torbay, an online survey was set up that asked for responses on the priorities set out in the plan. Rather than merely selecting Agreement or Disagreement, the opportunity was provided to respondent, via a free text box, to explain their reasons for disagreement (if they disagreed), and to suggest other priorities that could be considered as part of the evaluation and adoption process.

## The Survey

A range of channels were used to raise awareness and encourage participation.

- Online platforms
  - Website
  - Social media
- Media
  - Press releases
  - Newsletters (internal and external through Gov Delivery)
  - Community magazines (Beach Hut - October edition)
  - Leaders' column through the Herald Express and Torbay Weekly
- In-person engagement
  - Have Your Say Engagement Event at Paignton Library
  - Riviera Connect EXPO at the Riviera International Centre
  - Torbay Careers Fair
- Surveys and feedback forms
  - Online survey
  - Polls on social media
- Direct contact
  - Overview and Scrutiny

To encourage participation from as many different groups of people in the community as possible, direct contact was made with the local Armed Forces Network, headteachers of secondary

schools and higher education providers, the Diversity and Inclusion officer at Devon and Cornwall Police, Torbay Pride and the Diversity Business Incubator.

The online survey was open between 21 September and 29 October 2023.

Altogether, during that period, the Council received 200 responses directly to the online survey.

In terms of [yoursay.torbay.gov.uk](https://yoursay.torbay.gov.uk) 1882 people were “aware” of the consultation in that they visited at least one page of the consultation website.

There were 946 “informed” participants with 358 people downloading a document, 46 visiting the Key Dates page, 740 visiting multiple pages on the consultation.

## The Report

Through [yoursay.torbay.gov.uk](https://yoursay.torbay.gov.uk) a report was generated that shows answers to each question, either being strongly agree, agree, neither agree nor disagree, disagree, or strongly disagree. The report also details all the free text comments made.

## Consultation Responses

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### Agreement or Disagreement with the Proposals

The majority of people agreed or strongly agreed:

- With the proposed vision statement
- That the strategic themes were the right ones to focus on in meeting our vision
- That the right priorities have been identified within the theme of:
  - Community and People
  - Pride in Place
  - Economic Growth

Whilst the majority of people agreed or strongly agreed that the right priorities have been identified in each theme, there were three priorities were more than a quarter strongly disagreed, disagreed and neither agreed or disagreed:

- Draw investment into our towns and breathe life into our town centres, partnering with the private sector to deliver major projects
- Deliver priority capital projects with the Council's Capital Programme
- Raise skill levels, particularly in high value careers

A full breakdown of the responses to the questions is shown at Annex 1

### Text Responses to the Questionnaire

Examples of comments raised under the theme of Community and People:

- Making the area attractive, safe and welcoming is key to everything else
- Clarity sought about what "provide best care and support" achieves and means - too wooly
- Early intervention should be more universal
- Missing something about building a stronger community in Torbay - not just to reduce social isolation
- Visible policing needed in our town centres

## Examples of comments raised under the theme of Pride in Place

- Investment must not be at the detriment of the environment
- Major projects should only be undertaken with the support of the local community
- "Breathe life into our town centres" is too fluffy - what do we really mean by deliver major projects
- Public areas away from the tourist trail should be better cared for
- Need to accept that something different needs to happen to our town centres
- Champion non-profit investment into the community
- Public/private partnerships should recognise and deliver with the community
- Maintain all council assets to a standard for residents and visitors to enjoy
- There shouldn't be deals with the private sector
- Too many items for one priority
- Commitment to combating the climate crisis is half-hearted
- Include the coast as well as green spaces
- Strengthen the relationship between green, open spaces and positive mental health

## Examples of comments raised under the theme of Economic Growth:

- We should raise skills levels in all areas not just those in high value careers
- Full time job opportunities need to be jobs people want
- Transport links are getting worse - focus on improving existing transport links
- What does inclusive growth mean?
- The Council can't fix everything - people need to help themselves
- Growth in tourism still needs to be a priority
- Economic growth should be focused on local carbon sustainable businesses
- Develop new green jobs for the future
- Tempt visitors back so that businesses flourish
- Don't focus on growth to the detriment of the wishes of the community
- Growth should be developed with the consent of the local communities, not imposed by deals with developers
- We need a reliable bus service and transport system
- Greater emphasis on reducing inequality and a circular economy
- Free parking to encourage footfall rather than investing further in transportation
- High value careers seems an odd focus
- Should increase opportunities to upskill and train people in skills and trades for housing

## Overview and Scrutiny Board's resolution

That subject to the following, the Cabinet be recommended to present the draft Community and Corporate Plan to Council for approval:

- Page 4 - to provide a link to the Torbay Story and consider promoting this wider across the Council's website to raise awareness;
- P15 - to strengthen the priority around quality of housing 'Improve the delivery, affordability and quality of housing (**including housing standards**) for residents in Torbay';
- Page 17 - to explore adding another measure of long term private rental compared to short term private rental e.g. Air-B&B;
- to add an extra measure for development in economic growth to increase the proportion of people aged 20 to 40 years staying in Torbay;

- P17 - Raise skill levels, particularly in high value careers **and empower people to upskill through driving training opportunities raising skills across all sectors.**
- P17 - amend 'Proportion of employment in ~~specific~~ **current and emerging** sectors;
- to review the language in the document such as asset based community development approach and people will be allowed to fulfil their potential; and
- to consider engaging with hard to reach groups and minority groups such as LGBTQ+ to ensure that their voices are heard.

## Engagement evaluation

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### Summary of responses

There were 200 responses to the online survey.

Overall, respondents indicated that they strongly agreed or agreed with the proposals.

52.8% of responses were from Torquay residents.

32.8% of responses were from Paignton residents.

15.4% of responses were from Brixham residents.

65% of all respondents were over the age of 55.

Under 54's made up 35% of all respondents.

39% of respondents were retired.

52% of respondents were in employment.

56.9% of respondents identified as male.

40.1% of respondents identified as female.

The responses in terms of age and by location split are in line with our demographic makeup.

### How respondents engaged with us

The information in this section evaluates how effective the various communications channels used to promote the consultation to a range of audiences were.

#### One Torbay

From 22 September to 27 October 2023, the consultation was promoted in five editions of the weekly resident newsletter, each edition reaching over 11,000 subscribers. Combined there were 630 clicks on the links to the consultation webpage.

#### Staff news

The consultation was promoted in the staff update that was issued to 897 recipients on 28 September. There was a total of 28 clicks on the link to the consultation.

#### Members' briefing

A Members' briefing was issued on 2 October 2023.

## Social media

Ten social media posts were issued throughout the consultation period across the Council's social media platforms (Facebook, X (Twitter), LinkedIn, and Instagram).

Engagement totals can be seen in the following table.

<b>Facebook</b> (13k followers)	<b>X (Twitter)</b> (12.9k followers)	<b>LinkedIn</b> (5,890 followers)	<b>Instagram</b> (2,535 followers)
Reach – 8,861	Impressions – 1,913	Reach – 1,410	Reach – 1,456
Impressions – 9,381	Clicks – 45	Impressions – 1,777	Impressions – 1,536
Clicks - 191	Likes – 3	Clicks – 25	Clicks – N/A
Likes – 18	Shares – 1	Likes – 8	Likes – 12
Shares – 18		Shares – 0	Shares – 0

Facebook is the platform that generated the highest levels of engagement. The platform X (formally known as Twitter) and LinkedIn saw far lower levels of engagement in terms of clicks, likes and shares. Facebook remains our most popular broadcast channel, so it is not surprising to see a far greater reach. Instagram does not allow for links to be shared in individual posts, so therefore the opportunity to drive engagement to the consultation information is limited, but it is a useful platform to raise awareness.

The following comments were left on Facebook posts and whilst not directly linked to the consultation questionnaire, they do give an indication of how people are feeling about the things that matter most to them.

- I want to see the Pavilion rescued and restored asap.
- Lovely ideas and I would love to see at least some of them put into practice, but I have become completely disillusioned with successive Torbay Councils over many years. I feel so sad when I look around and see how everything in the Bay has regressed, not progressed in the last forty years. Fine words, not sure they will be put into practice in the way the Bay and its people need or wish them to be.
- Another survey, when will you stop producing this hot air. It is absolutely galling to read things like “maximise heritage and cultural opportunities for the enjoyment and benefit of residents and visitors” when the inaction over the last decade is on plain sight for everyone. I don't think you would recognise heritage and cultural opportunities if it slapped you in the face. I start to believe these surveys are nothing other than a fig leave, so you can demonstrate you have listened to the people. Actions speak louder than words.
- Yet another plan being drawn up what about implementing the ones already in the pipeline?
- New town centre multi storey car park for BRIXHAM.

## Face-to-face

Three face-to-face engagement events were held during the consultation period. Each event was an opportunity to engage with different types of audience groups.

The event at Paignton Library was linked to a pre-organised Have Your Say bi-monthly event that was themed around public health.

The Riviera EXPO was an opportunity for us to engage with local businesses.

The Torbay jobs fair was an opportunity for us to engage with young people.

People that were spoken to were encouraged to participate in the consultation by scanning a QR code that would take them to the consultation webpage. Conversations focused on the fact the

plan was based on priorities for the next 20 years and therefore feedback from working aged and young people was really important.

## Supporting information

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- Detailed survey report from Engagement HQ
- Summary survey report from Engagement HQ
- Social media plan and evaluation

Emma Falconer, Engagement and Communications Officer

30 October 2023

No.	Question	Strongly disagreed	Disagree	Neither agree or disagree	Agree	Strongly agree
1	How strongly do you agree or disagree with the vision statement for Torbay in 2043?	5	3	20	70	101
2	How strongly do you agree that the strategic themes are the right ones to focus on in meeting our vision?	5	8	22	87	77
3	How strongly do you agree that we have identified the right priorities within the theme of Community and People?					
3a	Ensure our town centres are safe and welcoming for all	5	10	18	48	118
3b	Keep children safe in their communities and provide safe environments for our young people to thrive in	4	3	14	63	112
3c	Ensure early intervention is effective and targeted	4	6	28	62	96
3d	Provide the best care and support available so that residents are empowered to achieve what matters most to them	5	6	23	65	99
3e	Provide clear signposting for those needing our help	5	3	32	68	89
3f	Support and encourage community action	5	4	33	62	92
3g	Improve wellbeing and reduce social isolation	4	2	33	60	96
4	How strongly do you agree that we have identified the right priorities within the theme of Pride in Place?					
4a	Draw investment into our towns and breathe life into our town centres, partnering with the private sector to deliver major projects	11	18	30	61	78



4b	Maximise heritage and cultural opportunities for the enjoyment and benefit of residents and visitors	6	8	18	55	108
4c	Ensure the effective operation of SWISCo to have resources to reinvest in Torbay	6	11	33	65	82
4d	Deliver priority capital projects within the Council's Capital Programme	9	9	48	59	68
4e	Improve the delivery, affordability and quality of housing for residents in Torbay	11	11	25	63	86
4f	Improve the delivery of our planning service	10	8	34	63	82
4g	Protect and enhance our lived, built and natural environments, including our green spaces	6	6	10	37	137
4g	How strongly do you agree that we have identified the right priorities within the theme of Economic Growth?					
5a	Raise skill levels, particularly in high value careers	8	9	47	75	59
5b	Improve transport links to and within Torbay	6	9	28	49	106
5c	Develop a year-round economy	5	5	21	55	111
5d	Increase in the amount of full-time employment opportunities within Torbay	4	8	23	60	100
5e	Focus on inclusive growth, with opportunities which benefit everyone	9	8	30	56	90

# Community and Corporate Plan (Proposed)

2023-2043

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## Version control

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<b>Date</b>	<b>Details</b>	<b>Updated by</b>
8 September 2023	Draft for consultation	Kate Spencer
21 September 2023	Re-order of sentences in opening paragraphs of “Community and People”	Kate Spencer
31 October 2023	Amendments following consultation	Kate Spencer
27 November 2023	Amendments following Cabinet decision. Definitions of performance indicators refined.	Kate Spencer
30 January 2024	Suggested amendments following feedback from Group Leaders	Kate Spencer
12 February 2024	Amendments from Round Table	Anne-Marie Bond/Kate Spencer

# Introduction

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Our Community and Corporate Plan sets out the Council’s vision, objectives and priorities. It is a high-level document which provides the foundation for all that we do. Despite everything that is fantastic about Torbay, we know that we face challenges and that some parts of the Bay suffer from nationally significant levels of poverty. There is huge potential, and this Plan brings together the interlinked priorities we need to address to make Torbay a happy, healthy and prosperous place for our whole community.

Beneath the Community and Corporate Plan sit a range of other plans and strategies which together form the Council’s Policy Framework<sup>1</sup>. The Policy Framework provides a clear definition of what the Council is aiming to achieve – helping us to allocate our resources effectively and providing a framework against which we can measure our success.

The Cabinet is at the heart of the Council’s day-to-day decision making as we work towards the ambitions set by the Council. To ensure a cohesive approach to decision making, the Cabinet agrees the Council Business Plan which sets out, against each theme of the Community and Corporate Plan, the priority actions which the Cabinet will take together with the milestones for delivering those actions.

The golden thread continues through the organisation, from strategic and operational strategies, plans and policies, into Service Plans within each Directorate and through to each member of staff’s annual appraisal. This ensures that everyone within Torbay Council – whether their service is mentioned in this Plan or not – is working towards the same ambition.

Our Performance and Risk Management Frameworks are in place so that, across the organisation, we can be assured that we are delivering what we said we would do and putting in place mitigations if progress is not being made in a timely manner. The Council is clear that there should be a continuous cycle of improvement so that we can demonstrate that we are providing value for money for the residents and businesses across Torbay.

The Community and Corporate Plan covers a twenty year period which will include a formal review after ten years, when we will assess the progress we are making and make any amendments to the direction we need to take.



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<sup>1</sup> Adult Social Care Strategy; Community Engagement and Empowerment Strategy; Corporate Asset Management Plan; Corporate Capital Strategy; Corporate Parenting Strategy; Community and Corporate Plan; Domestic Abuse and Sexual Violence Strategy; Economic Growth Strategy; Housing Strategy; Gambling Act Policy/Statement of Principles; Joint Health and Wellbeing Strategy; Licensing Policy; Local Transport Plan; Development Plan; Strategic Agreement between Torbay Council, One Devon Integrated Care Board and Torbay and South Devon NHS Foundation Trust; Treasury Management Strategy; and Resource Management and Waste Strategy.

# The vision for Torbay

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We want to see a healthy, happy and prosperous Torbay.

Torbay is a glorious part of Devon with an inspiring natural environment. We are a magnet for tourists and known as the English Riviera. We are home to globally significant technology businesses and have a rich leisure and cultural scene.

We want to deliver for our people and our place. We know we have challenges, but we have high aspirations. By continuing to work closely with our communities and partners and capitalising on our strengths, we want to make Torbay a great place to do business – a place where everyone is able to live their best life.

A healthy, happy and prosperous Torbay for all.

## Themes

To bring our vision to life, we have identified three strategic themes. Within this Community and Corporate Plan we describe what each theme means to us and our communities, the priorities we will focus on and the outcomes we want to achieve.

Our strategic themes are:

- Community and People
- Pride in Place
- Economic Growth

## Our Mission and Approach

We will put our residents at the heart of everything we do. We will ensure a strong grip on finance, working with our communities and partners, to deliver a sustainable future. We will deliver quality services, improve our economy and protect and enhance our built and natural environments, so that we are all proud of our Bay.

In delivering our Community and Corporate Plan and in our day-to-day activity, we will work in the following ways.

### **Evidence based**

We will focus on the evidence, balancing local knowledge and resident experience. We want to ensure that we have a strong evidence base for identifying needs, setting common priorities and responding collaboratively.

### **Make the most of our assets**

We will use our assets – across our place and our people – to the best advantage.

Our towns sit on the beautiful Tor Bay, we are a magnet for tourism and host globally significant technology businesses, a wonderfully mild climate and an inspiring natural environment.

Each town has its own identity, sense of place, assets and distinctiveness. Coming together as Torbay gives us huge opportunities which we need to seize.

There are a vast number of community and voluntary groups in Torbay, both formal and informal, all trying to do their best for the communities they serve. We want our communities to develop based on the strengths, potentials and assets that already exist across Torbay.

### **Working together**

Putting our residents at the heart, we will recognise what is strong in our communities. We will be open to ideas and always seek to understand what the community is asking for, rather than making assumptions based on existing ways of working. We will seek out a range of different voices which are reflective of the community and create space for conversations to happen.

Working with the public, private and community and voluntary sectors, we will make sure that our partnership working is streamlined and efficient. We will all know Torbay's story and we will tell it with pride.

The Torbay Story is available online at [www.torbaystory.co.uk](http://www.torbaystory.co.uk) including the work being undertaken across Torbay to make it a reality.

### **Efficient and enabling Council**

We will provide efficient and effective services and be open and transparent with our communities. Our regulatory functions will enable businesses and residents to prosper. We will tell customers what to expect and keep them up to date along the way.

We will modernise, simplify and standardise how we work so we can support the communities of Torbay. We will deliver the best outcomes for our customers, innovating and using technology to transform services.

### **Strong grip on finance**

We will continue to work to reduce the cost drivers of our high-cost services, deliver efficiencies and increase the Council's income where possible. Ensuring the Council is financially sustainable, we will carefully manage our finances to deliver the services our community expects.

# Community and People

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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.

In delivering our Joint Health and Wellbeing Strategy and our Children's Continuous Improvement Plan, as a community and a Council we will hold high aspirations for our children and young people's futures. We will ensure the continuous improvement of our Children's Services with a clear aspiration to deliver outstanding services so that our children and young people have better outcomes.

Working together with partner agencies, we want to bring about real, sustainable change for those in greatest need within our communities, with residents experiencing good mental health, being supported with their complex needs and ageing healthily.

In delivering our Adult Social Care Strategy we will see thriving communities where people can prosper. Our residents will have a place to call home, in a community they can be a part of, while being empowered to achieve what matters most to them through the best care and support available.

## Our Priorities

We will:

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



## The outcomes we want to see

- 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.
- 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.

## How we'll measure progress

- Number of Residents' Satisfaction Survey respondents who feel very or fairly safe in their local area after dark and during the day (age weighted)
- Rate per 10,000 children of cared for children
- Differential in life expectancy in most deprived wards from least deprived ward
- Percentage of Education, Health and Care Plans as a percentage of the school population
- Percentage of the Torbay child population living in one of the 20% most deprived areas
- Number of Residents' Satisfaction Survey respondents who very or fairly strongly feel they belong to their local area (raw data)
- Directly age standardised suicide rate per 100,000 (Torbay, Devonwide)

## Links to the Policy Framework

- Adult Social Care Strategy
- Community Engagement and Empowerment Strategy
- Corporate Parenting Strategy
- Domestic Abuse and Sexual Violence Strategy
- Housing Strategy
- Gambling Action Policy/Statement of Principles
- Joint Health and Wellbeing Strategy (incorporating the Children's Continuous Improvement Plan)
- Licensing Policy
- Strategic Agreement between Torbay Council, One Devon Integrated Care Board and Torbay and South Devon NHS Foundation Trust

# Pride in Place

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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.

In delivering our Housing Strategy, we will work to deliver a diverse choice of housing for our residents that meets every stage of life and lifestyle – homes that are safe, warm, fit for purpose and more environmentally friendly. Where appropriate, we will consider proactive intervention in the housing market. We will continue to protect homeless households and those threatened with homelessness, whilst putting an end to street sleeping.

We will work to get the basics right, so that our town centres, seafronts and residential areas are clean, safe and well-maintained. Alongside this we will also deliver an ambitious programme of investment across Torbay – improving the public realm, reshaping the town centres, increasing town centre living, improving connectivity – to bring confidence, employment and homes for our community.

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. Continuing to implement our Resource and Waste Management Strategy will see us working with our communities increase our recycling rate and reduce the amount of waste sent for energy recovery and disposal.

## Our Priorities

We will:

- Draw investment into our towns and breathe life into our town centres, partnering with the private sector to deliver major projects
- Maximise heritage and cultural opportunities for the enjoyment and benefit of residents and visitors
- Ensure the effective operation of SWISCo to have resources to reinvest in Torbay
- Deliver priority capital projects within the Council's Capital Programme
- Improve the delivery, affordability and quality of housing (including housing standards) for residents in Torbay

- Improve the delivery of our planning service
- Protect and enhance our lived, built and natural environments, including our green spaces

## 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

## How we will measure progress

- Delivery of town centre regeneration programmes
- Net additional homes provided
- Number of affordable homes delivered
- Number of social rented housing available
- Cultural participation
- Percentage of people who are economically active in Torbay
- Number of Resident Satisfaction Survey respondents who very or fairly strongly feel satisfied with their local area as a place to live (raw data)

## Links to the Policy Framework

- Community Engagement and Empowerment Strategy
- Corporate Asset Management Plan
- Corporate Capital Strategy
- Economic Growth Strategy (incorporating the Tourism Strategy and Cultural Strategy)
- Housing Strategy
- Joint Health and Wellbeing Strategy
- Development Plan
- Resource Management and Waste Strategy
- Treasury Management Strategy

# Economic Growth

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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 will make the most of Government and private sector investment, with the voice of business being heard as we move forward with our plans.

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. In addition, we will work with our stakeholders to ensure that roles in key sectors such as tourism and health and social care are viewed as positive opportunities.

In delivering our Economic Growth Strategy, we will work with our partners, including those across the South West, to improve economic conditions and, in doing so, help businesses to improve performance – creating new opportunities for residents, tackling poverty and improving health outcomes. We know that, to retain and attract the workforce that Torbay needs, we must have sufficient affordable housing and a sufficient supply of employment to accommodate growth and inward investment.

## Our priorities

We will:

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

## 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.

## How we will measure progress

- Earnings by Torbay residences [households] (gross weekly pay – full time workers)
- Percentage of people in Torbay in employment (aged 16 to 64)
- Percentage of Torbay population with full time jobs
- Rate of National Non Domestic Rates growth
- Percentage of former cared for children who are now aged 19-21 and in employment, education or training (EET)
- Proportion of employment in current and emerging sectors
- In work benefits claimant count
- Out of work benefits claimant count
- Rates of transition into work for young people with special educational needs and/or disabilities (SEND)
- Sustainable transport use
- Gross Value Added per head of population

## Links to the Policy Framework

- Community Engagement and Empowerment Strategy
- Economic Growth Strategy (incorporating the Tourism Strategy and Cultural Strategy)
- Joint Health and Wellbeing Strategy
- Local Transport Plan
- Development Plan

# Appendix 1: The Torbay Profile

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The following facts and figures are a summary of the Torbay Profile in 2023. In developing the Community and Corporate Plan we have considered the needs of the community in Torbay and the challenges that they are facing.

## Our population

Total population = 139,322

Male population = 67,830 (49%)

Female population = 71,492 (51%)

96.1% of Torbay's population are white, 1.6% Asian, 1.5% mixed ethnicity, 0.3% black and 0.4% other

62,992 households of which 64% owned, 27% private rented and 8% social rented

Higher numbers of older people compared with the England average

Far fewer people in their 20s and 30s

Highest number of residents living in deprived areas and the highest numbers of children living in income deprived areas when compared with all other councils in the South-West

27% of our residents live in the 20% most deprived areas in England

Approximately double the number of cared for children compared to other areas in England and the South-West

1 in 4 residents say they have a long term illness or disability

Outlier for needing to support higher levels of need in the 18 to 64 age group

## Productivity, pay, jobs, living standards and connectivity

Average weekly earnings = £467 (£123 less than the England average) (2020)

57% of our population is of working age and of those 78% are economically active

Estimated 16,000 unpaid carers in Torbay

12.4% of households are in fuel poverty

329 miles of highway - 332 registered electric vehicles

Best broadband rate in Devon (339 premises unable to receive 10 Mbps)

## Education, skills, health and wellbeing

29% have a diploma level qualification

75% have the equivalent of 5 GCSEs at grades A-C

24% of our cared for children achieve a GCSE pass in English and maths

Over 1 in 3 children with Education, Health and Care Plans (EHCPs) have been excluded from school for a fixed period

Life expectancy gap = 9 years males and 8 years females

Those born into deprived families are more likely to have worse educational and health outcomes

When compared with the South West and England, a larger proportion of Torbay residents report their health as being bad or very bad

## Pride in place, housing and crime

Highest number of residents living in private rented accommodation in Devon

Rents higher than Local Housing Allowance and are a challenge for many based on the average weekly wage

The number of homes being built in total is much lower than the Government targets

2290 residents supported through public funding with a range of services including nursing, residential and domiciliary care

Torbay crime rate reported as 10,470 – 50% higher than the overall average for Devon and Cornwall force area:

- Domestic Abuse
- Violence with no injury
- Violence with Injury
- Criminal Damage
- Public Order

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This document can be made available in other languages and formats.  
For more information please contact [engagement@torbay.gov.uk](mailto:engagement@torbay.gov.uk)

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