

Tuesday, 27 May 2025

OVERVIEW AND SCRUTINY BOARD

A meeting of **Overview and Scrutiny Board** will be held on

Wednesday, 4 June 2025

commencing at **5.30 pm**

The meeting will be held in the Banking Hall, Castle Circus entrance on the left corner of the Town Hall, Castle Circus, Torquay, TQ1 3DR

Members of the Committee

Councillor Long (Chairman)

Councillor Cowell

Councillor Douglas-Dunbar

Councillor Fellows

Councillor Foster

Councillor Johns

Councillor Law

Councillor Spacagna (Vice-Chair)

Councillor Stevens

Councillor Tolchard

A Healthy, Happy and Prosperous Torbay

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Town Hall, Castle Circus, Torquay, TQ1 3DR

Email: governance.support@torbay.gov.uk - www.torbay.gov.uk

OVERVIEW AND SCRUTINY BOARD AGENDA

1. **Apologies**
To receive apologies for absence, including notifications of any changes to the membership of the Board.
2. **Minutes** (Pages 5 - 12)
To confirm as a correct record the minutes of the meeting of the Board held on 7 May 2025.
3. **Declarations of Interest**
 - a) To receive declarations of non pecuniary interests in respect of items on this agenda

For reference: Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.
 - b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda

For reference: Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(Please Note: If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)
4. **Urgent Items**
To consider any other items that the Chairman decides are urgent.
5. **Performance Report - Quarter 4 2024-25 O&S** (Pages 13 - 54)
To review the Council's key performance indicators and make recommendations to the Cabinet.
6. **Budget Monitoring 2024/2025 Quarter 4 Outturn** (To Follow)
To consider the Budget Monitoring Report for Quarter 4 2024/2025 (to include Revenue Budget and Capital Budget monitoring together with financial and delivery details of the Capital Programme) and make recommendations to the Cabinet.

7. Update on Planning Service for the Future – Development Management

(Pages 55 - 74)

To receive an update on the Planning Service for the Future to include details of what progress has been made with enforcement and includes SMART targets to show how the backlog will be addressed.

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Minutes of the Overview and Scrutiny Board

7 May 2025

-: Present :-

Councillor Long (Chairman)

Councillors Cowell, Douglas-Dunbar, Fellows, Foster, Johns, Law, Barbara Lewis,
Spacagna (Vice-Chair) and Tolchard

(Also in attendance: Councillors Billings, Bye, George Darling, Chris Lewis,
David Thomas, Jacqueline Thomas, Twelves and Tyerman)

59. Apologies

It was reported that, in accordance with the wishes of the Conservative Group, the membership of the Board had been amended to include Councillor Barbara Lewis in place of Councillor Hutchings for this meeting.

60. Minutes

The minutes of the meeting of the Board held on 12 March 2025 were confirmed as a correct record and signed by the Chairman.

61. Urgent Items

The Board considered the item in Minute 62, and not included on the agenda, the Chairman being of the opinion that it was urgent by reason of special circumstances i.e. the matter having arisen since the agenda was prepared and it was unreasonable to delay a decision until the next meeting.

62. Call-in of the Cabinet's Decision on Brokenbury Solar Farm

The Board had before it details of a call-in by five Members of the Council of the Cabinet's decision regarding Brokenbury Solar Farm. The Call-in Seconder, Councillor Cowell (on behalf of the Call-in Promoter, who was Chairing the meeting) explained the reasons for the call-in as set out in the submitted call-in notice. Councillor Cowell advised the Board that he was concerned that the Cabinet did not have the full business case for the original option for the Council to develop the solar farm itself together with detailed risk analysis and mitigations which could have been put in place to reduce any risks, when it took the decision and wanted to know more about why the Council should not develop the solar farm itself. It was acknowledged that a summary of the business case and risks together with further information on the option to lease the land to South West Water was circulated in an Exempt paper prior

to the meeting. Reference was made to a previous meeting which proposed a report being presented to the Cabinet at a future time for the potential use of up to 10% of the surplus generated from Brokenbury solar farm, being made available for community use in the Churston with Galmpton Ward similar to that proposed for the Nightingale solar farm and it was felt that this would be lost under the Cabinet's current decision (Note: the meeting referred to was Cabinet 19 May 2020).

The Cabinet Member for Place Development and Economic Growth, Councillor Chris Lewis responded to the reasons for the call-in and confirmed that the decision of the Cabinet had been taken following professional advice from the Lead Officer and Section 151 Officer that the financial benefits of the original delivery model, (approved by Council on 18 July 2024), had reduced due to increased costs and higher interest rates for borrowing. The risks associated with any loss of service, repairs or damage to the solar farm which the Council would be liable for would have to be considered which would further reduce net financial benefits over the 25 year period. The Council does not have sufficient resources to deliver this scheme in-house alongside numerous other key projects such as Union Square and the Pavilion. South West Water had experience of delivering solar farms and had a separate Team that dealt with this. Councillor Chris Lewis highlighted the key financial information and risks as set out in the Exempt paper circulated prior to the meeting. It was noted that at the time of the original decision the option to lease the land to South West Water was not available.

The Section 151 Officer, Malcolm Coe, provided an update on the increased borrowing costs involved if the Council developed the solar farm itself and advised that this borrowing would not be a priority for him as Section 151 when considered alongside borrowing required for regeneration and housing. Mr Coe also detailed that, although the in-house delivery model could potentially generate greater financial benefit over 25 years, this benefit was not without risk of future liabilities due to power outages. The net financial difference between the two schemes for the first 10 years of operation was negligible (as detailed in the graph within the Exempt paper) with potential benefit from the self-delivery scheme escalating from year 11 onwards.

The Board discussed the borrowing rates and associated financial information, together with details of risks and advice of the External Solicitor who had been advising the Council on the proposals and had set out the risks associated with providing the power directly. In addition examples of some of the mitigations that could be put in place to manage some of the risks were given and the associated increased costs of such measures.

The Board questioned if the Council had looked at other local authorities who had developed solar farms and was advised that each solar farm was different and needed to be considered on its own merits. The External Solicitor did look at other contractual differences that could be available as part of their work.

Resolved:

That the decision be referred back to the Cabinet for reconsideration, on the grounds that Board considers that there was insufficient evidence available to the Cabinet at the time it made its decision and recommends in reconsidering the decision, that

Cabinet receives a detailed business case which sets out all of the risks and mitigations of delivering the solar farm in-house for transparency of the decision.

63. Play Improvement Strategy

The Cabinet Member for Pride in Place, Transport and Parking, Councillor Billings and the Managing Director of SWISCo, Matt Reeks provided an overview of the submitted report on the initial stages of the development of a Play Improvement Strategy for Torbay.

The Board asked questions in relation to the following:

- why not all 74 play parks were shown on the maps and what the names of the 74 play parks were;
- what benchmarking had been done with other local authorities e.g. Cheshire West and Chester (see <https://www.cheshirewestandchester.gov.uk/your-council/policies-and-performance/council-plans-policies-and-strategies/play-strategy>);
- the rationale for the clusters and if they would change or could be broken down further; the rationale for including St Marychurch in Torquay Central and how this would skew the deprivation weighting for Ellacombe and Tormohun;
- why was 2019 Multiple Deprivation statistics used and not 2024/2025;
- why was the play area at Torre Marine showing as private play area, had this not been transferred to the Council;
- what input had been provided by Public Health, the Youth Service and young people (e.g. as part of the UNICEF Child Friendly work the Council had spoken to over 2,000 children and their number one priority was feeling safe and secure, they talked about their parks and how they saw their interactions with older and younger children);
- what options were being considered for more natural play spaces;
- what was being done to learn from insurance claims and understand the reasons and what could be done to reduce the number of insurance claims being made in respect of our play parks and spaces;
- what was covered by play value;
- the priority order showed 12 play parks in Barton and Watcombe with one in Queen Elizabeth Drive further down the list, would all 12 play parks be delivered or would there be flexibility in the order;
- there was a lot of new housing being developed what was being done to consider appropriate play facilities;
- how would community partnerships be engaged in the process;
- who else was proposed to be engaged in the process;
- would the proposals include equipment, lining on green spaces to encourage sports, work to make paths safe and accessible etc.;
- could the Council influence the types of equipment for new play areas;
- where equipment had been taken away could the areas be reused; and
- what consideration was given when play equipment needed to be removed due to safety to alternative funding proposals.

The Cabinet Member for Pride in Place, Transport and Parking, Councillor Billings and the Managing Director of SWISCo, Matt Reeks provided the following responses:

- The paper outlined the start of the process which would lead to a long development of a wider strategic Play Improvement Strategy. This would be used to lever in funding from other sources as well as investing £500,000 allocated as part of the budget process. There was very limited budget available for the maintenance and investment in play parks and it was important that it was spent in the most effective way taking into account the needs of the areas and prioritising those with highest levels of deprivation. The proposal was for Ward Councillors to visit the parks and give feedback and suggestions as to who else should be engaged based on local knowledge. Members were encouraged to provide feedback and make suggestions as to how best to proceed.
- Clustering of the play parks was to recognise them as a community rather than by Ward, looking at how parents and children use the areas. There was scope for the clusters to be amended but it was important that they were looked at as groups of facilities in order to take an area based approach to ensuring different offer within the community. Not all the parks were showing on the maps due to the data sets available but this could be reviewed.
- There had been some consultation carried out last summer and engagement with Tanny Stobart from Play Torbay, Indigos Go Wild, the Police and other groups and professional colleagues to get an initial steer on opportunities for consultation using an informed and focussed approach as well as looking to design out crime. It was proposed to further engage with Members via the site visits and then identify wider groups/people to engage with.
- The 74 play parks were being viewed as play spaces rather than traditional play areas to ensure a variety of options for equipped climbing, spinning, turning etc. and facilitating more natural landscaping for creative play, green spaces etc.
- There was a large amount of data on insurance claims and the annual condition survey and it was proposed that this would be shared as part of the site visits relevant to each cluster.
- The value of play was a personal opinion based on factors including visibility, users feeling safe, open spaces rather than being enclosed by hedges, how inviting the space was, entrance, colour, offer, not just based on the amount of equipment. Spaces that could accommodate a lot of children and be used in a number of ways would score higher than those with single pieces of equipment.
- The priority list was developed using a matrix of factors including condition, safety risk, value with data sets that could be mapped into zones. It would look at the spectrum of all the equipment e.g. 12 in Barton and Watcombe and what works best for the area e.g. alternative play.
- Spatial Planning had documents about play facilities and the Play Improvement Strategy would help to inform new opportunities for play.
- It was not always possible to reuse pads where equipment had been removed due to the ground conditions, health and safety requirements and prohibitive costs of digging down old foundations.

Tanny Stobart from Play Torbay made representations and suggested the merit of linking up with the Child Friendly Communities Network, particularly Cardiff, who had

gone through a similar exercise with their Play Strategy. Ms Stobbart advised that the Government was due to launch a new Play England Strategy next week and an all-Parliamentary Group for Play which would support what the Council was trying to do in Torbay.

Margaret Forbes-Hamilton from Torre and Upton Community Partnership and the Torbay Greenspace Forum made representations and highlighted examples of community engagement and working with schools to design the play park at Torre Marine as well as working with local primary schools to design the spaces at Upton Park. Ms Forbes-Hamilton emphasized the importance of girls feeling safe, preferring open spaces as well as ensuring that consideration was given to facilities for children in Years 5 to 9.

The Board was disappointed that it had taken so long to bring forward a paper with initial proposals for the Play Improvement Strategy but welcomed the opportunity for Councillors and other stakeholders, especially children and young people to develop the Strategy.

Resolved (unanimously):

That the Managing Director of SWISCo, in consultation with the Cabinet Member for Pride in Place, Transport and Parking, be recommended:

1. that the Overview and Scrutiny Board supports the next steps identified in the submitted report to develop the Play Improvement Strategy and encourages Councillors to attend the site visits and provide feedback throughout the process, including on key groups and organisations to engage with to inform the design of the Play Improvement Strategy and notify the Managing Director of SWISCo and Cabinet Member for Pride in Place, Transport and Parking of any appropriate events in their communities where the Council could engage on the development of the Play Improvement Strategy;
2. that a detailed list of the 74 sites be provided to Members by Ward;
3. to consider when equipment is removed from a play park it is presented to Ward Councillors as 'we have a problem with the equipment which will result in removal' and asking if they have or are aware of any funding for alternative proposals;
4. to provide Members with details of what Section 106 monies are available for play parks and in which areas;
5. to share a list of groups SWISCo will engage with via Governance Support and for Members to advise of any missing groups;
6. to consider working with Allison Grant, Child Friendly Project Lead, Children's Services and the Child Friendly Communities Network, particularly Cardiff, on their approach on how to engage on play strategies, and to build on the work of Chester West Council on how they developed their Play Strategy;

7. to consider a proposal for park plans, which would set out who was responsible for what within the area and what events were proposed to be placed on notice boards in the vicinity;
8. to update the matrix using current Multiple Index of Deprivation; and
9. that the outcome of cluster visits and proposed plans for the Play Improvement Strategy be submitted to a future meeting of the Overview and Scrutiny Board prior to final sign off.

64. Housing Policies

The Cabinet Member for Housing and Finance, Councillor Tyerman outlined the submitted report which set out a number of Housing Policies which had been rewritten following the transfer of the Council's Housing stock from TorVista Homes Ltd to the Council as well as a new Right to Buy Policy which did not apply under the previous arrangements and responded to questions together with the Managing Director, Liam Montgomery and Housing Manager, Anita Merritt.

Members asked questions in relation to what happened to tenants who caused damage to properties or were poor neighbours; what was the role of Councillors in supporting people with complaints and what impact could they have; why does it say the person responsible for monitoring complaints was the Director of Regeneration; where did we get the definition of 'vulnerable tenants' from, the person may not be at risk of being harmed but may have mental health illness; how did the Council prioritise dealing with problems with damp and mould; had we had any applications for Right to Buy and was it likely that this would increase; and the Rent Arrears and Debt Recovery Policy mentions a sympathetic approach, what does this look like.

In response to around tenants, Members were informed that there were several steps and triggers to support a tenant with issues relating to behaviour or rent arrears. The main priority was to work with the tenant to support them and ensure that they can sustain their home but not have a negative impact on their neighbours. A sympathetic approach was taken where tenants were in arrears with their rent, one to one conversations were held and payment plans agreed, where appropriate. The final stage would be to go through the court to gain possession of the property which may result in the tenant becoming homeless and being referred to the Homelessness Team for support. It was highlighted that the Housing Team works with new tenants at the start of their tenancy to understand any health or social issues they have and to support them to complete the forms to access any eligible benefits and signpost them to external help and support e.g. Step Change. The definition of vulnerable tenant had been developed with other sector professionals and the Council's Partnership and Inclusion Manager.

The Board noted that there had not been any applications for Right to Buy partly due to the small number of properties owned by the Council, currently around 30, expecting to rise to less than 200 over the next few years, and partly due to the reduced discount, market value less £30,000. It was not expected for the Council to have many applications for Right to Buy.

In response to questions around complaints, Members were advised that the Complaints Policy (Housing) was for tenants or members of the public to use to complain about issues relating to the standard of service, actions or lack of action by the Council, its own staff or those acting on its behalf, affecting an individual tenant or group of residents. This was controlled by Regulator of Social Housing to ensure consistency of a two stage process, with rights to complain to the Housing Ombudsman where appropriate. Complaints from tenants or members of the public about existing tenants were currently dealt with under the TorVista Homes Ltd Antisocial Behaviour Policy (it was agreed that a copy of this Policy would be shared with all Councillors) which would also be reviewed and updated in the future. Members are able to support tenants and members of the public with complaints. There is the Complaint's (Housing) Policy, referred to above, which Councillors can signpost residents to for wider complaints where they feel that issues have not been resolved at a service level. Member can support complainants with complaints but cannot act on their behalf. The responsible person for complaints was the Director of Regeneration as that was where the Service fits within the current structure.

The Board was advised that as soon as a tenant reported an issue with damp or mould it would be reviewed by the Housing Team. If an issue requires more specialist advise then a member of the in-house Property Services Team will visit the property to resolve the issue and a new leaflet was currently being updated to share with tenants on this issue. Due to the small numbers of properties there was detailed knowledge of each property and tenant. Damp and mould was also reported through the performance reporting and the action taken to resolve the issue.

Resolved (unanimously):

That the Overview and Scrutiny Board recommend to the Cabinet:

1. that the Housing Policies set out in Appendices 1 to 8 of the submitted report be adopted by Torbay Council, and the Director of Regeneration be given delegated authority, in consultation with the Cabinet Member for Housing and Finance, to review the policies and make changes as appropriate and in line with any changes to legislation, including consideration around the wording of the definition of 'vulnerable tenants'; and
2. that the Monitoring Officer be requested to make a technical amendment to the general limitations within the Officer Scheme of Delegation in relation to property disposals not applying in relation to the Right to Buy Policy and the Director of Finance be given delegated authority to dispose of property in accordance with the Right to Buy Policy.

Chairman

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Meeting: [Overview and Scrutiny Board](#)

Date: 4 June 2025

Wards affected: [All](#)

Report Title: [Performance Report 2024/25 – Quarter 4](#)

Cabinet Member Contact Details: [Cllr Jacqueline Thomas, Cabinet Member for Tourism, Culture and Events and Corporate Services](#)

Director Contact Details: [Matthew Fairclough-Kay, Director of Corporate Service](#)
matthew.fairclough-kay@torbay.gov.uk

1. Purpose of Report

- 1.1 This report provides an overview of the performance of the Council in working towards its ambitions and priorities within the Community and Corporate Plan and the Council Business Plan.

2. Reason for Proposal and its benefits

- 2.1 The proposals in this report help us to deliver our vision of a healthy, happy and prosperous Torbay by ensuring that the Council remains focused on delivering its priorities, putting in place mitigations and/or allocating resources as appropriate.

3. Recommendation(s) / Proposed Decision

1. That the Overview and Scrutiny Board review the Council's current performance and raise any issues or questions as appropriate.

Appendices

Appendix 1: Community and People Summary Report

Appendix 2: Pride in Place Summary Report

Appendix 3: Economic Growth Summary Report

Supporting Information

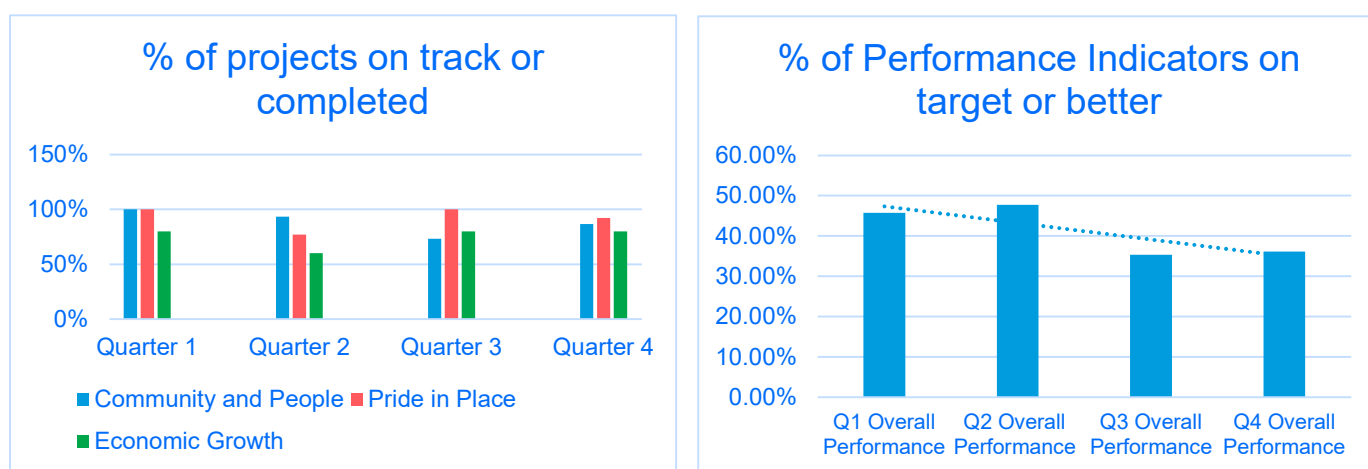
1. Introduction

- 1.1 The Community and Corporate Plan 2023/2043 was approved by the Council at its meeting in December 2023. This sets out the Council's vision, objectives and priorities. The Plan brings together the interlinked priorities we need to address to make Torbay a happy, healthy and prosperous place for our whole community.
- 1.2 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 agreed, in June 2024, 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.
- 1.3 In order to measure the Council's performance, 125 performance indicators have been identified – some of which will require a number of years to see positive changes in. Further, some indicators are reported against quarterly and others on an annual basis. The Council Business Plan includes 33 projects all being undertaken to support delivery of the Community and Corporate Plan's priorities. Each project has milestones identified.
- 1.4 Using our performance indicators and project milestones, the purpose of the quarterly performance report is to inform and update Councillors on performance against the three themes of the Community and Corporate Plan.
- 1.5 The Best Value Duty requires local authorities to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. In practice, this covers how authorities exercise their functions to deliver a balanced budget, provide statutory services, including adult social care and children's services, and secure value for money in all spending decisions.
- 1.6 Annual targets have been set for the performance indicators where we have direct control over influencing the outcome and demonstrate our commitment to continuously improve. The targets set for the children's performance indicators are based on the average performance of our statistical neighbours. The targets set for our Adult Social Care indicators are locally agreed with our integrated service providers, Torbay and South Devon NHS Foundation Trust. Both the Community and Corporate Plan and Council Business Plan contain some performance indicators that do not have targets set. These indicators are in place to track contextual performance either to support other indicators or our longer-term ambitions (where the Council has no control over making an immediate positive impact). In addition to this, where we have targets that have already been agreed as part of adopted policy framework documents or partnership plans with other agencies, these figures have been included.

- 1.7 Our performance reports include a narrative that explains the position of the indicators that have targets set against them.
- 1.8 Every year we will review and revise future targets and milestones based on progress achieved to date to ensure we are clear on how we intend to continually improve and deliver against the themes and priorities in our Community and Corporate Plan. Work to set milestones and targets for 2025/2026 is currently underway.

2. Performance Summary for Quarter 4

- 2.1 The percentage of projects which are on track or completed has improved since Quarter 3 and the percentage of performance indicators which are on target or better has increased since Quarter 3.



- 2.2 The following table shows, by each Community and Corporate Plan theme, the percentage of project milestones achieved and projects on track or completed. It also shows the percentage of performance indicators which are much better than target, better than target, on target, worse than target and much worse than target.

Community and Corporate Plan Theme	Projects	Milestones due in 2024/25	Performance indicators
Community and People	2 projects (13.3%) completed 11 projects (73.3%) on track 2 projects (13.3%) concern	37 milestones (82.2%) achieved 7 milestones (15.6%) not achieved 1 milestone (2.2%) not due to start this quarter	Much better than target = 1 (7.7%) Better than target = 2 (15.4%) On target = 2 (15.4%) Worse than target = 1 (7.7%) Much worse than target = 7 (53.8%)
Pride in Place	12 projects (92.3%) on track 1 project (7.7%) concern	34 milestones (87.2%) achieved 2 milestones (4.3%) not achieved 4 milestones (8.5%) not due to start this quarter	Much better than target = 4 (13.8%) Better than target = 1 (3.4%) On target = 4 (13.8%) Worse than target = 6 (20.7%) Much worse than target = 14 (48.3%)
Economic Growth	4 projects (80.0%) on track 1 project (20.0%) concern	19 milestones (82.6%) achieved 4 milestones (17.4%) not achieved	Much better than target = 5 (38.5%) On target = 3 (23.1%) Much worse than target = 5 (38.5%)

2.3 The following table sets out by theme whether overall the Council is on target or behind schedule to deliver against the Community and Corporate Plan together with specific points for consideration for each theme. A summary report for each theme is included in the appendix.




Community and Corporate Plan Theme	Q4 Overall progress of projects	Specific points for consideration
Community and People	On track	<p>13 out of the 15 projects under the Community and People theme are on schedule or completed and 37 out of the 45 milestones have been achieved.</p> <p>In terms of achievements this quarter:</p> <ul style="list-style-type: none"> ▪ The safer streets project has been delivered on time and within budget ▪ My Bay has been excellently received overall ▪ The Child Friendly Torbay programme is making good progress ▪ The review of Torbay's play parks is on track ▪ A successful On The Move challenge took place during March 2025 ▪ The Community HUB and Wellbeing contract has gone live ▪ 100+ baton bearers have applied to hold the Baton of Hope in September 2025 ▪ Over 41,000 people have received support via the Family Hubs which much better than target <p>Although Family Hub funding is continuing for 2025/26 at the same level as 2024/25, we are awaiting updates from the Department for Education regarding funding for 2026 and beyond. In parallel we continue to exit plan.</p> <p>Whilst the milestones for reviewing and updating the information relating to Pride in Place, Community and Customer Services, Finance and Corporate Services have not been achieved, a project has started to review the Council's digital accessibility and website.</p> <p>The project to develop a plan to support Torbay's community centres remains set as a concern as there is currently no designated budget to support this.</p> <p>The performance indicators which are currently showing as much worse than target are:</p> <ul style="list-style-type: none"> ▪ BP04 – Percentage of contacts to Children's Services progressing to early help services in the period ▪ BP07 – Percentage of cared for children in the period with three or more placements in the last 12 months ▪ BP09 - Annualised rate per 10,000 children of children becoming cared for in the period ▪ BP16 - Percentage of clients receiving Direct Payments ▪ BP19 – Average customer wait time when contacting Customer Services by phone ▪ BP20 – Percentage of Community Ward Fund spent

		<ul style="list-style-type: none"> BP26 - Number of concessionary bus journeys
Pride in Place	On track	<p>12 projects in the Pride in Place theme are on track and 41 of the milestones have been completed.</p> <p>In terms of achievements this quarter:</p> <ul style="list-style-type: none"> The Housing Delivery Plan has been completed and approved The Devon and Torbay Combined County Authority was established The Homelessness and Rough Sleeping Strategy was agreed Good progress is being made to deliver our town centre regeneration schemes Robotic mowers have been installed on traffic islands which are otherwise difficult and expensive to maintain The Climate Action plan and Environment and Net Zero Carbon Policy was approved <p>Whilst performance of the Development Management service continues to improve, consistency of better performance is being sought.</p> <p>The appointment of consultants to undertake a review of our cultural infrastructure documentation remains outstanding. The review brief was re-issued in March 2025 with the contract to start in May 2025. This review will inform the new Culture Strategy for Torbay.</p> <p>A lack of move-on accommodation from the Hostel means that the average length of stay has increased and the total number of different individuals housed at the Hostel is slightly below target. Place are being developed to increase the amount of move-on accommodation.</p> <p>We are awaiting funding from the Environment Agency for three flood alleviation schemes.</p> <p>The performance indicators which are currently showing as much worse than target are:</p> <ul style="list-style-type: none"> BP27/28/29 – Average numbers in temporary accommodation on any one night this quarter BP33 – Average length of stay at the hostel BP54 - Capital monies spent on flood alleviation and coastal protection schemes BP60/61/63 – Major Planning Applications BP64 - Minor Applications Average number of days taken to validate from when required information is received BP69/70/71/73 – Other Planning Applications

		<ul style="list-style-type: none"> BP77 – Open planning enforcement cases as at the last day of the quarter
Economic Growth	On Track	<p>Four of the projects in Economic Growth are on track and 19 milestones have been achieved.</p> <p>In terms of achievements this quarter:</p> <ul style="list-style-type: none"> Build Torbay held its second networking event to better link local suppliers with contract opportunities The Careers Hub has worked with secondary schools and employers to raise awareness of local career opportunities Multiply programme has been extended to March 2026 We supported the delivery of activities during National Apprenticeship Week Creative UK have confirmed further funding to support start up and growing creative businesses <p>The milestone relating to young people with SEND and/or who are also care experienced accessing work experience, internship and apprenticeships has not yet been achieved.</p> <p>The project to develop the local economy is set as a concern. The milestones relating to securing and gaining planning permission for the Technology Production Park have not been achieved. Two sites are now being considered.</p> <p>The performance indicators currently showing as much worse than target are:</p> <ul style="list-style-type: none"> CP14 – Percentage of former cared for children who are now aged 19-21 and in employment, education or training CP15 - Local bus and light railway passenger journeys originating in the authority area BP85 - Number of employed people undertaking training BP86 - Number of people supported into work BP87 - Number of electric vehicle charging points installed on Council- owned land

Appendix 1: Community and People Summary Report

This summary report highlights progress against the projects and milestones within the Council Business Plan and the agreed performance indicators for Quarter 4 of 2024/2025 for the Community and People theme.

Projects		Milestones due to be completed	Overall progress of projects	Performance indicators
Quarter 4			On track	Quarter 4
13 projects = 86.7% On track (11) or Completed (2)		37 milestones = 84.1% Achieved		38.5% on or above target
Direction of travel since Q3				Direction of travel since Q3
 Q3 73.3% On track	 Q3 88.2% Achieved			 Q3 41.7% on or above target

Overview of achievements this quarter

- We continue to deliver the Operation Town Centres Project: The Safer Streets Project has been delivered on time and within budget concluding work being undertaken over last c.20 months. The Partnership ASB action plan has been produced and is now going through the governance process. Further work continues with the Police to deliver targeted work, due to an escalation in high-risk behaviours. A review of security provision at the Hostel has been undertaken and agreement reached with the Police to have a wider influence in the immediate vicinity.
- My Bay has been excellently received overall. There was a decline in numbers in the period 2 round of sign-ups, but this is to be expected for a new scheme. Another round of sign-ups will open for April-May 2025 so we will start to see some comparable data and be able to put some targets in place. New marketing strategies have been put in place and moving forwards, the plan is to grow the scheme's appeal by making improvements suggested via scheme member feedback. Plans include increasing Business sign-ups and improving the offers available to both help residents and encourage greater footfall into the Bay's fantastic local businesses.
- The Child Friendly Torbay programme is making good progress, with a dedicated Project Manager appointed in January 2025. A wide range of consultation activities are underway, including engagements with schools, Voluntary and Community Sector (VCS), and Early Years. A discovery day will be held on 24th April, where we will select our badges and priority areas. Following this, work on the development phase of the project can commence, with an action plan being developed.
- The review of Torbay's play parks is on track although two of the milestones have not been achieved. All data, including children and young people survey and socio economic, has been analysed to create a priority matrix. The result of this in depth and comprehensive evidence-

based analysis of the 74 playgrounds will be considered by the Overview and Scrutiny Board and subsequently Cabinet in April/May 2025.

- To promote healthy behaviours and environments, another successful workplace On the Move challenge took place during March 2025. 762 people took part this year, with 103 teams across 39 workplaces. More teams and people participated compared to 2024.
- In relation to adult social care, there continues to be a focus on transformation and improvement in performance during quarter 4. The Council is also working to deliver a new care record system (CMS) to replace PARIS with the business case approved through our Cabinet in February 2025. The Transformation Plan is now in place with monthly reporting to the Section 75 Executive, therefore this project is completed.
- The Carers Strategy now has an interagency action plan which was approved at Cabinet in February 2025. It is broken down into one-year actions and a wider three-year plan. Using “I and We” statements from Carers, it focuses on 5 priority areas:
 - Partnership working
 - Direct access
 - Being embedded into practice
 - Personalised, and
 - Easy to access.

Torbay organisations linked to our voluntary sector partners were early to sign up and start reporting within this Devon-wide work.

- Applications for the Community Ward Fund continue to be assessed and approved. The Engagement and Communications Forward Plan includes activity to encourage civic pride and a gap analysis to determine what additional work is required to further encourage community action to be encouraged, supported and rewarded will be undertaken in Quarter 1 of 2025/2026.
- In terms of helping people to live well and independently, the Community HUB and wellbeing contract has gone live and we are engaging with the community/voluntary sector steering group to re-establish strong links. We are reviewing all our contracts across the voluntary sector to ensure consistency and a focus on ensuring better outcomes for our population. Work is ongoing to develop a detailed action plan linked to the 'Big Plan' so that we can work towards meeting the aspirations set out by this co-produced piece of work.
- The Joint Strategic Needs Assessment (JSNA) 2022 was completed and has been used to review commissioning arrangements for children and young people with special educational needs and/or disabilities (SEND). A new JSNA for SEND is scheduled for August 2025. From this, further review and changes will be actioned to ensure we have the correct SEND specialist placements to meet the needs of our children and young people in Torbay. Some joint commissioning projects have been started (including early years and neurodiversity support) with further jointly commissioned projects planned. New governance for the SEND Local Area Improvement is being put in place, including a new independent chair, to strengthen joint working arrangements.
- Work carried out in quarter four to deliver the priorities within the Torbay Suicide Prevention Action Plan included: a poster to promote mental health and wellbeing services for children and young people with an adult version drafted for feedback, the delivery of five gambling

awareness courses and development of a relationship (unhealthy and protective) information guide for members of the public and professionals.

- 100+ baton bearers have applied to hold the Baton of Hope for the event being held on Tuesday 30th September 2025. The circular three town route has been agreed. Day time wellbeing events are being planned with a finale fundraising event at the Riviera Centre. The approach to engagement, communications and partnership is progressing well and businesses are enthusiastic to support the event.
- Good progress has been made in the project to deliver the priorities within the Domestic Abuse and Sexual Violence Strategy. The Domestic Abuse Duty funding allocation of £400,719 is now in the base budget and will facilitate longer term commissioning. An additional Project Worker has been agreed for Torbay Domestic Abuse Service (TDAS), in response to an increase of 58% in the number of people contacting them for advice and support between 2022/23 and the end of March 2025. This appears to be as a direct impact of the Safe Accommodation Duty. Although not everyone who contacts TDAS enters the service for support or safe accommodation, everyone receives a risk assessment and is given safety planning advice. Increased demand has therefore impacted capacity to deliver support to those in the service.
- In terms of performance indicators:
 - The number of those receiving support via the Family Hubs (BP11) is **much better than target** at 41,287.
 - The annualised rate per 10,000 children of referrals to Children's Services in the period (BP05) is **better than target** at 702; along with the percentage of people with a learning disability in settled accommodation, with or without support (BP25) at 86.2%
 - The rate per 10,000 children of cared for children at the end of the period (CP03) is **on target** at 111; as is the percentage of cared for children aged 15 or under at the end of the period who have been cared for children for 2.5 years or more, who have been in the same placement for two years or more, or who are currently placed for adoption and their current and previous placement totals two years or more (BP08) at 64%.

Key challenges

- Whilst the milestones for reviewing and updating the information relating to Pride in Place, Community and Customer Services, Finance and Corporate Services have not been achieved, a project has started to review the Council's digital accessibility and website. Analysis of the Council's website has been undertaken and an assessment undertaken of our accessibility maturity. A User Survey is currently under way and a web user group is being built. The next phase of the project will be to write an action plan based on the discovery phase and incorporate those milestones into the Council Business Plan.
- The following performance indicators are currently worse or much worse than target:
 - BP06 - Percentage of referrals in the period that were previously open to Children's Services within the last 12 months is 25% compared with the target of 23%.
 - The target is aligned to our statutory neighbours and national benchmarking. Although very slightly above target for the year to date, we are assured that the right children are receiving statutory services
 - BP07 – Percentage of cared for children in the period with three or more placements in the last 12 months (16% compared to a target of 14%).

- We are impacted due to a small number of children moving, as providers struggle to meet the complex needs and give notice, resulting in unregulated provision being used.
- BP09 - Annualised rate per 10,000 children of children becoming cared for in the period (35 compared with a target of 28).
 - The monthly annualised rate fluctuates dependent on the plans for individual children and the acceptance of National Transfer Scheme referrals in relation to Unaccompanied Asylum-Seeking Children. As evidenced by CP03, the rate per 10,000 children of cared for children at the end of the period, there is a continued reduction in terms of the overall numbers and rate of cared for children.
- BP16 – The percentage of clients who receive Direct Payments (monthly) is performing much worse than target reporting a figure of 18.2% against a target of 21.0%.
 - A full review of Direct Payments was completed in 2024/25 with revised guidance and a simplified process. Staff training is underway to encourage the promotion of Direct Payments.
- BP19 - The 2024/25 actual to date for average customer wait time when contacting Customer Services by phone (monthly) is much worse than target at 5 minutes and 6 seconds.
 - Performance in Q4 was by far the best for the year to date. Average wait time for calls to be answered in Q4 was 2 minutes 54 seconds, achieving and surpassing the target of 5 minutes.
 - It is important to recognise that this 'year in total' performance was severely compromised throughout Q2 by levels of excess, responsive call demand that was beyond call handling resource levels. This was a result of very high levels of debt recovery and single person discount review postings issued by the Corporate Debt and Council Tax Service areas.
 - New service delivery initiatives have been implemented and additional call handling resource provided to the Call Centre to assist during periods of responsive call demand. Recruitment to vacant posts and agency staffing resource will help manage increased calls during this busy time of year.
 - All of these measures combined have improved performance over the past 3 months and bode well looking forward to 2025/26.
- BP20 – Percentage of Community Fund Spent (51.8% compared to a target of 80%).
 - Not all Councillors have requested to use all of their allocated funds. Some have partially used their funds but the amount committed to projects in 2024/25 has not reached the target. Members are reminded that these funds are available to them. Any unspent funds from the previous year roll over into the next year only.
- BP26 - Number of concessionary bus journeys (2,221,583 compared to a target of 2,525,239)
 - We set an aspirational 10% (approx) increase as the covid impact continued to fall away however there has not been a return in the numbers of older people using buses which is also being observed nationally.

- A lack of progress in our scheme delivery with at stop information, works on site at both Torquay Harbour and Windy Corner having considerable impact on bus reliability, and the ending of the £2 fare cap have all conspired over the course of the last 12 months to hamper our progress –
- In 2025/26 we also didn't have a part of Easter, with higher Q4 2023/24 numbers due in part to that as well. Looking ahead, we expect to deliver the at stop information, and the introduction of brand new, electric, buses to the Stagecoach fleet will substantially improve the quality offer.




Risks to non-delivery

- Although Family Hub funding is continuing for 2025/26 at the same level as 2024/25, we are awaiting updates from the Department for Education regarding funding for 2026 and beyond. In parallel we continue to exit plan.
- The action within the Council Business Plan to develop a plan to support Torbay's community centres remains set as a concern as there is currently no designated budget to support this.
- Percentage of contacts to Children's Services progressing to early help services in the period (BP04) is much worse than target (24% compared with a target of 35%). However, there is a need to factor in the diversion of contacts to Early Help via the portal which went live in May 2024, therefore going direct to Early Help rather than through a contact in the MASH. This is distorting the measure. There is an increased proportion of work at universal and universal plus offer via the Family Hubs (the amount of work now moving through the Family Hubs has increased significantly as evidenced by BP11 above). We will continue to monitor during the year.

Appendix 2: Pride in Place Summary Report

This summary report highlights progress against the projects and milestones within the Council Business Plan and the agreed performance indicators for Quarter 4 of 2024/2025 for the Pride in Place theme.

Six new performance indicators have been added to this section of the report to show performance relating to our social housing units. These PIs are not included in the calculations showing progress towards the aims of the Community and Corporate Plan and Business Plan.

Projects		Milestones due to be completed	Overall progress of projects	Performance indicators
Quarter 4			On track	Quarter 4
12 projects = 92.3% On track		41 milestones = 95.3% Achieved		31.0% On or above target
Direction of travel since Q3				Direction of travel since Q3
 Q3 100% On track	 Q3 82.9% Achieved			 Q3 38.5% on or above target

Overview of achievements this quarter

- The Housing Delivery Plan is completed and approved. The St Kilda's scheme continues to progress well on site. Progress continues positively regarding the regeneration schemes with the Union Square planning application now submitted, whilst progress on design changes to Torre Marine, Crossways and Victoria Centre continue. The first premises in the Hotels to Homes programme was purchased in November and is nearing completion and the second is purchased and currently undergoing demolition. Other sites are being looked at by us or our partners, for both the Hotels to Homes project and other sites with the potential for affordable housing.
- The Devon and Torbay Combined County Authority was established in February 2025 and held its inaugural meeting in March 2025. The Advisory Groups set up to support the work of the CCA are established and starting to meet. The projects with the capital funding programme are being delivered in accordance with Government's requirements. The Devon and Torbay Local Transport Plan is scheduled to be considered by the CCA in May 2025, having been endorsed by the Cabinets of both Torbay Council and Devon County Council.
- The Homelessness and Rough Sleeping Strategy was agreed by the Council in December 2024. The Strategy includes agreed working principles as part of the codesign process. The action plan has been codesigned and produced and now going through the appropriate governance framework for sign off. Discussions on the format of a new partnership group to deliver the action plan have taken place with pre work commencing including draft terms of reference etc for the inaugural meeting in June.

- Good progress is being made to deliver our town centre regeneration schemes. The planning application for Union Square was submitted in March 2025 with the determination scheduled for June 2025. An updated planning application for Crossways is being worked up to be submitted in the autumn. We have publicised plans for the Strand through the Town Deal Board (March 2025). Work continues on the feasibility design for Brixham car park. The scheme will consist of providing more car parking spaces. There are some proposals emerging on the site at Victoria Square, Paignton including the provision of a shoppers' car park and 200 residential units (affordable and private accommodation). Discussions are taking place with some businesses who could be potentially interested in occupying the space. The restoration of the Pavilion has moved into the design stage and work commenced on the operational business plan between the Council and external stakeholders.
- Work is progressing against all the capital schemes within the Levelling Up Partnership and this progress is being shared with Government officials. Cross departmental discussions with Government are providing improved connectivity and benefits for the Council however we have not been able to convene a 'Torbay Summit' that we had originally hoped for. Given the English Devolution White Paper, realistically we may not be able to secure such a summit, however we will continue to maximise opportunities for the Council.
- The grant application for the Torre Abbey New Beginnings project was submitted to the National Lottery Heritage Fund in December and a grant for the development year has been successful which means £350,000 toward a project cost of £565,000. This is ahead of the delivery phase which will hopefully commence in 2027.
- In considering whether a showground can be established in Torbay, discussions have been taking place across various teams to look at whether drainage and power and water supply works for Paignton Green and other related areas could be delivered as part of the Paignton and Preston Promenade and Sea Defence Scheme.
- As part of Operation Brighter Bay, weed ripping and spraying is continuing at pace. Robotic mowers have been installed on traffic islands which are otherwise difficult and expensive to maintain due to traffic management requirements. Deep cleaning has taken place in town centres in preparation for the spring/summer season.
- The contract for the Paignton Sea Defence Scheme has been awarded and the Contractor and Torbay Council Delivery Team have commenced the Early Contractor Involvement stage of design.
- The new Climate Action Plan was approved by Cabinet in March 2025, along with the revised Environment and Net Zero Carbon Policy. The previously prioritised projects needed to help with the Council's decarbonisation programme are either underway or being assessed in terms of viability. The Torbay Climate Partnership's Greener Way for the Bay Framework and Action Plan is in place and new priorities for the Partnership for 2025 were discussed at their end of year meeting. The Solar Farms are still progressing to contract for construction later in 2025.
- The project and milestones to improve road safety, especially around schools and speeding hotspots are all on track. 20mph schemes are being delivered at school locations across Torbay. The six sites have progressed further and all of them have been formally advertised following completion of the design work and signage has been commenced on site. Six further school locations have been identified to be progressed in 2025/26.
- Improvements to the Planning Service continue with the Local Plan Working Party meeting monthly and starting to agree site allocations for the next Regulation 18 Consultation. The

learning from the advisory meeting with the Planning Inspectorate about next stages has been addressed. The Enforcement Policy is now operating and having an impact on reducing number of cases, a Senior Enforcement Officer post has been filled and two new posts have been agreed for the team, which will help further address the backlog.

- In terms of performance indicators:
 - Based on provisional data subject to validation with the Department for Transport, the number of people killed or seriously injured on Torbay's roads (BP58) was **much better than target** at 36. Likewise, the percentage of grass cutting (BP45), street sweeping (BP46) and line marking (BP48) schedules due that were achieved during the period were all much better than target.
 - The number of repairs and interventions made to our carriageways and footways (BP49) was **on target** at 7,657.
 - The percentage of care experienced young people in suitable accommodation (BP35) was **on target** at 89%.
 - The number of events facilitated on Council land (BP41) was also **on target** at 89.
 - For minor planning applications, the percentage determined within timescales (including extensions of time) (BP65) was **on target** at 82.25% and the percentage of appeals allowed (BP68) was **better than target** at 27.78%.

Key challenges

- The Service Fit for the Future project has been extended by request of the Director of Pride of Place with consideration being given during May 2025 as to whether to conclude the project. Performance of the Development Management service continues to improve, but consistency of better performance is being sought. Further progress has been made on reducing the backlog of cases and the reduction of caseloads per officer. A new Planning Officer has been appointed and started work. Building Control income was up again but overall, within the service, application fees received are well below income targets.
- The following indicators are showing as worse or much worse than target:
 - BP27/28/29 – Average numbers in temporary accommodation on any one night this quarter was 157, 71 of which have dependants and 86 are single households. These were all **much worse than target**.
 - There has been an increase in domestic abuse presentation in Quarter 4 and four portfolio landlords are selling their properties, resulting in an influx of presentations. This is considered to be a prelude to the introduction of the Renters Rights Bill in October 2025.
 - During the course of the year there has been an increasing trend in the number of single individuals presenting as homeless.
 - BP31 the number of rough sleepers is **worse than target** at 29 (target 27).
 - The annual count was completed in November 2024 and since verified by Government. There was a small increase in the annual count figure for 2024/25. Data is collected monthly and reported to central government on different parameters.

- In 2024/25 there were between 12 and 31 people sleeping rough on any one night in Torbay. The lowest numbers were experienced in December with the activation of winter provision due to poor weather and Christmas.
- On average across the year there are 39 different people sleeping rough through the course of a month, showing the changing dynamic of homelessness. Of those rough sleeping, 5 were below the age of 25. Over the last 12 months the rough sleeping team have rehoused 111 people directly from the street.
- BP47 – The percentage of weed spraying schedule due achieved during the period was 79% for the 2024/25 annual actual compared with the target of 85%. This was due to machinery failure and long lead time for replacements, Q1 and much of Q2 spraying was carried out by hand which reduced the amount of schedule completed as the schedules are based on mechanical application.
- The following indicators relating to the Planning Service are showing as worse or much worse than target:
 - Major Planning Applications - BP59 Average number of days taken to validate from when required information is received was 5.50 days compared with the target of 5. BP60 Applications determined within timescales (including extensions) was 66.67% compared with the target of 80.00%. BP61 Percentage determined within timescales (without extensions of time) was 16.67% compared with the target of 30%. BP63 Percentage of appeals allowed was 50% compared with the target of 30%.
 - Minor Applications BP64 - Average number of days taken to validate from when required information is received was 9.89 days against the target of 5. BP66 Percentage determined within timescales (without extensions of time) was 42.01 compared with the target of 45%
 - Other Planning Applications - BP69 Average number of days taken to validate from when required information is received was 10.42 days compared with the target of 5. BP70 Percentage determined within timescales (including extensions of time) was 75.00% compared with the target of 88.00%. BP71 Percentage determined within timescales (without extensions of time) was 38.08% compared with the target of 55.00%. BP73 Percentage of appeals allowed was 43.24% compared with the target of 30%.
 - The use of the new Power BI dashboard for Planning is used daily to monitor and manage the performance of the Development Management Team. The performance culture is embedded in the team. The stretched targets have been set for the processing of major, minor and other applications. The targets have been set based on the median performance of Local Authorities in our CIPFA comparator group and Devon Local Authorities.
 - We receive very few major applications during the year, around 12-15. One application with issues spiked Q3 and then Q4, otherwise we would have exceeded the target. We have brought each Principal Officer's caseload down to a much more focused level by clearing out old applications with historic issues. Clearing these caseloads impacts on the figures. We've taken huge strides in validation, returning applications if

they don't meet the standard. BP59 is closer to the target and improvements are being made.




- Appeals have been finely balanced with some spilt decisions and those allowed made reference to the Council's high standards of design through local policy.
- BP77 – The number of open enforcement cases at the last day of the quarter was 590 compared to a target of 450.
 - There has been significant progress with Planning Enforcement. Recently three enforcement appeals have been dismissed which is a clear indication we are making the right decisions. A second Senior Planning Enforcement Officer post has been filled and additional resource is being advertised. The new Enforcement Policy and proactive approach from both existing officers to close cases is having a positive impact on reducing numbers. Theme based investigation of historic cases led to 77 closures in April. In summary, the last 12 months have seen a major shift on how Officers manage their caseloads, we have attracted new staff and retained existing. We have seen two colleagues promoted from Officer to Principal/Senior.

Risks to non-delivery

- The project to develop and deliver an updated Culture Strategy is set as concern. Whilst the Geopark Resilience bid to National Lottery Heritage Fund for £250,000 was successful and project Terra Firma is underway, the development and delivery of an updated Culture Strategy is set as a concern. Documentation was sent out in early January 2025 to potential consultants to undertake the review which is co-funded by Arts Council England, National Lottery Heritage Fund and Torbay Council. No appointment could be made. The review brief was re-issued in March 2025 with the contract to start in May 2025. This review will inform the new Culture Strategy for Torbay.
- There have been 13 new occupants at the hostel in quarter 4. Total number of placements provided to different individuals over the year (BP32) was at 82 against a target of 87. This is slightly **below target**, but improved since 2023/24. Performance has not been maintained due to the lack of move-on capacity and ability to access affordable and appropriate accommodation both in social housing and the private rented sector. Similarly the average length of stay at the hostel (BP33) is **much worse than target** at 238 days (target 150 days). The average length of stay has increased due to the lack of move-on accommodation rather than a person's ability to move-on. Plans are being developed to facilitate this though additional support giving landlords confidence to accept clients, although move-on accommodation remains a considerable challenge due to lack of availability. Plans are also being developed to provide a supported pathway to facilitate move on.
- Capital monies spent on flood alleviation and coastal protection schemes (BP54) was much worse than the target of £1,500,000 at £1,273,030. This is due to delays in awarding the Paignton and Preston Coastal Defence scheme and as yet we have still not received grant aid funding from the Environment Agency for three flood alleviation schemes. As a result, we are showing a lower overall spend for this financial year than predicted.

Appendix 3: Economic Growth Summary Report

This summary report highlights progress against the projects and milestones within the Council Business Plan and the agreed performance indicators for Quarter 4 of 2024/2025 for the Economic Growth theme.

Projects		Milestones due to be completed	Overall progress	Performance indicators
Quarter 4			On Track	Quarter 4
4 projects = 80.0% On track		19 milestones = 82.6% Achieved		61.5% On or above target
Direction of travel since Q3				Direction of travel since Q3
 Q3 80.0% On track	 Q3 68.8% Achieved			 Q3 75.0% On or above target

Overview of achievements this quarter

- In working to improve the skills and qualifications of our residents, including children and young people:
 - Build Torbay held its second networking event in collaboration with the Council's Commercial Services Team to better link local suppliers with contract opportunities. Further, a Minecraft project was delivered to children in Shipway Primary School to raise awareness and aspirations of careers in construction.
 - The Careers Hub continues to work with secondary schools and employers, raising awareness of local career opportunities. One of EPIC's tenants, QLM, has worked with Spires College to embed the work they do into the Geography and Chemistry curriculum. EPIC has also hosted students from different schools across the Bay.
 - Through an extension to UK Shared Prosperity Funding, the Multiply programme has been extended to March 2026.
 - Support has been offered to Children's Services in developing the service level agreement with Devon County Council who are taking over the old Careers South West contract.
- We are continuing to develop and deliver a series of training programmes:
 - We worked with partners to support the delivery of activities during National Apprenticeship Week and co-ordinated a virtual assembly which reached hundreds of students.
 - A UK Shared Prosperity Fund celebration event was held end of March to showcase the impact of some of the funded projects.

- As the current UK Shared Prosperity Fund programme came to an end, the programme for 2025/26 was established. This is now being administered the Devon and Torbay Combined County Authority.
- The draft Local Transport Plan with Devon County Council report was endorsed by the Cabinet in March 2025. It will now be considered by the Devon and Torbay Combined County Authority in May 2025. The installation of electric vehicle charging points has taken place in the Council car parks outstanding connection issues resolved. Stagecoach have received further Government monies to electrify the remaining six buses in their fleet. This is in addition to the previous award for 49 of their fleet.
- In creating more full-time job opportunities in Torbay:
 - A revised proposal for the Enterprise Development Fund has been submitted and is awaiting approval.
 - A revised Economic Growth Action Plan has been prepared and is awaiting approval.
 - Creative UK has confirmed further funding is available to support start up and growing creative businesses. A new Creative Industries Group has been established to explore the growth needs of the sector (similar to the Hi-Tech Cluster).
 - Holiday Activities and Food programme funding is continuing for 2025/26, a new project lead is in place and activities delivered over the Easter holidays. We are continuing to support providers to become Ofsted registered and to link with the wraparound project. The Youth Justice Service is exploring positive disruptions activities for the holidays. The Elective Home Education service is to continue to provide activities for the holidays.
- The performance indicators which are performing on target or better than target are:
 - BP78 - Number of people supported through Multiply programme at 231.
 - BP79 – Percentage of adults with a learning disability in paid employment at 6.6%.
 - BP80 - the number of secondary schools engaged with business (Voluntary Enterprise Advisers) at 100%.
 - BP84 - Number of people achieving a new qualification, licence or skill at 171
 - BP89 - the number of electric buses in service is 0.
 - BP91 – Occupancy rate of Council-let estate 89.2%.
 - BP92 - Occupancy rate of at the Electronics and Photonics Innovation Centre 100%.
 - BP97 - Number of individuals attending inclusive growth events delivered or commissioned by the Council is 499.

Key challenges

- We are working to develop the local economy so it is growth focused, sustainable and thriving. We are continuing to work with businesses in the Hi-Tech Cluster and the local universities to attract graduates and deliver business support programmes. A new business support model has been developed for 2025/26 and will be funded through UK Shared Prosperity Fund. However, the location for the Technology Park has not been agreed with two sites now being considered. The accommodation for the Brixham Fish Market is intrinsically linked to the Technology Park as both are part of a package bid for Levelling Up Fund 3.

- The milestone relating to young people with SEND and/or who are also care experienced accessing work experience, internship and apprenticeships has not yet been achieved.
- The performance indicators which are under performing and worse or much worse than target are:
 - CP14 – Percentage of former cared for children who are now aged 19-21 and in employment, education or training (current performance 53% compared to the target of 71%). We are aspirational for our care experienced young people and our target reflects this. We are working across Council directorates to look at internships and apprenticeships with support from HR colleagues.
 - CP15 - Local bus and light railway passenger journeys originating in the authority area. We set an aspirational 10% (approx) increase as the covid impact continued to fall away. However, a lack of progress in our scheme delivery with at stop information, works on site at both Torquay Harbour and Windy Corner having a considerable impact on bus reliability, and the ending of the £2 fare cap have all conspired over the course of the last 12 months to hamper our progress - in 2025/26 we also didn't have a part of Easter, with higher Q4 2023/24 numbers due in part to that as well. Looking ahead, we expect to deliver the at stop information, and the introduction of brand new, electric, buses to the Stagecoach fleet will substantially improve the quality offer.
 - BP85 – The number of employed people undertaking training was 99 compared to the target of 240. The target was intended to be for the life of the contract which runs until the end of March 2026 and is therefore a two year target set for the delivery provider. It will be adjusted for 2025/26.
 - BP86 – The number of people supported into work was 88 compared to the target of 130. It has been underachieved mainly due to the Focus Forward programme (employability programme for economically inactive people over 25) having only achieved 24 outputs for this KPI as opposed to the 100 profiled. This programme has been successful in terms of the numbers of people they are seeing on a quarterly basis (programme has supported 244 over the last 12 months which is only 6 below target) but due to the broad spectrum of challenges the economically inactive cohort typically face (mental health, physical health, trauma, debt, chaotic lifestyle etc.) it is taking up to 6 months or more for people to get through the programme and be 'work ready', before they then start to look for and secure a job. It is worth noting that although only 10% of participants have found employment, over 100 of them have pursued further education or training opportunities. With 6 months left of the programme, we are optimistic these numbers have time to improve.
 - BP87 – the number of electric vehicle charging points installed on Council- owned land is 16 compared with a target of 24. Delays in finalising leases and delivery on site have meant the actual to date figure for the number of electric vehicle charging points installed on Council owned land, is below the expected target. These are however due to be completed in the coming months.

Risks to non-delivery

- No specific risks identified for this theme

Community and People

Community and Corporate Plan Indicators

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status													2024/25 Actual to date	DOT
CP01	Percentage of Resident's Satisfaction Survey respondents who feel very or fairly safe in their local area after dark (2 yrs)	It's better to be high	35%	Data Not Due	-	Data Not Due Until 2025/26												Data Not Due	
CP02	Percentage of Resident's Satisfaction Survey respondents who feel very or fairly safe in their local area during the day (2 yrs)	It's better to be high	60%	Data Not Due	-	Data Not Due Until 2025/26												Data Not Due	
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	2024/25 Actual to date	DOT
CP03	Rate per 10,000 children of cared for children at the end of the period (monthly)	It's better to be low	118	115	On target	119	118	116	116	115	114	112	111	112	112	113	111	111	↑
Code	Title	Polarity	2019	Target	Current Status													2024/25 Actual to date	DOT
CP04	Percentage of the Torbay child population living in one of the 20% most deprived areas (5 yrs)	It's better to be low	30.1%	Monitoring only	Monitoring only	Data Not Due Until Late 2025												Data Not Due	
Code	Title	Polarity	2018/22	Target	Current Status	2019-23												2024/25 Actual to date	DOT
CP05	Differential in life expectancy in most deprived ward from least deprived ward (annual)	It's better to be low	Males –11 yrs Females -6 yrs	Monitoring only	Monitoring only	Males - 10 yrs Females - 5 yrs												Data Not Due	
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status													2024/25 Actual to date	DOT
CP06	Percentage of Resident's Satisfaction Survey respondents who feel very or fairly strongly that they belong to their local area (2 yrs)	It's better to be high	66%	Data Not Due	-	Data Not Due Until 2025/26												Data Not Due	
Code	Title	Polarity	2020/22	Target	Current Status	2021-23												2024/25 Actual to date	DOT
CP07	Directly age standardised suicide rate per 100,000 for Torbay (annual)	It's better to be low	16.6	Monitoring only	Monitoring only	12.5												Data Not Due	

There have been very significant coroner delays during 2023 that have led to a large artificial fall in the number of suicide registrations during 2023 for Torbay.

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

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25				2024/25 Actual to date	DOT
BP01	Percentage of people that describe Torbay as Safe and Welcoming (Annual Visitor Survey)	It's better to be high	N/A	Baseline	-	Data not yet available				Data Not Available	
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
BP02	Number of fixed penalty notices issued by SWISCo's Enforcement Team (quarterly)	It's better to be high	N/A	Baseline	-	0	0	41	100	141	N/A
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25				2024/25 Actual to date	DOT
BP03	Number of residents signing up to Residents' Discount Scheme per year (annual)	It's better to be high	N/A	Baseline	-	1,749				1,749	

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

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	2024/25 Actual to date	DOT
BP04	Percentage of contacts to Children's Services progressing to early help services in the period (monthly)	It's better to be high	31%	35%	Much worse than target	26%	29%	24%	28%	24%	21%	22%	11%	24%	24%	20%	21%	24%	↓
BP05	Annualised rate per 10,000 children of referrals to Children's Services in the period (monthly)	It's better to be low	745	755	Better than target	941	836	846	737	494	732	594	542	504	751	665	789	702	↑
BP06	Percentage of referrals in the period that were previously open to Children's Services within the last 12 months (monthly)	It's better to be low	27%	23%	Worse than target	19%	27%	27%	21%	31%	37%	17%	24%	23%	18%	34%	19%	25%	↑
BP07	Percentage of cared for children in the period with three or more placements in the last 12 months (monthly)	It's better to be low	18%	14%	Much worse than target	18%	18%	18%	17%	16%	18%	18%	19%	18%	19%	16%	16%	16%	↑

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	2024/25 Actual to date	DOT
BP08	Percentage of cared for children aged 15 or under at the end of the period who have been cared for children for 2.5 years or more, who have been in the same placement for two years or more, or who are currently placed for adoption and their current and previous placement totals two years or more (monthly)	It's better to be high	66%	66%	On target	66%	66%	65%	64%	64%	63%	60%	60%	63%	63%	65%	64%	64%	↓
BP09	Annualised rate per 10,000 children of children becoming cared for in the period (monthly)	It's better to be low	29	28	Much worse than target	38	19	29	67	33	24	29	38	57	33	48	10	35	↓
BP10	Number of requests for new Education Health and Care Plan (EHCP) assessments (YTD) (monthly)	N/A	333	Monitoring only	Monitoring only	22	32	18	41	10	9	22	16	24	25	7	7	233	N/A

BP4 - This KPI is at 23% YTD. There is a need to factor in the diversion of contacts direct to Early Help via the portal which went live in May 2024, therefore directing work directly to Early Help rather than through a contact in the MASH which is distorting the measure. There is an increased proportion of work at universal and universal plus offer via the Family Hubs (the amount of work now moving through the Family Hubs has increased significantly as evidenced by BP11). We will continue to monitor during the year. BP6 - Our target is 23%, which is aligned to our statutory neighbours and national benchmarking. Although very slightly above target for the year to date, we are assured that the right children are receiving statutory services. A specific piece of deep dive analysis is currently underway, agreed through the CCIB, to consider what more can be done as a partnership to reduce re-referral rates. However, to note in Quarter 3 our re-referral rate was significantly reduced and is more aligned to our target BP7 - We are impacted due to a small number of children moving as providers struggle to meet the complex needs and give notice resulting in unregulated provision being used. BP9 - The monthly annualised rate fluctuates dependent on the plans for individual children and the acceptance of NTS referrals in relation to UASC. As evidenced by CP3, there is a continued reduction in terms of the overall numbers and rate of cared for children.

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
BP11	Number of those receiving support via the Family Hubs (quarterly)	It's better to be high	32,690	35,000	Much better than target	10,120	12,142	10,587	8,438	41,287	↑

Priority C3: Ensure early intervention is effective and targeted

Code	Title	Polarity	2022/23	Target	Current Status	2023/24	Actual to date	DOT
BP12	Percentage of physically inactive adults (annual)	It's better to be low	24.1%	Monitoring only	Monitoring only	Data not yet available	Data Not Available	N/A

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
BP13	The estimated proportion of people who are dependent on opiates and/or crack cocaine, not in the treatment system (quarterly)	It's better to be low	45%	43%		44.4%	45.2%	49.5%	Data not yet available	Data Not Available	N/A
BP14	The estimated proportion of people who are dependent on alcohol, not in the treatment system (quarterly)	It's better to be low	59%	57%		58.2%	59.1%	61.8%	Data not yet available	Data Not Available	N/A
BP15	Treatment progress measure (all substances) – showing substantial progress (quarterly)	It's better to be high	48%	48%		46%	45%	45%	Data not yet available	Data Not Available	N/A

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

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	2024/25 Actual to date	DOT
BP16	Percentage of clients receiving Direct Payments (monthly)	It's better to be high	19.2%	21.0%	Much worse than target	19.1%	18.7%	18.9%	18.7%	18.7%	18.5%	18.7%	18.2%	17.9%	17.9%	18.1%	18.2%	18.2%	↓

A full review of Direct Payments has been completed in 2024/25 with revised guidance and simplified processes. Staff training is underway to encourage staff to promote Direct Payments.

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status													2024/25 Actual to date	DOT
BP17	Percentage of adult carers reporting as much contact as they would like (2 yrs)	It's better to be high	29.8%	Data Not Due	-	Data Not Due Until 2025/26												Data Not Due	
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25												2024/25 Actual to date	DOT
BP18	Percentage of adult social care users who have as much contact as they would like (annual)	It's better to be high	47.7%	47.2%		Data not yet available												Data Not Available	N/A

Priority C5: Provide clear signposting for those needing our help

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	2024/25 Actual to date	DOT
BP19	Average customer wait time when contacting Customer Services by phone (monthly)	It's better to be low	4 mins 28 seconds	5 mins	Much worse than target	00:05:17	00:05:23	00:05:00	00:09:42	00:09:31	00:10:03	00:06:24	00:06:29	00:04:51	00:03:26	00:02:11	00:03:06	00:05:40	↓
<p>Performance in Q4 was by far the best year to date. Average Wait Time for calls to be answered' in Q4 was 2 minutes 54 seconds, achieving and surpassing target of 5 minutes. For context, Q4 was the highest period for 'Calls that successfully queued for the Call Centre' and also the highest period for 'Call answered by Call Centre once queued'.</p> <p>Recruitment to vacant posts in December has assisted to bolster call handling resources in Q4 and 2 x agency staffing resource has also been utilised from late February using in-year vacancy management funding and will be in place until the end of April to help manage increased call volumes during this busiest time of the year.</p> <p>The ongoing schedule of Council Tax & NNDR debt recovery postings, which negatively impacted performance in Q2, continued within Q3 & Q4. However, the concentration of postings has reduced and through positive engagement with the back-office teams, new service delivery initiatives have been implemented and additional call handling resource provided to the Call Centre to assist during periods of responsive call demand from these postings. All of these measures combined have improved performance over the past 3 months and bode well looking forward to 2025/26.</p> <p>The overall target of 5 minutes was not attained within 2024/25 with the end of year performance recording an 'Average Wait Time for calls to be answered' of 5 minutes 40 seconds. However, it is important to recognise that this 'year in total' performance was severely compromised throughout Q2 by levels of excess, responsive call demand that was beyond call handling resource levels to successfully absorb.</p> <p>The sharp increase in calls received within Q2 was a direct impact from the very high levels of debt recovery and single person discount review postings issued by the Corporate Debt and Council Tax Service areas. As explained above, since Q3, considerable work has been undertaken to implement new initiatives and working practices which assist to reduce levels of failure demand impacting on the Call Centre. Now these measures have been applied by the back-office teams, it will hopefully prevent this experience being repeated in 2025/26 and will support improvement in performance and customer experience. It is recognised that further work is required to enable one and done process, the call centre however also supports 12 other service functions which has reduce waiting times as a result.</p> <p>The monthly Power-BI dashboard measuring performance is being enhanced and is at demo stage to present daily data analysis. This should be fully integrated by end of April / early May and available to all service managers that the call centre supports.</p>																			

Priority C6: Support and encourage community action

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
BP20	Percentage of Community Ward Fund spent (quarterly)	It's better to be high	74.64%	80.00%	Much worse than target	0.0%	3.0%	17.6%	51.8%	51.8%	↓
<p>Not all councillors have requested to use all of their allocated funds. Some have partially used their funds but the amount committed to projects in 2024/25 has not reached the target. Members are reminded that these funds are available to them. Any unspent funds from the previous year roll over into the next year only.</p>											

Priority C7: Improve wellbeing and reduce social isolation

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
BP21	Torbay Domestic Abuse Service - New placements in the service - Adults (quarterly)	N/A	1,015	Monitoring only	Monitoring only	254	259	257	221	991	↑
BP22	Torbay Domestic Abuse Service - New placements in the service - Number of children who are part of households accessing the service (quarterly)	N/A	797	Monitoring only	Monitoring only	158	182	194	158	692	↑
BP23	Torbay Domestic Abuse Service – Number of Multi Agency Risk Assessment Conference repeat cases within 12 months (quarterly)	N/A	72	Monitoring only	Monitoring only	17	18	22	24	81	↓

Whilst the Domestic Abuse Service continues to see high numbers of referrals, the actual numbers entering the service are 2% (20 adults) and 13% (105) children down on last year. This is most likely attributed to the increasing length of stay in safe accommodation units due to the unaffordability of the private rented sector for many clients and thus waiting for social housing via Devon Home Choice. The service continues to work closely with Housing Options to ensure accurate, timely information is being shared between the two services so that B bandings can be awarded as soon as practicable. Clients are encouraged at all times to seek private rented and options to support with deposits and move on costs explored however it is the ongoing lack of affordability that is challenging. The service (and Housing Options) are also seeing people seeking accommodation citing Domestic Violence (DV) however when risk assessments are carried out there is no DV risk and this appears to be a growing trend since the inception of the Domestic Abuse Act 2021. Such cases are not progressed within the domestic abuse service. MARAC repeat cases remain steady with a slight increase over the last 2 quarters, however are consistent with 2023/24 figures.

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	2024/25 Actual to date	DOT
BP24	Proportion of adults in contact with secondary mental health services who live independently, with or without support (year to month)	It's better to be high	17.60%	18.0%	-	Devon Partnership Trust are no longer reporting this PI as it is no longer in the national framework.												N/A	N/A
BP25	Percentage of people with a learning disability in settled accommodation, with or without support (monthly)	It's better to be high	83.6%	80.0%	Better than target	83.7%	84.0%	84.5%	84.9%	84.7%	84.3%	83.7%	83.9%	84.0%	86.4%	86.3%	86.2%	86.2%	⬆
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25			Quarter 2 2024/25			Quarter 3 2024/25			Quarter 4 2024/25			2024/25 Actual to date	DOT
BP26	Number of concessionary bus journeys (quarterly)	It's better to be high	2,295,672	2,525,239	Much worse than target	589,002			624,684			508,705			499,192			2,221,583	⬇

BP26 - We set an aspirational 10% (approx) increase as the covid impact continued to fall away however there has not been a return in the numbers of older people using buses which is also being observed nationally. A lack of progress in our scheme delivery with at stop information, works on site at both Torquay Harbour and Windy Corner having considerable impact on bus reliability, and the ending of the £2 fare cap have all conspired over the course of the last 12 months to hamper our progress - in 2025/26 we also didn't have a part of Easter, with higher Q4 2023/24 numbers due in part to that as well. Looking ahead, we expect to deliver the at stop information, and the introduction of brand new, electric, buses to the Stagecoach fleet will substantially improve the quality offer.

Pride in Place

Community and Corporate Plan Indicators

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25	2024/25 Actual to date	DOT
CP08	Net additional dwellings (all tenures) completed each year NI154 (annual)	It's better to be high	211	720		Data not available until June/July	Data Not Available	N/A
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25	2024/25 Actual to date	DOT
CP09	Number of Affordable Homes delivered NI155 (annual)	It's better to be high	9	No target set	-	52	52	↑
CP10	Number of new Social Rent Homes completed each year (annual)	It's better to be high	0	Monitoring only	Monitoring only	0	0	↔
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25	2024/25 Actual to date	DOT
CP11	Cultural participation (Arts Council measure) (3 yrs)	It's better to be high	Not Yet Published	Data Not Due	-	Data Not Due Until 2026/27	Data Not Due	
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25	2024/25 Actual to date	DOT
CP12	Percentage of Resident's Satisfaction Survey respondents who very or fairly strongly feel satisfied with their local area as a place to live (2 yrs)	It's better to be high	59%	Data Not Due	-	Data Not Due Until 2025/26	Data Not Due	

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

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
BP27	Average numbers in temporary accommodation on any one night this quarter (quarterly)	It's better to be low	129	125	Much worse than target	145	157	153	172	157	↓
BP28	- With dependents (including pregnant women) (quarterly)	It's better to be low	61	62	Much worse than target	73	69	67	75	71	↓
BP29	- Single households (including childless couples) (quarterly)	It's better to be low	68	63	Much worse than target	72	88	85	97	86	↓
BP30	Number of families in B&B accommodation longer than 6 weeks this quarter (to whom we owe a housing duty) (quarterly)	It's better to be low	0	0	Worse than target	0	0	0	1	1	↓

The service has seen an increase in demand and temporary accommodation numbers have risen this quarter. There has been an increase in domestic abuse presentation, see BP 21 and 22 narrative, and four portfolio landlords are selling their properties, resulting in an influx of presentations. This is considered to be a prelude to the introduction of the Renters Rights Bill in October 25. The owned family units are at capacity and there have been three families placed in B&B, although this was only for a matter of days before they were moved. One family has been in B&B for more than six weeks as they are at risk in Torbay and accommodated elsewhere, the case is being actively managed and a resolution has now been achieved. The team have been brokering alternative arrangements with friends and relatives, without which TA numbers would be even higher. During the course of the year there has been an increasing trend in the number of single individuals presenting as homeless.

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25	2024/25 Actual to date	DOT
BP31	Number of rough sleepers (annual)	It's better to be low	27	27	Worse than target	29	29	↓

The annual count was completed in November 2024 and since verified by government. There was a small increase in the annual count figure for 2024/25. Data is collected monthly and reported to central government on a number of different parameters. In 2024/25 there were between 12 and 31 people sleeping rough on any one night in Torbay. The lowest numbers were experienced in December with the activation of winter provision due to poor weather and Christmas. On average across the year there are 39 different people sleeping rough through the course of a month, showing the changing dynamic of homelessness. Of those rough sleeping 5 were below the age of 25. Over the last 12 month the rough sleeping team have rehouse 111 people directly from the street.

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
BP32	Total number of placements provided to different individuals at the Hostel per annum (quarterly)	It's better to be high	77	87	Worse than target	40 (26 of these were in residence in Q4. Therefore 14 new placements)	55 (15 new placements)	69 (14 new placements)	82 (13 new placements)	82	↑
BP33	Average length of stay at the Hostel (days) (quarterly)	It's better to be low	231	150	Much worse than target	226	223	242	260	238	↓

BP32 provides the total number of placements, this includes those that were previously occupying the Hostel in Q4 (26) in Q1 data. There have therefore been 13 new occupants in Q4, providing accommodation to 82 different people in total in 2024/25, therefore slightly below target, but improved since 2023/24. Performance has not been maintained due to the lack of move on capacity and ability to access affordable and appropriate accommodation both in social housing and private rented sector. Plans are being developed to facilitate this though additional support giving landlords confidence to accept clients, although move on accommodation remains a considerable challenge due to lack of availability. The average length of stay has increased due to the lack of move on accommodation rather than a persons ability to move on. Plans are being developed to provide a supported pathway to facilitate move on.

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
BP34	Percentage of households assessed and owed the main duty (quarterly)	It's better to be low	29%	Monitoring only	Monitoring only	36%	26%	36%	8.0%	65%	↓

Due to the lifespan of a homeless application likely exceeding a quarter, the measure is not taken from the total number of cases taken but from the number of relief duties taken in that quarter that then go on to be owed the main housing duty. Therefore figures have been recalculated. The main housing duty refers to the obligation of local authorities to provide accommodation to individuals who are homeless, eligible for assistance, in priority need, and not intentionally homeless. Q4 is low, not due to change in demand duties owed, but due to the lag period between presentation and decision being made within the statutory times scales. This accounts for the increase post Christmas demand in late January / February. Number are estimated to increase to approximately. Therefore the outturn overall is extended to be very similar to 23/24.

BP35	Percentage of care experienced young people in suitable accommodation (quarterly)	It's better to be high	82%	85%	On target	85%	91%	91%	89%	89%	↑
BP36	Number of requests for assistance from the Housing Standards service (quarterly)	N/A	319	Monitoring only	Monitoring only	81	107	108	104	400	↓
BP37	Number of legal notices served to improve quality of accommodation (quarterly)	N/A	46	Monitoring only	Monitoring only	10	10	13	13	46	↔
SH01	Number of Torbay Council social housing units	It's better to be high	0	11	On target	0	0	11	0	11	↑
SH02	Number of TorVista social housing units	It's better to be high	29	18	On target	0	0	18	0	18	↓
SH03	Total number of help desk calls	N/A	74	Monitoring only	Monitoring only	9	14	20	15	58	↑
SH04	Number of help desk calls not responded to within set timescales	It's better to be low	0	Monitoring only	Monitoring only	0	0	0	0	0	↔
SH05	Percentage of compliance tests completed	It's better to be high	100%	100%	On target	100%	100%	100%	100%	100%	↔
SH06	Number of compliance defects unresolved / outstanding	It's better to be low	0	0	On target	0	0	0	0	0	↔

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

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25	2024/25 Actual to date	DOT
BP38	Total annual footfall in Torquay's Town Centre (annual)	It's better to be high	N/A	Baseline	Monitoring only	10,917,929	10,917,929.00	
BP39	Total annual footfall in Paignton's Town Centre (annual)	It's better to be high	N/A	Baseline	Monitoring only	12,050,637	12,050,637.00	
BP40	Total annual footfall in Brixham's Town Centre (annual)	It's better to be high	N/A	Baseline	Monitoring only	4,633,664	4,633,664.00	

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

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
BP41	Number of events facilitated on Council land (quarterly)	It's better to be high	86	90	On target	39	29	16	5	89	↑
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25				2024/25 Actual to date	DOT
BP42	Number of Arts Council National Portfolio organisations within Torbay (3 yrs)	It's better to be high	2	3		Data not yet available. This is only reviewed every 4 years.				Data Not Available	N/A
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25				2024/25 Actual to date	DOT
BP43	Number of organisations directly promoting Torbay's UNESCO Geopark Status (Partners) (annual)	It's better to be high	39 (13 Core and 26 Associate Partners)	Baseline	-	40				40	↑
BP44	Number of Cultural Organisations recording an annual increase in participation and engagement from previous year (annual)	It's better to be high	N/A	Baseline	-	Data not yet available. It will follow on from the Cultural Infrastructure review.				Data Not Available	N/A

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

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
BP45	Percentage of grass cutting schedule due achieved during the period (quarterly)	It's better to be high	N/A	85%	Much better than target	85%	100%	100%	100.0%	96%	
BP46	Percentage of street sweeping schedule due achieved during the period (quarterly)	It's better to be high	N/A	85%	Much better than target	100%	100%	100%	100.0%	100%	
BP47	Percentage of weed spraying schedule due achieved during the period (quarterly)	It's better to be high	N/A	85%	Worse than target	50%	85%	80%	100.0%	79%	
BP48	Percentage of line marking schedule due achieved during the period (quarterly)	It's better to be high	N/A	85%	Much better than target	100%	100%	100%	100.0%	100%	

BP47 - Due to machinery failure and long lead time for replacements Q1 and much of Q2 spraying was carried out by hand which reduced amount of schedule completed as schedules are based on mechanical application.

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25				2024/25 Actual to date	DOT
BP49	Number of repairs and interventions made to our carriageways and footways (annual)	It's better to be high	6,386	7,663	On target	7,657				7,657	↑
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25				2024/25 Actual to date	DOT
BP50	Percentage of Resident's Satisfaction Survey respondents who feel very or fairly satisfied with the road maintenance services provided by the Council (2 yrs)	It's better to be high	16%	Data Not Due	-	Data Not Due Until 2025/26				Data Not Due	
BP51	Percentage of Resident's Satisfaction Survey respondents who feel very or fairly satisfied with the pavement maintenance services provided by the Council (2 yrs)	It's better to be high	34%	Data Not Due	-	Data Not Due Until 2025/26				Data Not Due	
BP52	Percentage of Resident's Satisfaction Survey respondents who feel very or fairly satisfied with the street cleansing services provided by the Council (2 yrs)	It's better to be high	44%	Data Not Due	-	Data Not Due Until 2025/26				Data Not Due	
BP53	Percentage of Resident's Satisfaction Survey respondents who feel very or fairly satisfied with the parks and green spaces maintained by the Council (2 yrs)	It's better to be high	64%	Data Not Due	-	Data Not Due Until 2025/26				Data Not Due	
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
BP54	Capital monies spent on flood alleviation and coastal protection schemes (quarterly)	It's better to be high	£433,647	£4,000,000	Much worse than target	£196,170	£428,910	£229,590	£418,360	£1,273,030	↑
Expenditure to date is lower than we had predicted. This is due to delays in awarding the Paignton & Preston Coastal Defence scheme. Originally it was planned that this scheme would commence on site before Christmas, however works did not commence on site in 2024/25. The contractor is undertaking contracted design works as part of the scheme. In addition, we have still not as yet received grant in aid approval from the Environment Agency for three flood alleviation schemes which we had hoped would commence detailed design works in November 2024. As a result, we are showing a lower overall spend for this financial year than predicted.											
Code	Title	Polarity	2021	2024/25 Target	Current Status	2022				Actual to date	DOT
BP55	Tonnes of CO2e -Torbay (annual)	It's better to be low	466 kt CO2e	Monitoring only	Monitoring only	New data - 396.7ktCO2 (2022) (* Note previous figure of 466ktCO2e for 2021 includes waste and other GHG emissions. The 2022 new data set does not include this.				396.7kt CO2	↑
Code	Title	Polarity	2022/23 Performance	2024/25 Target	Current Status	2023/24				Actual to date	DOT

BP56	Tonnes of CO2 - Torbay Council operations and services (annual)	It's better to be low	5011 CO2e	TBC	-	Data not yet available	Data Not Available	N/A
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25	2024/25 Actual to date	DOT
BP57	£ secured through various external decarbonisation funds (annual)	It's better to be high	£8.1m	Monitoring only	Monitoring only	Secured £20,000 from the Local Net Zero Fund (July 2024). Bid for Round 4 of the Public Sector Decarbonisation Scheme funding. The bid is to replace end of life gas boilers with new air source heat pumps for Sherwell Valley Primary School (October 2024). Torbay, as part of the wider Energy Saving Devon Partnership will receive a share of the successful £5.3m funding bid. This funding will enable energy efficiency measures to be delivered under the Warm Homes-Local Grant.	£5,320,000	↓
Code	Title	Polarity	2023	2024/25 Target	Current Status	2024	Actual to date	DOT
BP58	Number of people killed or seriously injured on Torbay's roads (annual)	It's better to be low	52	47	Much better than target	36 (Provisional data subject to validation with Department for Transport)	36 (Provisional data)	↓

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

No KPIs

Priority P6: Improve the delivery of our planning service

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
Major planning applications	BP59 Average number of days taken to validate from when required information is received (quarterly)	It's better to be low	12.78	5	Worse than target	6.00	3.67	17.00	5.00	5.50	↑
	BP60 % Determined within timescales (including extensions of time) (quarterly)	It's better to be high	73.91%	80.00%	Much worse than target	75.00%	71.43%	75.00%	33.33%	66.67%	↓
	BP61 % Determined within timescales (without extensions of time) (quarterly)	It's better to be high	4.35%	30.00%	Much worse than target	50.00%	0.00%	25.00%	0.00%	16.67%	↑
	BP62 Number of appeals (quarterly)	It's better to be low	0	Monitoring only	Monitoring only	0	1	1	0	2	↓
	BP63 % of appeals allowed (upheld in the applicant's favour) (quarterly)	It's better to be low	N/A	30.00%	Much worse than target	No major appeals this quarter	100%	0.00%	No major appeals this quarter	50%	↓

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
Minor planning applications	BP64 Average number of days taken to validate from when required information is received (quarterly)	It's better to be low	12.13	5	Much worse than target	10.00	8.24	9.04	9.29	9.89	↑
	BP65 % Determined within timescales (including extensions of time) (quarterly)	It's better to be high	76.13%	80.00%	On target	92.86%	88.33%	70.59%	68.57%	82.25%	↑
	BP66 % Determined within timescales (without extensions of time) (quarterly)	It's better to be high	41.15%	45.00%	Worse than target	45.24%	50.00%	41.18%	25.71%	42.01%	↑
	BP67 Number of appeals (quarterly)	It's better to be low	30	Monitoring only	Monitoring only	5	6	5	2	18	↑
	BP68 % of appeals allowed (upheld in the applicant's favour) (quarterly)	It's better to be low	16.67%	30.00%	Better than target	60.00%	33.33%	0%	0.00%	27.78%	↓
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
Other planning applications	BP69 Average number of days taken to validate from when required information is received (quarterly)	It's better to be low	12.83	5	Much worse than target	8.57	9.08	7.77	9.29	10.42	↑
	BP70 % Determined within timescales (including extensions of time) (quarterly)	It's better to be high	83.37%	88.00%	Much worse than target	81.25%	74.77%	76.19%	67.01%	75.00%	↓
	BP71 % Determined within timescales (without extensions of time) (quarterly)	It's better to be high	47.29%	55.00%	Much worse than target	48.21%	45.95%	32.38%	23.71%	38.08%	↓
	BP72 Number of appeals (quarterly)	It's better to be low	33	Monitoring only	Monitoring only	9	11	11	6	37	↓
	BP73 % of appeals allowed (upheld in the applicant's favour) (quarterly)	It's better to be low	36.36%	30.00%	Much worse than target	33.33%	27.27%	54.55%	50.00%	43.24%	↓
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
Number of enforcement cases live	BP74 Notices issued (during the quarter) (quarterly)	It's better to be high	15	Monitoring only	Monitoring only	1	4	4	2	11	↓
	BP75 Cases closed (during the quarter) (quarterly)	It's better to be high	206	Monitoring only	Monitoring only	25	40	72	125	262	↑
	BP76 Cases opened (during the quarter) (quarterly)	It's better to be low	297	Monitoring only	Monitoring only	81	60	52	65	258	↑
	BP77 Open cases as at the last day of the quarter (quarterly)	It's better to be low	586	450	Much worse than target	640	664	648	590	590	↓

The use of the new Power BI dashboard for Development Management is used daily to monitor and manage the performance of the team. A new, updated Phase II version will be available by the end of May. The performance culture is embedded in the team - this is a direct outcome of the Service Fit For The Future project. The stretched targets have been set for the processing of major, minor and other applications. The targets have been set based on the median performance of Local Authorities in our CIPFA comparator group and Devon Local Authorities. Major applications - We receive very few major applications during the year, around 12-15. One application with issues spiked Q3 and then Q4, otherwise we would have exceeded the target. We have brought each Principal Officer's caseload down to a much more focused level by clearing out old applications with historic issues. Clearing these caseloads impacts on the figures. We've taken huge strides in validation, returning applications if they don't meet the standard. BP59 is closer to the target and improvements are being made. Appeals have been finely balanced with some spilt decisions and those which were allowed, made reference to the Council's high standards of design through local policy. There has been significant progress with Planning Enforcement. Recently three enforcement appeals have been dismissed which is a clear indication we are making the right decisions. A second Senior Planning Enforcement Officer post has been filled. The new Enforcement Policy and proactive approach from both existing officers to close cases is having a positive impact on reducing numbers. Theme based investigation of historic cases led to 77 closures in April. In summary, the last 12 months have seen a major shift on how Officers manage their caseloads, we have attracted new staff and retained existing. We have seen two colleagues promoted from Officer to Principal/Senior.

No KPIs

Economic Growth

Community and Corporate Plan Indicators

Code	Title	Polarity	2023	2024/25 Target	Current Status	2024													Actual to date	DOT
CP13	Percentage of people in Torbay who are economically active (aged 16 to 64) (annual)	It's better to be high	75.70%	Monitoring only	Monitoring only	79.4%													79.4%	⬆️
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	2024/25 Actual to date	DOT	
CP14	Percentage of former cared for children who are now aged 19-21 and in employment, education training (EET) (monthly)	It's better to be high	55%	71%	Much worse than target	55%	56%	57%	57%	57%	56%	57%	55%	57%	53%	53%	53%	53%	⬇️	
CP14 - CPs are aspirational for our care experienced young people and our target reflects this. We are working across Council directorates to look at internships and apprenticeships with support from HR colleagues. It is worth noting that the December 2024 figure of 57% is in line with national comparators and above statistical neighbours, at 56% and 47% respectively.																				
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25 Performance													2024/25 Actual to date	DOT
CP15	Local bus and light railway passenger journeys originating in the authority area NI177 (annual)	It's better to be high	5,957,370	6,559,801	Much worse than target	5,569,205													5,569,205	⬇️
CP15 - We set an aspirational 10% (approx) increase as the covid impact continued to fall away. However, a lack of progress in our scheme delivery with at stop information, works on site at both Torquay Harbour and Windy Corner having a considerable impact on bus reliability, and the ending of the £2 fare cap have all conspired over the course of the last 12 months to hamper our progress - in 2025/26 we also didn't have a part of Easter, with higher Q4 2023/24 numbers due in part to that as well. Looking ahead, we expect to deliver the at stop information, and the introduction of brand new, electric, buses to the Stagecoach fleet will substantially improve the quality offer.																				

Code	Title	Polarity	2023	2024/25 Target	Current Status	2024	Actual to date	DOT
CP16	Employment by occupation: Group 1-3: Managers, Directors and Senior Officials; Professional Occupations; Associate Professional Occupations (annual)	It's better to be high	42.8%	Monitoring only	Monitoring only	41.4%	41.4%	↓
CP17	Employment by occupation: Group 4-5: Administrative & Secretarial Occupations; Skilled Trades Occupations (annual)	It's better to be high	21.1%	Monitoring only	Monitoring only	23.0%	23.0%	↑
CP18	Employment by occupation: Group 6-7: Caring, Leisure and Other Service Occupations; Sales and Customer Service Occupations (annual)	It's better to be high	17.6%	Monitoring only	Monitoring only	18.5%	18.5%	↑
CP19	Employment by occupation: Group 8-9: Process Plant & Machine Operatives; Elementary Occupations (annual)	It's better to be high	18.5%	Monitoring only	Monitoring only	17.1%	17.1%	↓
Code	Title	Polarity	As At 31/03/2024	Target	Current Status	31/03/25	Actual to date	DOT
CP20	National Non Domestic Rates – Total number of occupied hereditaments (premises) (annual)	It's better to be high	5,025	Monitoring only	Monitoring only	4,873	4,873	↓
CP21	National Non Domestic Rates – Total number of void hereditaments (premises) (annual)	It's better to be low	567	Monitoring only	Monitoring only	659	659	↓

Code	Title	Polarity	2022	Target	2022 Target	2023												Actual to date	DOT
CP22	Gross Value Added per hour worked (annual)	It's better to be high	£27.10	Monitoring only	Monitoring only	Not Yet Published												Data Not Available	N/A
CP23	Gross Value Added per filled job (annual)	It's better to be high	£39,282.10	Monitoring only	Monitoring only	Not Yet Published												Data Not Available	N/A
Code	Title	Polarity	2023 Performance	2024/25 Target	Current Status	2024 Performance												2024 Actual to date	DOT
CP24	Earnings by Torbay Residence (Gross weekly pay - Full time workers) (annual)	It's better to be high	£574.90	Monitoring only	Monitoring only	£632.50												£632.50	↑
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25 Performance												2024/25 Actual to date	DOT
CP25	Percentage of people in Torbay in employment (aged 16 to 64) (annual)	It's better to be high	74.1%	Monitoring only	Monitoring only	Not Yet Published												Data Not Available	N/A
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25 Performance												Actual to date	DOT
CP26	Percentage of Torbay population with full time jobs (annual)	It's better to be high	Not Yet Published	Monitoring only	Monitoring only	Not Yet Published												Data Not Available	N/A
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	2024/25 Actual to date	DOT
CP27	Out of Work Benefits Claimant Count (monthly)	It's better to be low	3.4%	Monitoring only	Monitoring only	3.3%	3.2%	3.2%	3.4%	3.3%	3.3%	3.2%	3.2%	3.2%	3.4%	3.6%	Not Yet Published	Data Not Available	N/A
						2,660	2,585	2,530	2,680	2,630	2,640	2,560	2,545	2,570	2,740	2,885	Not Yet Published		

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

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25			Quarter 2 2024/25			Quarter 3 2024/25			Quarter 4 2024/25			2024/25 Actual to date	DOT		
BP78	Number of people supported through Multiply programme (quarterly)	It's better to be high	437	190	Much better than target	59			40			62			66			231	⬇️		
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	2024/25 Actual to date	DOT		
BP79	Percentage of adults with a learning disability in paid employment (monthly)	It's better to be high	6.3%	5.5%	Much better than target	5.9%	5.9%	5.7%	5.5%	5.5%	5.7%	5.7%	5.7%	5.8%	6.6%	6.6%	6.6%	6.6%	⬆️		
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25			Quarter 2 2024/25			Quarter 3 2024/25			Quarter 4 2024/25			2024/25 Actual to date	DOT		
BP80	Number of secondary schools engaged with business (Voluntary Enterprise Advisers) (quarterly)	It's better to be high	93.0%	100%	On target	100%			100%			100.0%			100.0%			100%	⬆️		
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25														2024/25 Actual to date	DOT
BP81	Percentage of pupils achieving a 9 to 5 pass in English and Maths (annual)	It's better to be high	48.90%	Monitoring only	Monitoring only	51.20%														51.20%	⬆️
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25			Quarter 2 2024/25			Quarter 3 2024/25			Quarter 4 2024/25			2024/25 Actual to date	DOT		
BP82	Proportion of 16 - 17 year olds who were not in education, employment or training (NEET) (quarterly)	It's better to be low	4.4%	Monitoring only	Monitoring only	4.9%			4.7%			3.0%			Not available until May 2025			Data Not Available	N/A		
Code	Title	Polarity	2023	Target	Current Status	2024														Actual to date	DOT
BP83	Percentage of people in Torbay that hold an NVQ 4+ qualification (annual)	It's better to be high	22%	Monitoring only	Monitoring only	Data not yet available														Data Not Available	N/A

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

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
BP84	Number of people achieving a new qualification, licence or skill (quarterly)	It's better to be high	N/A	150	Much better than target	0	10	67	94	171	N/A
BP85	Number of employed people undertaking training (quarterly)	It's better to be high	N/A	240	Much worse than target	0	10	32	57	99	N/A
BP86	Number of people supported into work (quarterly)	It's better to be high	N/A	130	Much worse than target	19	24	24	21	88	N/A

All three of the above projects are linked to our UK Shared Prosperity Fund programme that started April 2024.

BP85: The 2024/25 target of 240 is an overall target for the life of the contract which runs until the end of March 2026, therefore a two year target set for the delivery provider. The target will be adjusted for 2025/26.

BP86 has been underachieved mainly due to the Focus Forward programme (employability programme for economically inactive people over 25) having only achieved 24 outputs for this kpi as opposed to the 100 profiled. This programme has been successful in terms of the numbers of people they are seeing on a quarterly basis (programme has supported 244 over the last 12 months which is only 6 below target) but due to the broad spectrum of challenges the economically inactive cohort typically face (mental health, physical health, trauma, debt, chaotic lifestyle etc.) it is taking up to 6 months or more for people to get through the programme and be 'work ready', before they then start to look for and secure a job. It is worth noting that although only 10% of participants have found employment, over 100 of them have pursued further education or training opportunities. With 6 months left of the programme, we are optimistic these numbers have time to improve.

Priority E3: Improve transport links to and within Torbay

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25	2024/25 Actual to date	DOT
BP87	Number of electric vehicle charging points installed on Council-owned land (annual)	It's better to be high	0	24	Much worse than target	16	16	↑
BP88	Number of electric vehicles registered in Torbay (annual)	It's better to be high	810	Monitoring only	Monitoring only	Data not due until July 2025	Data Not Available	N/A
BP89	Number of electric buses in service (annual)	It's better to be high	0	0	On target	0	0	↔

BP87 - Delays in finalising leases and delivery on site have meant the actual to date figure for the number of electric vehicle charging points installed on Council owned land, is below the expected target. These are however due to be completed in the coming months.

BP88 - Data for 2023/24 performance has been revisited and amended. Quarter 2 data is at 972 which is already an increase on the previous year.

Priority E4: Develop a year-round economy




Code	Title	Polarity	2023	Target	Current Status	2024	Actual to date	DOT
BP90	Number of visitors to Torbay (annual figure) (annual)	It's better to be high	3,768,500	Monitoring only	Monitoring only	Not Yet Published	Data Not Available	N/A

Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
BP91	Occupancy rate of Council let Estate (Inc former TDA Estate) (quarterly)	It's better to be high	90.0%	90.0%	On target	92.5%	89.8%	88.5%	86.0%	89.2%	↓
BP92	Occupancy rate at Electronics & Photonics Innovation Centre (EPIC) (quarterly)	It's better to be high	95.0%	80.0%	Much better than target	100%	100%	100%	100%	100%	↑
Priority E5: Increase the amount of full-time employment opportunities within Torbay											
Code	Title	Polarity	2023 Performance	2024/25 Target	Current Status	2024 Performance				2024/25 Actual to date	DOT
BP93	Earnings by Torbay Workplace (Gross weekly pay - Full time workers) (annual)	It's better to be high	£543.30	Monitoring only	Monitoring only	£608.10				£608.10	↑
BP94	Percentage of Torbay unemployed (annual)	It's better to be low	2.8%	Monitoring only	Monitoring only	Not Yet Published				Data Not Available	N/A
Code	Title	Polarity	2023	2024/25 Target	Current Status	2024				2024/25 Actual to date	DOT
BP95	Births of new enterprises (new enterprise start-ups) (annual)	It's better to be high	10.1%	Monitoring only	Monitoring only	Not Yet Published				Data Not Available	N/A
BP96	Deaths of enterprises (enterprises ceasing to exist) (annual)	It's better to be low	11.2%	Monitoring only	Monitoring only	Not Yet Published				Data Not Available	N/A
Priority E6: Focus on inclusive growth, with opportunities which benefit everyone											
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	Quarter 1 2024/25	Quarter 2 2024/25	Quarter 3 2024/25	Quarter 4 2024/25	2024/25 Actual to date	DOT
BP97	Number of individuals attending inclusive growth events delivered or commissioned by the Council (quarterly)	It's better to be high	112	115	Much better than target	82	116	95	206	499	↑
Code	Title	Polarity	2023/24 Performance	2024/25 Target	Current Status	2024/25				2024/25 Actual to date	DOT
BP98	The percentage of total Council spend on goods and services from local businesses based in Torbay (annual)	It's better to be high	45.5% (Draft)	TBC		Data not yet available				Data Not Available	

Glossary of Terms

ASB	Anti-Social Behaviour	NBV	New Birth Visit
ASC	Adult Social Care	NEET	Not in Education, Employment or Training
BID	Business Improvement District	NHSE	NHS England
CCIB	Children's Continuous Improvement Board	NTE	Night Time Economy
CH	Community Hub	NTS	National Transfer Scheme
CIC	Community Interest Company	Ofsted	Office for Standards in Education
CN	Carbon Neutral	OLPO	Online protection officer
CRM	Customer Relationship Management (system)	OPCC	Office of the Police and Crime Commissioner
CSC	Children's Social Care	PCN	Primary Care Network
CWB	Community Wealth Building	PH	Public Health
DASV	Domestic Abuse and Sexual Violence	PSDF	Public Sector Decarbonisation Fund
DASVEG	Domestic Abuse and Sexual Violence Executive Group	RP	Registered Providers
DBS	Disclosure and Barring Service	RSA	Requests for Statutory Assessment
DCC	Devon County Council	RSI	Rough Sleeping Initiative
DCS	Director of Children's Services	SEN	Special Educational Needs
DHP	Discretionary Housing Payments	SEND	Special Educational Needs and Disability
DLUHC	Department for Levelling Up, Housing and Communities	SLA	Service Level Agreement
DM	Development Management	SME	Small to medium-sized enterprise
DMP	Destination Management Plan	SN	Statistical Neighbours
DOT	Direction of travel	SW	South West
ECH	Extra Care Housing	SWEP	South West Emergency Protocol
EET	Employment, Education or Training	TA	Temporary Accommodation
EH	Early Help	TBC	To be confirmed
EHCP	Education, Health and Care Plan	TCCT	Torbay Coast and country trust
EPIC	Electronics & Photonics Innovation Centre (at White Rock Business Park)	TCDT	Torbay Community Development Trust
ERBID	English Riviera Business Improvement District	TCEAP	Torbay Climate Emergency Action Plan
ERBIDCo	English Riviera BID Company	TDA	Torbay Development Agency
ERDMP	English Riviera Destination Management Plan	TDAS	Torbay Domestic Abuse Service
EV	Electric Vehicle	TSDFT	Torbay and South Devon (NHS) Foundation Trust
FTE	Full Time Equivalent	TUPE	Transfer of Undertakings (Protection of Employment)
GWR	Great Western Railway	UASC	Unaccompanied Asylum Seeking Children
HotSW	Heart of the South West (Local Enterprise Partnership)	UKSPF	UK Shared Prosperity Fund
HSF	Housing Support Fund	UNESCO	United Nations Educational, Scientific and Cultural Organization
HWRC	Household Waste Recycling Centre	VAWG	Violence against women and girls
ICO	Integrated Care Organisation	VS	Voluntary Sector
IMO	Interim Management Orders	VCSSES	Voluntary, community and social enterprise sector
JD/PS	Job Description / Person Specification	WSOA	Written Statement of Action
JTAI	Joint Targeted Area Inspection	YP	Young People
LA	Local Authority	YTD	Year to date
LCWIP	Local Cycling and Walking Infrastructure Plan		
LEP	Local Enterprise Partnership		
LGA	Local Government Association		
LPA	Local Planning Authority		
MARAC	Multi Agency Risk Assessment Conference		
MASH	Multi Agency Safeguarding Hub		
MCN	Multiple Complex Needs		
MH	Mental Health		
MHCLG	Ministry of Housing, Communities & Local Government		
MOU	Memorandum of Understanding		
N/A	Not applicable		

Direction of Travel looks at **Actual to Date** performance against **Actual to Date** performance in the previous year (so you can tell easily if there is an improved position to date compared to this time last year).

	Improvement in performance
	Decline in performance
	Performance is the same

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Meeting:	Overview and Scrutiny Board
Date:	4 June 2025
Wards affected:	All Wards
Report Title:	Update on Service Fit for the Future – Development Management
When does the decision need to be implemented?	Not applicable
Cabinet Member Contact Details:	Councillor Chris Lewis, Place Development and Economic Growth and Deputy Leader of the Council
Additional Member Contact details:	Councillor Martin Brook, Chair of Planning Committee
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1. Purpose of the report

This report is intended to demonstrate how the Development Management (DM) team has evolved over the last 12 months. It focuses in on three themes; *Where we were, where are we now and where are we going*. It also covers the three key areas of the team, the Planning Officers, Enforcement Officers and Heritage and Design Team.

The purpose of this report is to update Members and provide assurance that progress is being made towards the Council's commitment for the DM Team to be a Service Fit for the Future (SFFTf). It is recognised that for Council partners and the community, a high performing planning service is an integral part of the placemaking ambitions.

2. Introduction

The DM Team are positioned within the Pride in Place Directorate which brings together everything around our economy, capital programme, culture, climate, natural environment, harbours, the commissioning of SWISCo and planning.

It should be recognised that the Pride in Place directorate is currently being restructured with the outcome due to be agreed by July 2025. It should also be appreciated that the DM Team has gone through various structural changes in response to its growth.

Both the RTPI and Government have called for Spatial Planning to be at the heart of council's placemaking functions. Matthew Pennycook MP, Minister for Planning in MHLCLG, has drawn

attention to the “*critical role that planners and related professions, working hand in hand with elected members, have and will play in unlocking the growth that this country needs*”. The new NPPF (2024) is expressly pro-housing and regeneration, and views good planning as key to delivering that objective.

Local Planning Authorities are at risk of becoming designated, and placed, into special measures where they fail to meet one of several performance thresholds. These performance thresholds relate to the speed of decision making for major and minor applications, and a ‘quality’ indicator measured by the number of decisions overturned at appeal for major and minor applications. Our current rate of refusals is below 10%.

It should be noted that Government recognise that the complex nature of planning applications can lead to delays in decision making and for this reason introduced extension of time agreements. For the purposes of National Government statistics applications where a decision was made within an agreed extension of time are considered to have been issued in time. At Torbay, our focus is on improved customer service and improved outcomes in our built environment. In some instances that may result in less need for extensions of time, but our current focus is on quality.

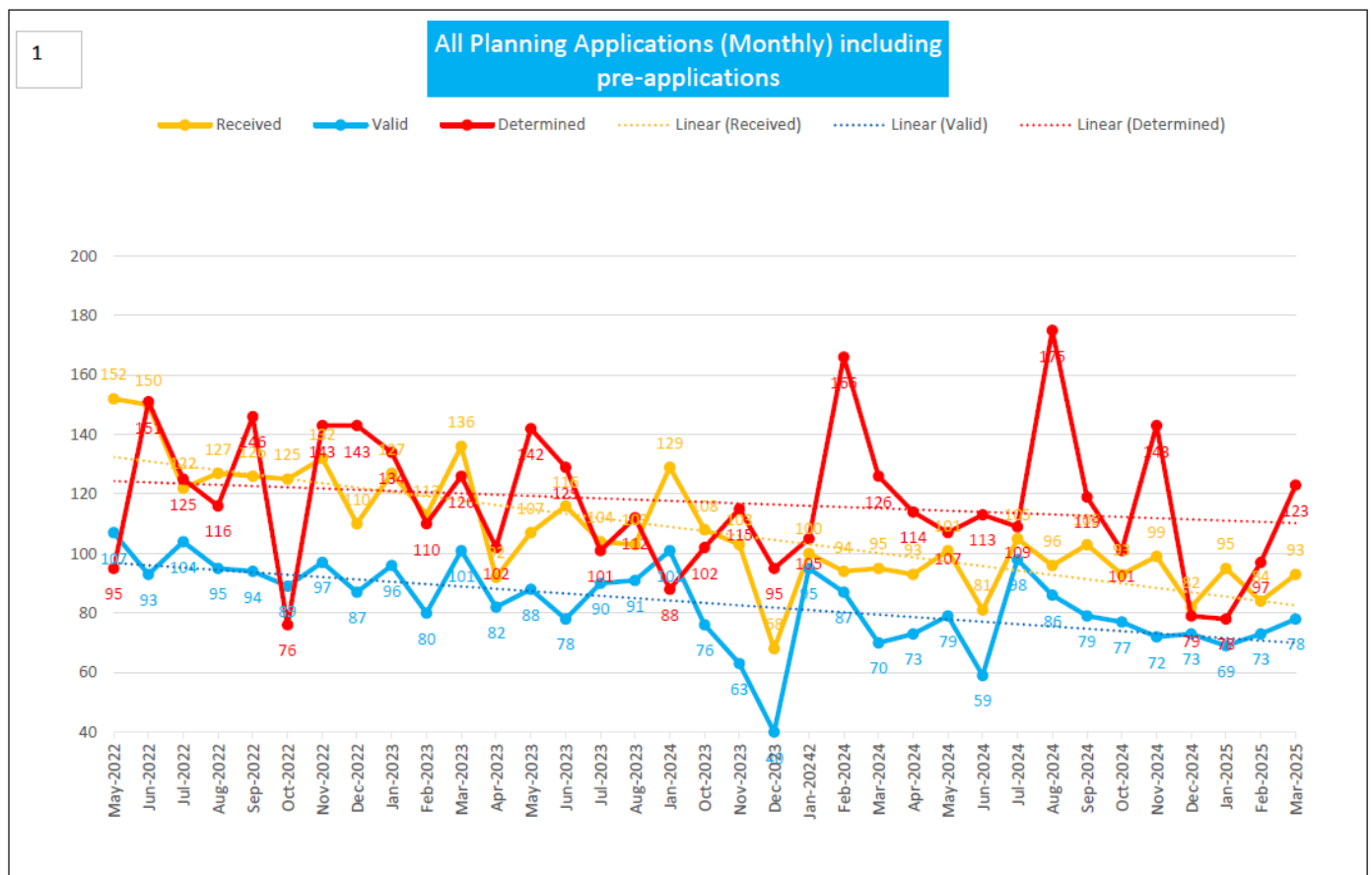
A factor in the Government reaching its decision will be whether the Council can demonstrate that it is taking positive action to address the variables within its control to improve the quality of decision making. Much of the work outlined in this report was undertaken to contribute towards the Council’s case that positive action had been taken in the event performance did not improve.

The performance indicators used by Government to monitor DM are measured by the proportion of applications that are dealt with within the statutory time, or an agreed extended period, with the quality of decisions made by local planning authorities measured by the proportion of decisions on applications that are subsequently overturned at appeal. Torbay continues to perform well within these government performance indicators.

3. Background

The DM Team continues to be under scrutiny through the SFFTF Project. We have historically been ‘data rich’ with a Planning Support Team providing extensive weekly reports relating to DM performance. The information is now used more intelligently through one of the critically important outcomes of the project, Power BI. This is a business intelligence and data visualisation tool which has helped to convert raw data into meaningful insights to support performance management, in near real time. This data will be covered later in the report however, below are the headlines regarding performance and pre-application enquiries.

DM Dashboard - May 2022 to March 2025

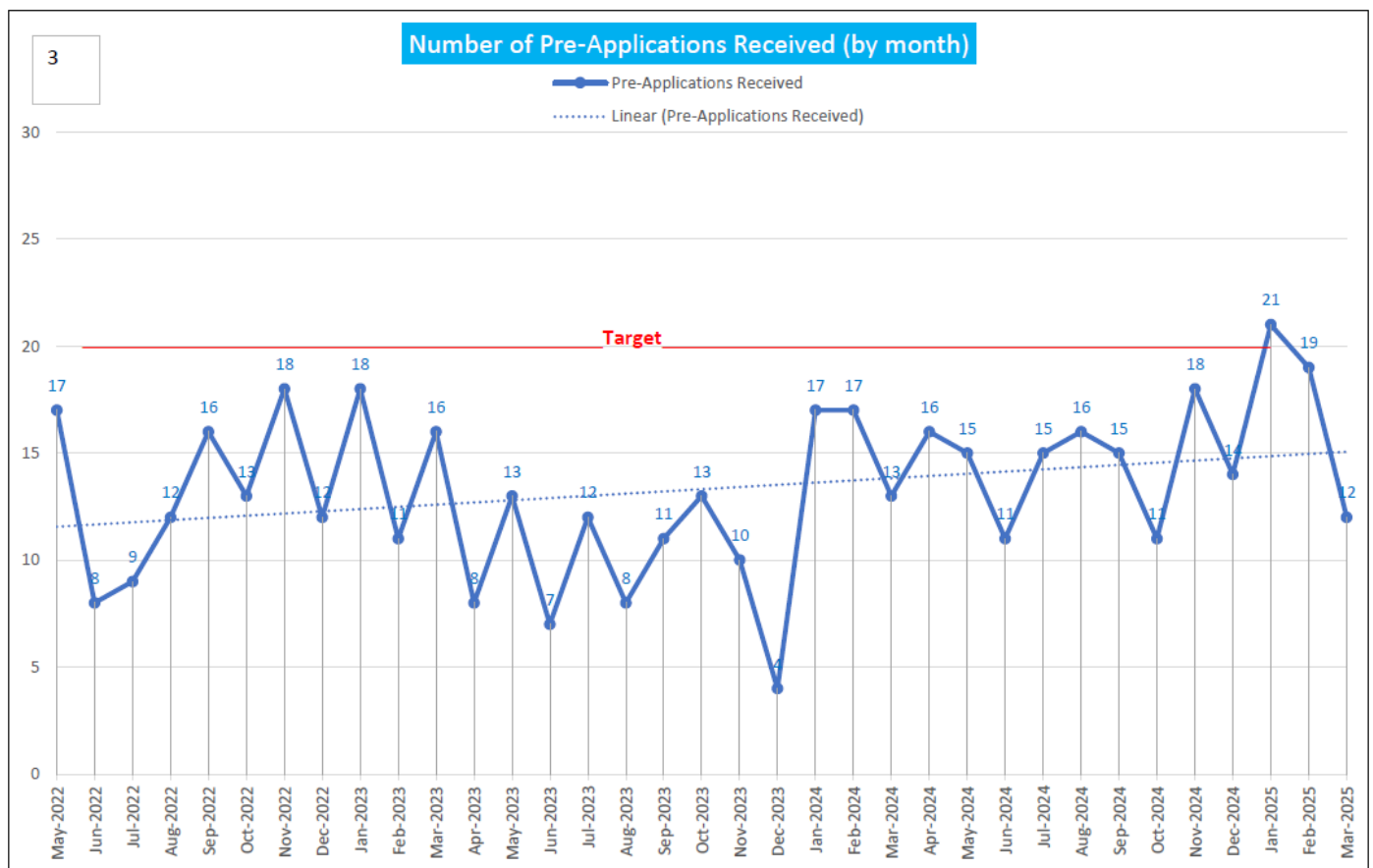


Received (amber line) – there is a general trend showing that the number of submitted applications are reducing. This appears to correspond to economic pressures nationally. Although the numbers of applications are down, the increased complexity of applications (e.g. BNG) means there is not an associated drop in workload.

Valid (blue line) – in May 2022 there was a significant gap between received and valid applications (45). This has reduced, consistently with a range of 15 in March 2025. This is tightening the gap between received and valid applications as we attempt to resolve the national issue of invalid applications being submitted.

Determined (red line) – shows four spikes as we dedicate time to resolve historic applications and clear backlogs.

Pre-application enquiries - May 2022 to March 2025



Pre-applications received (blue line) - the enquiries have fluctuated over the years, but we have evolved the service and launched the 'Shaping your future application' enquiry which has been taken advantage of by customers. The trajectory is heading in the right direction, especially given the overall application numbers have been down over the last 12 months. Proportionally there are more customers engaging in the process. This is an innovative approach and has resulted in direct engagement with customers in quality, it should also lead to better service, better quality development, less refusals and enhanced professional development for our staff.

Target (red line) – locally set at 20.

4. Where we were

It should be recognised when looking back towards 2020, Covid had a significant impact on the DM Team, as it did nationally. However, the DM Team were reviewed by Planning Advisory Service's (PAS) in 2021, the scope included:

- How we deliver services, which may include reconfiguration and changes in some cases (including how we use people, processes and technology);
- How we provide training and development opportunities across all the Service;
- How we communicate as a Service.

The recommendations were:

- Improve validation and registration.
- Review structure.
- Build capacity in heritage and enforcement.

- Communicate change.

The Project Initiation Document (PID) was approved on 1 March 2022, and the objectives of the project were presented to the department, including DM, in a project kick-off meeting on 2 March 2022 with the first Project Board meeting occurring on 28 April 2022. The project focuses on strengthening the effectiveness of the overall planning service. In summary key objectives of the PID included implementation of the PAS action plan, structure and resources within spatial planning, business resilience and productivity and good delivery of key performance indicators (KPIs) across the service.

The main objective of the project is to strengthen and build the effectiveness of the Service making sure that each element can unite behind a common purpose of becoming fit for the future, through the delivery of efficient and effective services. Due to the interdependencies across the service the entire department, encompassing Development Management and its Planning Support Service; Strategy and Project Management; and Building Control, is included within the scope of the improvement work.

Looking back prior to 2022, it was clear that some staff at times felt unsupported. Several colleagues left the authority as career development became a challenge, application numbers were high, between 1400 – 1500 per year and this had a negative impact on productivity.

Completed activities under the PAS action plan phase of work include improving the working relationship between development management and project management staff (previously TDA), Member training, Planning Performance Agreements being resourced and staff development.

5. Where are we now

As discussed previously SFFTf is deeply rooted in performance management. Besides the obvious customer service benefits, this is required corporately and nationally through legislation. To achieve this the team has set up an integrated approach between ourselves and colleagues to ensure we are aligned corporately. There is a clear, on-going sequence of plan–measure-report-review.

Looking at the service now, we have promoted staff to more senior positions, continue to support career progression and our new staff appointments have been extremely high quality. Existing staff are regularly trained and are encouraged to attend RTPI events. Officers hold regular member training sessions and meet Neighbourhood Forums on key issues, projects or themes, such as heritage and design. Application numbers have dropped to around 1000 per year, although pre-application enquiries have increase proportionally. There is a role for Officers and Members promoting early positive engagement with the planning authority and the Design Review Panel to help raise quality of applications.

Number of major applications determined

Since the previous report there has been an improvement in performance with 3 out of 18 major applications approved without an extension of time. Major applications are complex and generally require additional negotiation and information to enable a positive conclusion. Post decision, legal agreements require completion prior to determination.

When it comes to issuing timely decisions on major applications with complex legal agreements and negotiations, the Planning Service is critically dependant on the timely availability of Legal Services

who themselves will have competing priorities and resource constraints. This is a good example of how the performance of other departments could potentially impact significantly on the Planning Service.

Number of minor applications determined

Our baseline performance for minor applications, including with extensions of time averages 82% against a target of 80% over the year. At two points in October and February we saw dips as Officers cleared backlog applications, otherwise we were regularly achieving nearly 90%. Applications without extensions of time have averaged at 40% against a target of 45%. This is influenced by Officers clearing backlog applications. This process was always going to negatively impact on the data, but we are now in a more positive position.

Number of other applications determined

This area has the highest volume of applications and where baseline performance was ahead that of the other types of applications. For applications including extensions of time the performance averaged 75% against a target of 88%.

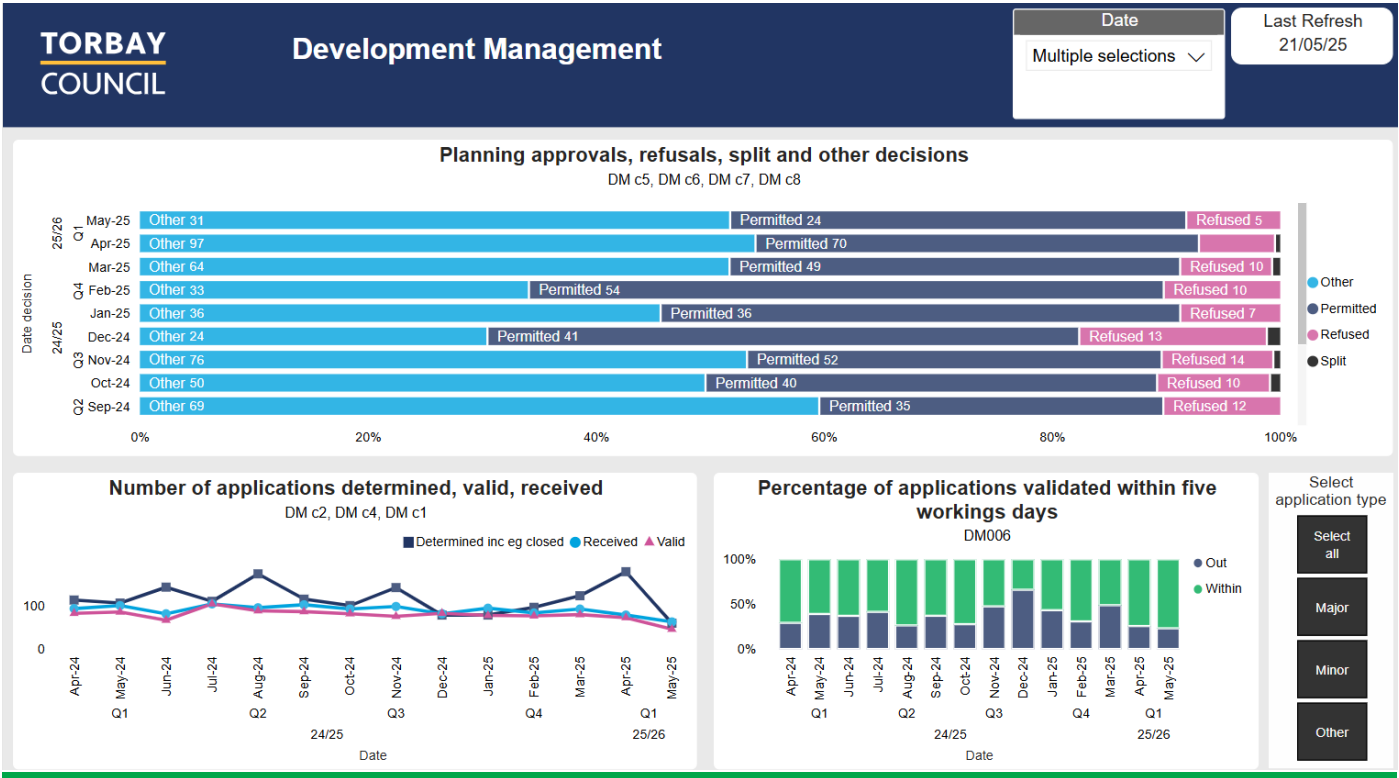
If we exclude extensions the performance averaged 38%. Performance in this area has spikes of real improvement, but again the backlog applications had an impact on the average.

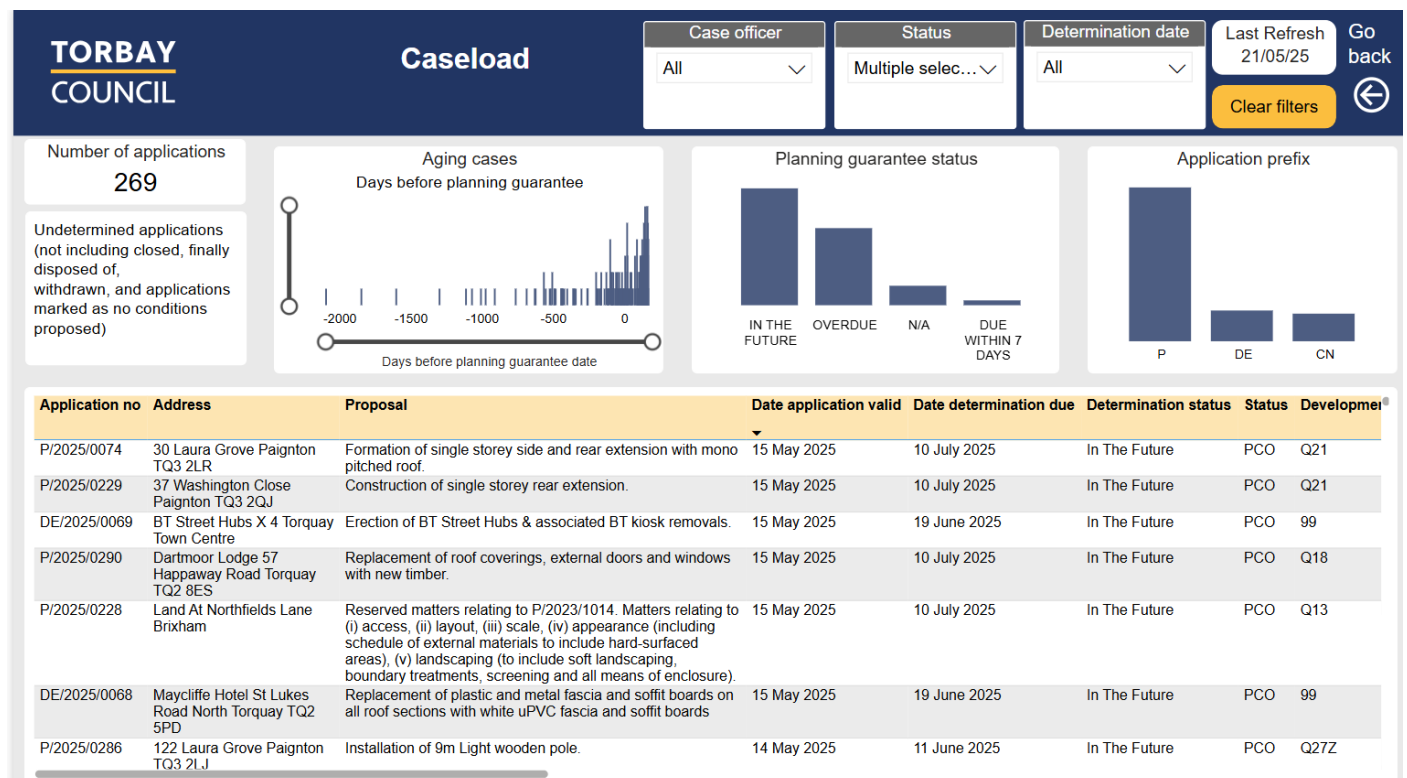
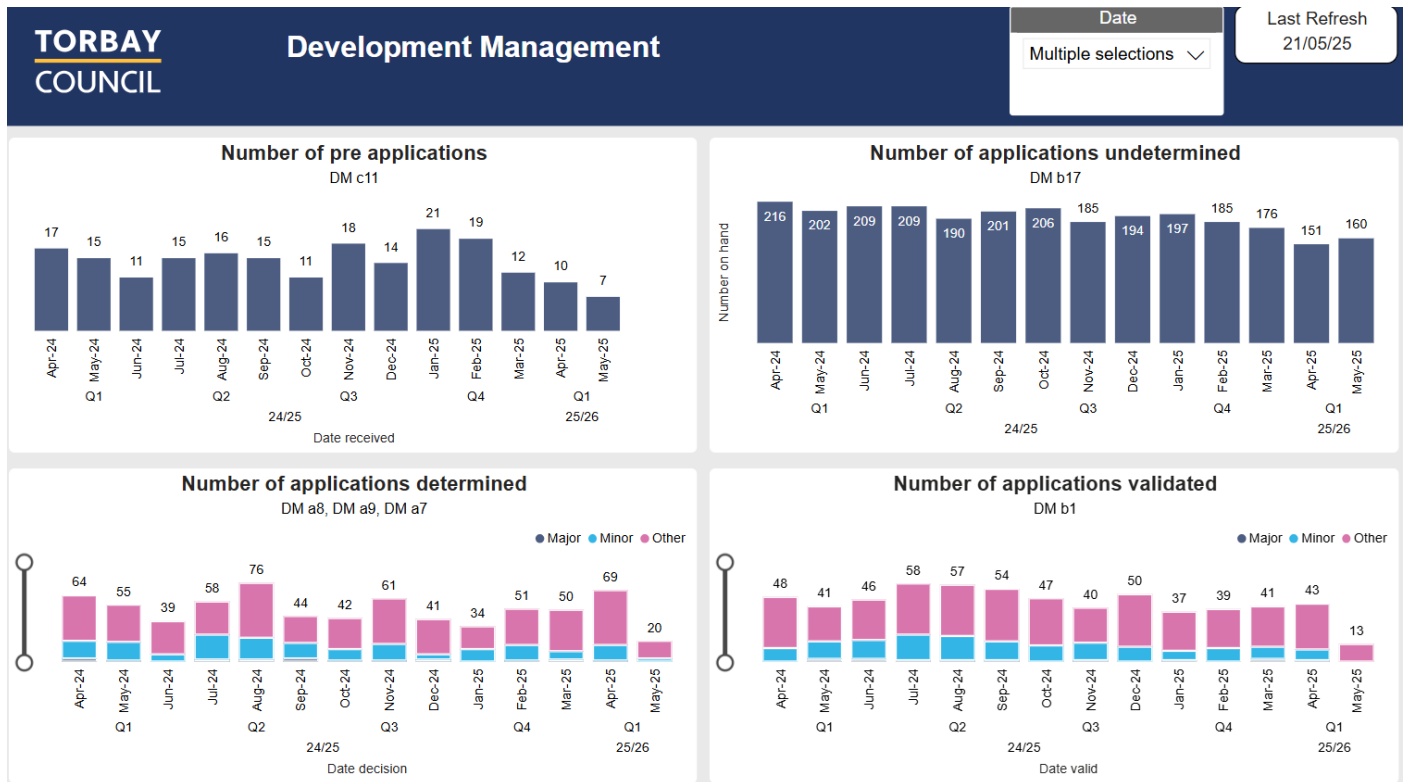
Validation of applications

The validation of applications has been improving with each minor and other applications seeing a significant and sustained improvement over the last 12 months. Majors have been validated within 5 days except for one application. The average time to validate an application is 7.84, however this has been spiked to two months. Usually, validation is taking 7 working days which meets the target set.

Power BI

Examples of the type of data available through Power BI are set out below:





6. Overview of key changes to the service

Change theme	Change	Why/benefits
1. People	a. Set up weekly 1 to 1s, improved two weekly team meetings and invite colleagues to drop-in sessions.	Better connections between Officers and colleagues throughout the Council. Creates a more inclusive and collegiate approach to dealing with the issues we face.
	b. Formed a new internal Heritage and Design team.	Deals with large scale heritage projects and applications, provides consultees comments. Delivers Heritage Places. Contributes to training and consistency. Provides a bespoke service to assist owners of heritage assets.
	c. New policy drop-in sessions every two weeks.	Critical to understanding the Government policy changes like the NPPF, National Landscape change and BNG.
	d. Quarterly Agents Forum meetings	Better connection with agents, training, using feedback positively e.g. setting up the Shaping your Future Application service.
	e. Formation of touch points building on from 'our tone of voice'.	Effective communication and building a stronger relationship with our customers.
	f. Two Officers been promoted to Senior and Principal level.	A reflection of our supportive culture, training and established skillset.
	g. Recruited new staff members.	Contrary to the current national issue of recruitment, we have gained some highly regarded, experienced staff.
2. Matrix training	a. Process review establishing key training requirements.	National and local policy updates, BNG, DRP and on-going, regular engagement with colleagues at our team meeting.
3. Process	a. Created new Local validation list.	Clearly define what information is required at application stage. Sets clear parameters for customers.

	b. Set up new standard conditions.	Making consistent decisions.
	c. Created a new statement of heritage significance.	Requesting consistent information.
	d. Created a new LBC template.	Requesting consistent information.
	e. Formed a new amended plans protocol.	Reducing the burden of multiple changes to applications. Giving a focus to negotiation.
	f. Reviewed and updated our pre-application service.	Responding to Agents Forum request to launch a new pre-application enquiry service to meet face to face.
	g. Created a new house extension design guide.	To assist with decision making, setting out what is acceptable.
	h. Created an awareness of data. Closing MIAs and older applications.	Using data intelligently and managing caseloads.
	i. Created a culture of review, test and improvement.	Empowering the team to be part of our improvement.
4. Quality	a. Launched Torbay Design Review Panel	Improve the quality of schemes at pre-application stage.
5. Technology (links to the technical Planning Support team)	a) Successful funding bid to Government, Digital Planning Improvement fund	Reputation and funding benefits for the Council and improved data availability
	b. Improved mapping project underway - one of a minority of Local Authorities to have already make spatial data nationally available for Listed Buildings, Conservation Areas, Article 4 Directions and Tree Preservation Orders	Making the most efficient ways of working, including improved self-service offers for customers

	c. Latest versions of versions of Planning and Building Control software being installed.	New functionality is available to officers including Biodiversity Net Gain, the Building Safety Regulations and Building Safety Levy.
	d. New Land Charges System installed, and data migrated from multiple legacy systems.	Improved integration and efficiency and readiness for HMLR migration project. Leads to improved data quality and availability across multiple services
	e. Tree Preservation made available online via “find my nearest”	Enables customer self-serve of Tree Preservation Orders for the first time.
	f. Section 106 and CIL now in new database, with public facing module and vastly improved processes going forwards.	Working with spending departments to gradually improve legacy data, improved processes and systems going forward, with better integration and self-serve options
	g. Digitised all planning records back to August 1977 in line with Land Charges and making decision notices available online	More comprehensive online public registers. Decisions revealed by a land search can now all be accessed via planning online helping customers and officers

Heritage and Design

The Heritage and Design team are working closely with the Culture and Events Team to deliver Heritage Places. Heritage Places is a £200m fund from the National Lottery Heritage Fund which supports targeted areas around the UK to unlock the potential of heritage through a 10-year partnership with local authorities. Torbay was one of the first cohort of 9 places to be awarded Heritage Place status. A further 11 have since been announced. Our expectation is that the scheme will bring around £10m of extra heritage funding to Torbay during 2026-2033. Last year, Torbay Council successfully applied for £250,000 funding for a development phase to work out the priorities for the scheme over the next decade. During this phase we will develop the first round of projects for which we will apply for funding under the Torbay Heritage Place programme. We expect to move into the delivery phase in November this year.

So far, the development phase funding has enabled a significant increase in capacity in the DM Team with the appointment of three new posts: Heritage Project Officer, Historic Environment Officer and Urban Design and Conservation Officer. We now have a well-resourced Heritage and Design team to take the programme forward. We also contracted specialist consultants Purcell to undertake three key Conservation Area Appraisal (CAA) updates in Brixham Town, Old Paignton and Torquay Harbour. The new Historic Environment Officer will use the lessons learned from this process to develop a new model for carrying out CAA reviews and developing CA Management Plans with local people.

The Team has developed a Project Management Plan that sets out clearly how the remainder of the development year will be managed and what it will achieve. We are currently undertaking a detailed review of progress on the Torbay Heritage Strategy 2021-2026. This will help to inform the prioritisation of the Torbay Heritage Place programme in future. We have appointed an external evaluator to meet the requirements of our funding. We are now in the process of appointing an audience review and engagement consultant to help us shape how THP will work with local communities. We will also shortly commission specialist research into the current and potential economic value of heritage to the visitor economy.

7. Where are we going?

The DM Audit has started and will be completed by mid-July. It will show what work remains for the team. Improvement is ongoing and the team are committed to this process. We will see the outcome of the restructuring and assess where we are in terms of direction, support and leadership.

We will monitor the number of submitted applications to see whether the trajectory changes. It should be recognized that this is a national picture given the high cost of submission, architect fees, validation requirements, material costs and availability, BNG requirements and wider economic issues have a part to play.

There are metrics to monitor performance, but the focus cannot entirely be on numbers. If we measure what applications have been submitted, those determined versus the complaints and appeals decisions, we have seen some real improvements.

The period of backlog clearance has had an impact on our metrics, however Officers now have more manageable caseloads and we will see a shift towards 'business as usual'. The focus remains on increasing the number of pre-application enquiries towards, and over 20 per month. These are critical for getting applications right first time and set on a pathway to a positive outcome. This in turn helps with trust in the system and the team.

Our new processes around validation will also assist with speed. We are more decisive around what we need and this sends a clear signal that we are open for business providing the information, plans and details are correct. We have moved away from being overly generous, attempting to continually support agents and make applications valid. We are now focused on those customers willing to work with us positively.

There are obvious, wider signs that we are becoming a service fit for the future. This is visible through improved staff culture, how we have learned and adapted, our obvious professional integrity, settled team, resilience, continued growth, continued support, skills and training.

8. Planning Enforcement

Overview and Scrutiny discussed Enforcement following a report in May 2024. To be consistent the same 'key lines of enquiry' are captured below, but with updates on where we are now.

As context, over the last 12 months the Planning Enforcement team have significantly evolved. The SFFTF project clearly demonstrated the trend of rising cases without action being taken. There was a period of flux where capacity was largely taken up by communicating without the ability or resources to investigate or take direct action. Officers were effectively paralyzed in terms of action so this clearly needed to change.

A new Enforcement Policy was adopted in October 2024, setting out the key objectives, how the service will be delivered. It is clear on priorities and expectations around communication. A new customer acknowledgement letter has also been implemented to explicitly emphasize the expectations around communication. Enforcement cases have historically been generated by complaints from a range of customers in varying forms. Officers also launched a new complaints form to provide accuracy and reduce investigation time. Finally, Officers maintain an ongoing register of alleged breaches of planning control. This data has been thoroughly reviewed enabling effective investigation, closure, scrutiny and monitoring.

Before covering the three lines of enquiry it is worth considering that the integrity of the planning service depends on the Council taking effective enforcement action if required. We all need to be committed to providing an effective planning enforcement service. Public perception of the planning system can be undermined when unauthorised or unacceptable development is allowed to go ahead or remain without any attempt by us to intervene.

Key lines of enquiry:

Capacity

Are current targets for response and investigation of alleged breaches being met?

There are no established targets within the project around enforcement other than an aim to bring cases to below 450. Initial response and investigations are set around the newly established priorities. Given the potential implications around impact, scale and the range of new cases, the response and investigation times are swift.

Data shown within the project show that the service has improved over recent months. The number of cases received per month fluctuate between 10 and 25, however the number of Notices issued has stayed around 1 or 2 per month. This is while the service had been dealing with some major cases and changing the way it operates through production of the new Enforcement Policy, complaints form and improved recording.

Are two full time enforcement officers sufficient for the demands on the service?

There are currently two Senior Planning Enforcement Officers in post, both are full time. There is a resource available within the Planning Support Team for administration tasks.

There is a lack of capacity if the existing work practices were to continue. The new Enforcement Policy is the basis on how the team will operate and set the parameters on what is required in the future. The team of Officers would have capacity to deal with a current, manageable caseload, however the significant backlog of cases continues to incrementally increase number of interactions with customers.

There are two posts currently about to be advertised – a new Planning Enforcement Officer and Assistant Planning Enforcement Officer. This will enable the caseload to be stabilised further and enable a managed reduction.

Culture

Does a lack of capacity create an incentive to not enforce on breaches of consent?

The current capacity does not incentivise the lack of action; more action was brought in 2024 than in the several preceding years. The current backlog and expectations around communication previously paralysed the team's ability to make progress where required.

How do we compare on Enforcement practices (notices, retrospective planning, etc.) to peer Local Authorities?

The Planning Enforcement Teams practices clearly align with other Authorities. The principles, processes and procedures are set out in legislation. Our new Enforcement Policy will make these points clearly.

How can officers be supported in making complex Enforcement decisions? To support them, is specialist consultation and ongoing training (Drainage and Conservation as two examples) being encouraged?

The DM Team have established a culture of learning. The Planning Enforcement Team have regular training and work collaboratively with colleagues. Where support is required, it is sought as investigations can be required through a multi-agency approach.

Transparency

How can greater transparency be built into the system?

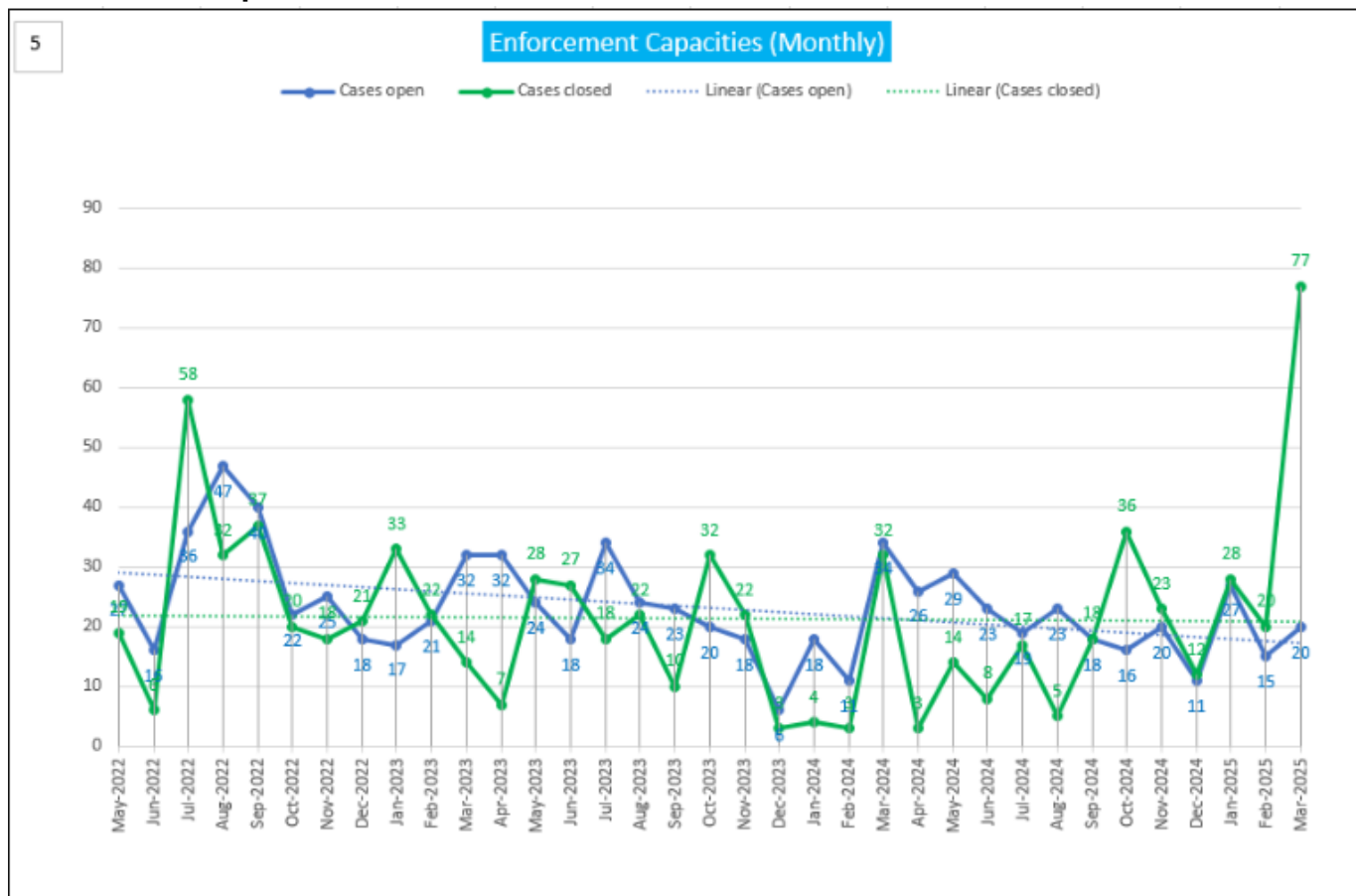
Corporate transparency is established through the SFFTF project. An annual enforcement progress report will now be published annually.

Should details of an inspection be publicly available to reassure those raising concerns?

Confidentiality is a key component of Planning Enforcement. Although data can be shared, any communication or information sharing needs to follow established protocol; which in practice does significantly limit the information that can be shared.

Details of notices issued form part of the planning public register online and are revealed through land searches, revealing unsubstantiated complaints and enquiries could lead to property blight and legal ramifications.

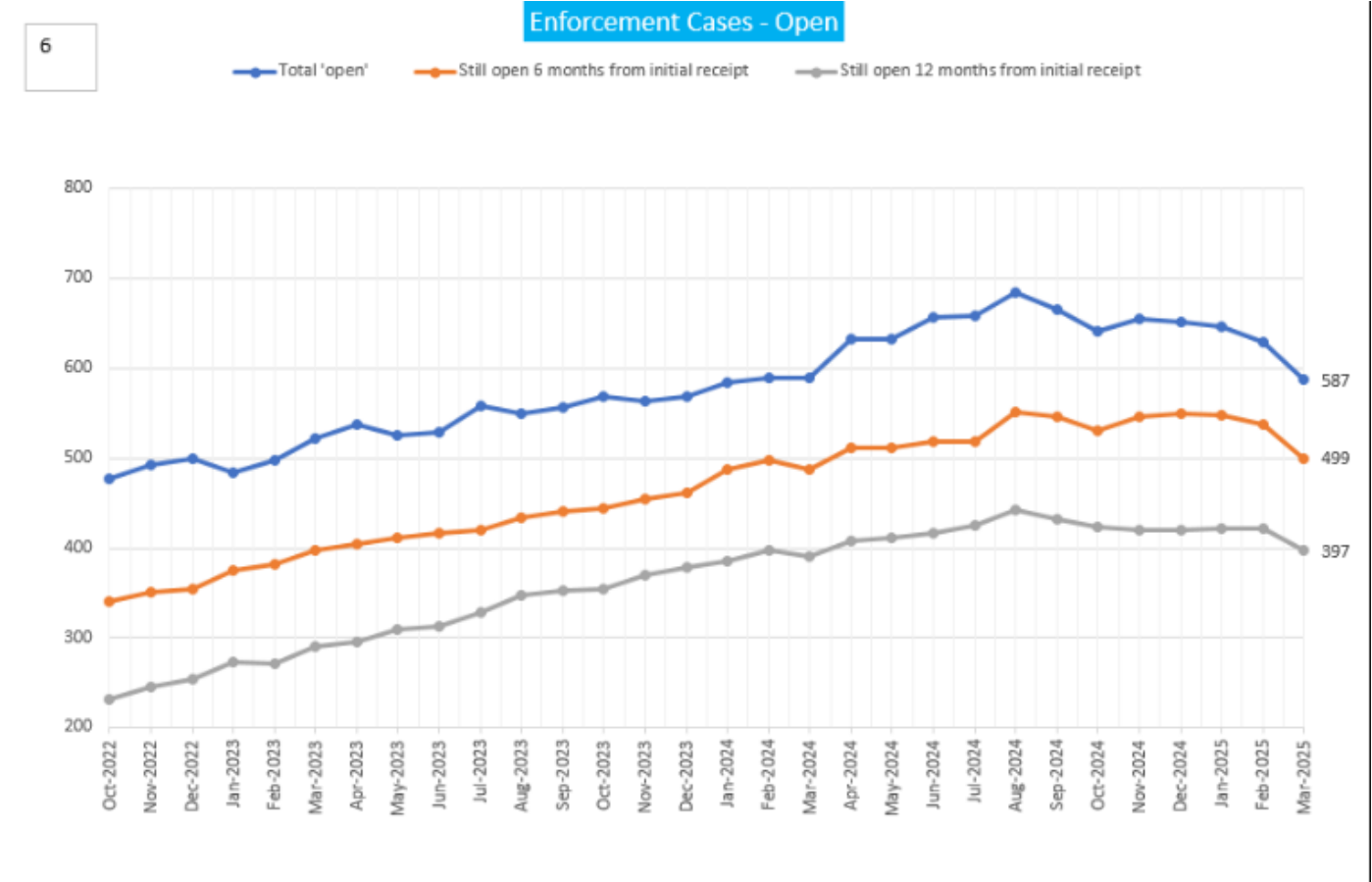
Enforcement Capacities



Cases opened (blue line) - there are spikes in new cases being opened due to a stronger gatekeeping process and the complaint form. The trajectory is going down.

Cases closed (green line) - there has been renewed focus on closing cases as can be seen in March 2025 where 77 cases were resolved.

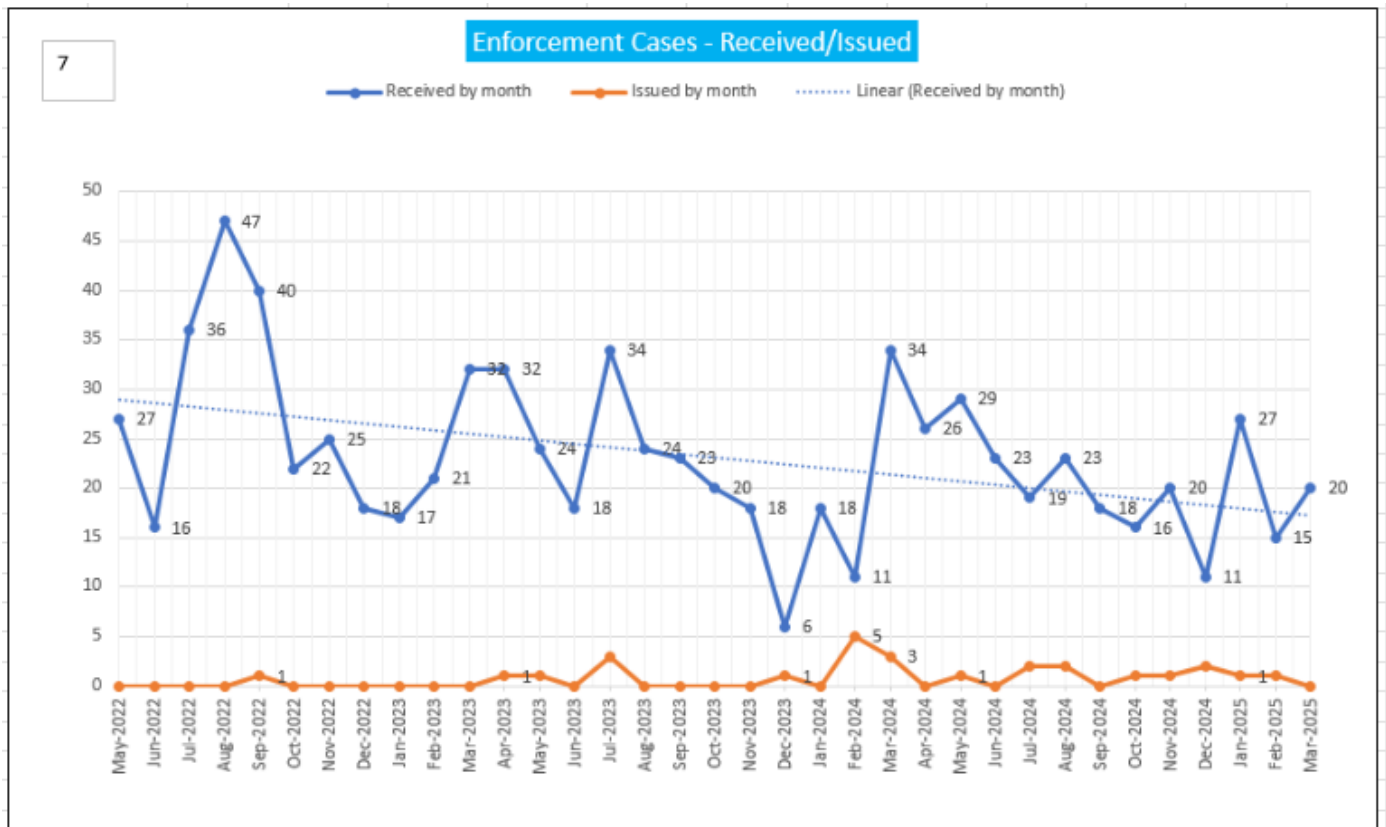
Enforcement Cases - Open



Total open (blue line)/Still open 6 months from initial receipt (orange line)/Still open 12 months from initial receipt (grey line)

All three metrics are heading in the right direction since peaking in July 2024.

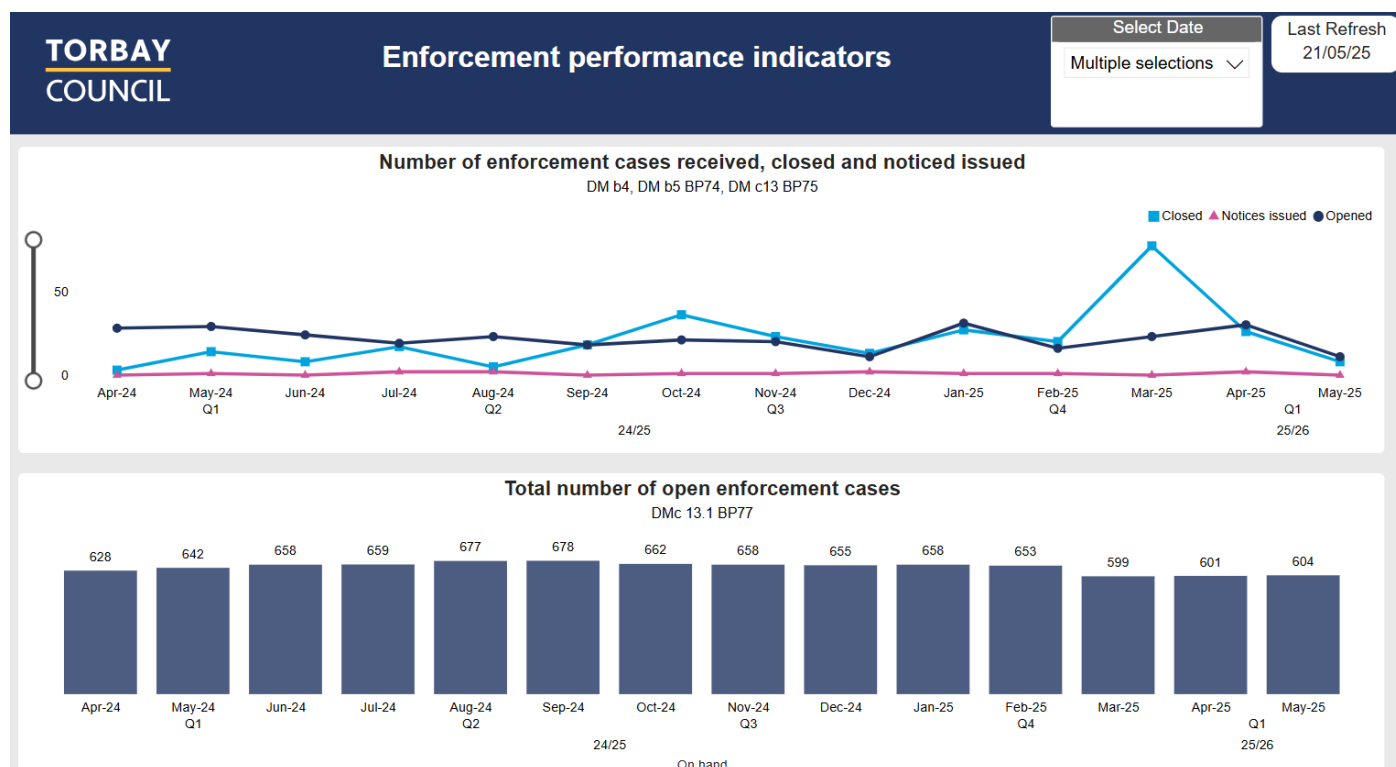
Enforcement Cases – Received/Issued



Received by month (blue line) - cases are reducing and we continue to act each month.

Issued by month (orange line) – this was a snapshot in time and we continue to serve notices each month.

Power BI data



The live data above helps give an understanding of the trajectory for cases. Power BI also gives access to Officer caseloads to enable case management and allocation.

9. Feedback

We have discussed the flow of work into and out of the team, however an important measure is what we hear from our customers. In terms of complaints and enquiries we have seen:

- 31% overall reduction.
- Large scale improvement in speed.
- The content of complaints changed dramatically from being around quality of service to disagreement with the decision or process.

Cases received					
01/04/2023 - 10/03/2024	Complaint	LGO	Member Enquiry	Service request	Total
Apr-Jun	12	2	38	14	66
Jul-Sep	9	0	32	18	59
Oct-Dec	4	3	22	7	36
Jan-Mar	5	1	16	3	25
Total	30	6	108	42	186
01/04/2024 - 10/03/2025	Complaint	LGO	Member Enquiry	Service request	Total
Apr-Jun	12	2	16	10	40
Jul-Sep	6	2	10	14	32
Oct-Dec	3	1	23	7	34
Jan-Mar	3	0	14	5	22
Total	24	5	63	36	128

Responded to on time			
01/04/2023 - 10/03/2024	Complaint	Member enquiry	Service request
Apr-Jun	75%	79%	82%
Jul-Sep	50%	56%	56%
Oct-Dec	50%	32%	90%
Jan-Mar	67%	77%	33%
01/04/2024 - 10/03/2025	Complaint	Member enquiry	Service request
Apr-Jun	80%	47%	90%
Jul-Sep	33%	89%	86%
Oct-Dec	100%	76%	100%
Jan-Mar	100%	85%	100%

10. Conclusion

The main objective of SFFTF is to strengthen and build the effectiveness of the Service making sure that each element can unite behind a common purpose of becoming fit for the future, through the delivery of efficient and effective services. In doing this the Development Management team will be better equipped to support the Council and community. Although there is work to do this has manifested itself through:

- Continuous improvement to the speed and quality of decision making.
- Mitigating the risk of designation.

- Improved customer service.
- Staff recruitment, development, training and retention.

The aim is to reach a point where we are satisfied with the service operating at a determined level as business as usual.

11. Recommendations/Proposed decision

That the Overview and Scrutiny Board note the report and understand the trajectory of the service.

It is recommended that:

- a) Officers and members maintain an effective relationship with Members, particularly the Chair of Planning Committee.
- b) There is a continued focus on performance management ensuring that Power BI data is monitored to inform continuous improvement.
- c) The aims of the SFFTF project become business as usual.
- d) The Director of Pride in Place, with the Divisional Director Planning, Climate Emergency and Housing continues effective staff recruitment, development of exiting colleagues and retention.

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