

Tuesday, 5 August 2025

OVERVIEW AND SCRUTINY BOARD

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

Wednesday, 13 August 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 - 10)
To confirm as a correct record the minutes of the meeting of the Board held on 9 July 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. **Annual Review of Key Performance Indicators for the Special Educational Needs and Disabilities (SEND) Local Area Strategy** (Pages 11 - 20)
To consider a report on the above.
6. **Performance Report 2025/26 - Quarter 1** (Pages 21 - 68)
To consider the Council's Performance Report 2025/26 for Quarter 1 and make recommendations to the Cabinet.
7. **Budget Monitoring 2025/26 Quarter 1** (To Follow)
To consider the Council's Budget Monitoring Report 2025/26 for Quarter 1 and make recommendations to the Cabinet.

8. **Torquay Town Centre Place Vision** (Pages 69 - 144)
To consider the Torquay Town Centre Place Vision for Investment and make recommendations to the Cabinet.

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Minutes of the Overview and Scrutiny Board

9 July 2025

-: Present :-

Councillor Long (Chairman)

Councillors Cowell, Douglas-Dunbar, Foster, Johns, Law, Spacagna (Vice-Chair),
Stevens, Tolchard and Twelves

(Also in attendance: Councillors Billings, Bye, David Thomas, Jacqueline Thomas and
Tyerman)

6. 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 Twelves in place of Councillor Fellows.

7. Minutes

The minutes of the meeting of the Board held on 4 June 2025 were confirmed as a correct record and signed by the Chairman. One item requiring clarification due to its absence will be reported to the Board week commencing 14 July 2025.

8. SWISCo Annual Report and Business Plan

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 SWISCo Annual Report and Business Plan which presented an annual review of the operation and performance of the Council's wholly owned and controlled company, SWISCo.

The Board asked a number of questions in relation to the following:

- could Park Management Plans be developed to help to inform residents of various information relevant to their areas;
- was there a rolling programme for cleaning of drains and gullies in Torbay;
- was there an in-house facility for recycling of the seaweed that was collected from the beaches within Torbay;
- where could the public submit a request for pink bags for collection of batteries;
- what arrangements are in place to collect waste and recycling collections from roads where the crews are unable to gain access due to parking issues on collection days;

- why did the SWISCo Highways fleet continue to use vehicles with Tor2 branding;
- what work was being completed by SWISCo to encourage more recycling and food waste collections from residents to increase Torbay's recycling collection rate;
- did the overall waste collection figure stated within the annual report include recycling collections and what did the recyclable waste figure equate to;
- do SWISCo receive a high number of requests for replacement blue bags for the recycling of paper due to the bags being lost during the collection process;
- why was SWISCo continuing to use agency staff and
- residents reported several vehicles regularly park in Shedden Hill Car Park for long periods of time, what was SWISCo Management doing to resolve the issue.

The following responses to Members questions were provided:

- Park Management Plans could be developed as in previous years, however additional resource for the completion of this work would be required;
- the gully cleaning crew work on a 5-day week completing a schedule of cyclical emptying of drains and gullies where all areas have one emptying and cleaning annually;
- the seaweed that is collected from the beaches within Torbay was taken to a recycling plant in Marldon, Paignton for processing which is the most economical for SWISCo;
- SWISCo have distributed 15,000 pink bags to residents within Torbay for the collection of household batteries. Residents could request a pink bag through Torbay Council website or by stopping recycling crews who have bags on the truck that could be issued;
- all waste and recycling crews were aware of ongoing problematic areas in regard to blocked access. The crews amend schedules were necessary to alleviate any issues of missed collections by visiting the concerned areas either earlier or later in the day. Should the crews continue to be unable to gain access to the road, then collections would be prioritised for collection the next working day. SWISCo own four narrow access waste collection vehicles and crews do actively when issues occur, either leave a printed notice on the parked cars causing the access issues or post the notices through letterboxes of properties;
- SWISCo have prioritised certain types of vehicles to be replaced through the fleet replacement scheme to ensure that specialist vehicles continue to be operational for service delivery. All vehicles that display Tor2 branding, continue to be in a functional state and will be replaced at appropriate times;
- SWISCo had completed a project to encourage recycling and food waste collection in blocks of flats and houses of multiple occupation (HMOs) where historically they did not receive any food waste or recycling collections. Additionally at the Household Waste and Recycling Centre (HWRC), crews continue to separate the waste collected from general waste collections to check for recyclable items. This process had uncovered that up to 90% of the items within the general waste collections, could be recycled;
- the blue bags for paper collection were introduced as part of the Right Item, Right Box campaign to help the crews during the collection process. Residents

can request replacement or additional blue bags through Torbay Council's website. Alternatively, residents can leave paper for recycling collection in a plastic bag;

- SWISCo have reduced the reliance on agency workers however agency staff continue to be required for waste and recycling collection rounds due to annual leave and unanticipated absences to ensure that all collection rounds have full crew members. SWISCo continue to operate a rigorous procedure for temporary staff to be employed as permanent staff after a 12-week period. Agency staff are also required for seasonal roles as it is more efficient process for SWISCo for roles to be employed via agency staff; and
- the Managing Director explained that he could not provide a definitive answer as to why the number of vehicles are parked for long periods within Shedden Hill Car Park but would endeavour to investigate. However, some crews do not return to the depot during the day for break times and do choose to take their breaks within the vehicles.

Resolved (unanimously):

1. that Overview and Scrutiny Board notes the submitted Annual Report and Business Plan and the achievements of SWISCo over the last 12 months;
2. that the Cabinet be recommended to discuss in detail and identify the necessary resources to support the activity of developing the Play Park Strategy and Open spaces strategy through identifying a fixed term contract to be funded through the underspend; and
3. that SWISCo develop draft Park Management Plans for all parks located within Torbay as public documents to be shared with the community.

9. Torbay Housing Delivery Plan Annual Review

The Cabinet Member for Housing and Finance, Councillor Tyerman outlined the submitted report that set out the annual review of the Torbay Housing Delivery Plan which had been amended with additional commentary since the first version that was published in 2024 and responded to questions together with the Head of Strategic Housing and Delivery, Sam Irving.

Members asked questions in relation to what action could be taken against owners of stalled sites to ensure developments progressed; was the Hollicombe site ready for development and if there were any factors stopping the building work to commence; how many people were waiting to be allocated a property in an extra care housing scheme and how many residents were currently living in an extra care housing scheme; what the age range was for allocation of an extra care housing property; what conversations were being held with NHS colleagues in regard to the development of Victoria Square, Paignton; what work was being completed in regard to smaller sites for housing including areas which currently have unoccupied/derelict garages; and what was the current situation at the land for development on Preston Down Road.

In response to questions regarding stalled sites, Members were advised that conversations were held as regularly as possible with owners and developers of

stalled sites to discuss progression of the development of the sites. However, due to increased costs and viability of the various sites, intervention from Homes England would be required to provide funding for developers to continue to redevelop.

Members noted that in relation to the Hollicombe site, that the site had planning permission granted but would require a vast amount of infrastructure and decontamination works to be completed on the land prior to any building work commencing.

The Board noted that a report had commenced to review the extra care housing requirements for both Adult and Children and Young People social care. Once completed, the report would be shared with Members. It was also noted that the extra care housing sector did not have an age expectation and dependent on the care needs of the individual.

Members were advised that Torbay Council's aspiration for the redevelopment of Victoria Square was for a multi-use development and conversations were being held with NHS colleagues regarding occupation of new buildings once built.

Members noted that conversations were ongoing with Registered Providers (RPs) regarding vacant garages located on housing estates and the option of releasing the sites back to Torbay Council to redevelop.

The Board were advised that Torbay Council were waiting for the latest update on the Preston Down Road site from the developers as to progress on the redevelopment of the site.

Resolved (unanimously):

1. that Overview and Scrutiny Board notes the submitted Torbay Housing Delivery Plan Annual Review.

10. Torre Abbey New Beginnings Chapter One

The Cabinet Member for Tourism & Culture and Corporate Services, Councillor Jackie Thomas, Torre Abbey Manager, Lucinda Heron and the Service Manager for Culture and Events, Phil Black, presented the submitted report on the Torre Abbey New Beginnings Chapter One project and responded to questions.

Members were advised that this project would be the first stage in a two-part project and that chapter two would follow in succession. The project was the start of the journey to ensure Torre Abbey remained financially stable for the future.

Members asked questions in relation whether any studies had been carried out to identify the biodiversity of the lower meadow; would historical themed events be held on site in the future; would a timetable be provided to Members which included more detail and costs involved in the project; where will the proposed new visitor centre be located and what will the building be used for; how did Management foresee income being generated on site; what plans had been

developed for Community engagement throughout the project; and how would the aspiration of the site becoming 75% carbon neutral by 2030 be achieved.

Members were advised that through the development phase for the site, archaeological advice would be considered. The team currently did not have any data as to the biodiversity of the lower meadow but have been pleased by how the area has rewilded.

The Board were advised that The New Beginnings Project would help to unlock the ability for various events including historical events to be held onsite at Torre Abbey, within the grounds and in the redeveloped Spanish Barn. Conversations were taking place for the Torre Abbey team to visit Glastonbury Abbey to review and learn from the operation of the scheduled monument.

In response to the question regarding a timetable for more detailed information and costs, the Board were advised that the project is currently in the early stages and had recently appointed the new staff roles for the project which included an Architect, Quantity Surveyor, Project Manager and Project Team made up of a Client and Revenue Liaison Manager, Fundraiser and a Stakeholder Engagement and Activity Plan Co-ordinator. A year of surveys would be required to be completed for the site. However, at a future Board meeting, more detailed information could be provided.

Members noted that the proposed new visitor centre would be located outside of the current pay barrier and would include retail space. The introduction of the visitor centre would help to drive footfall of visitors into Torre Abbey.

Members were advised that throughout the two stages of the project, Torre Abbey would remain open for visitors as the regeneration project would have less impact on the Mansion. With the redevelopment and building works to be completed on the Spanish Barn, the Barn would become an all-year-round useable facility with a new ancillary support building built which would include toilet facilities to enable the Spanish Barn to be used for Event Hire.

The Board were advised that a team member had been appointed as a Stakeholder Engagement and Activity Plan Co-ordinator, from within the current team and they would bring their knowledge and existing relationships within Torbay to the role.

Members noted that the main Mansion would never be able to be converted to become carbon neutral due to the complexity and history of the building. However, through the previous redevelopment works to the Abbey, small changes had been implemented to help with energy efficiencies within the Mansion. Through the New Beginnings Scheme, any new buildings would be purpose built and built to be carbon neutral. Within the redevelopment works of the Spanish Barn, a new infrared heating system would be implemented that would heat the people within the building and not just the building itself. The team were also investigating creative methods to insulate the Barn.

Resolved (unanimously):

1. that Overview and Scrutiny Board notes the submitted report on the Torre Abbey New Beginnings Chapter One project;
2. that for the lower meadow at Torre Abbey, that environmental aspects are considered as well as archaeological aspects for the meadow; and
3. to bring back to a future meeting of the Overview and Scrutiny Board, an update on the Spanish Barn redevelopment and the results of the various surveys once completed.

11. Local Government Reorganisation in Devon

The Leader of the Council, Councillor David Thomas and the Chief Executive, Anne-Marie Bond presented the submitted report on Local Government Reorganisation in Devon.

Members were advised that the views of the Overview and Scrutiny Board were sought on the strengths, weaknesses, opportunities and threats for each of the four options. The feedback collated from the Board would be evaluated along with the feedback received through the Public Consultation to submit Torbay Council's final proposal to the Government in November 2025.

Resolved (unanimously):

1. that the Overview and Scrutiny Board notes the report and supports Torbay Council remaining as it is; and
2. that a Task and Finish Group be created to consider the options and provide a report with feedback on the Council's interim plan for Local Government Reorganisation in Devon as part of the ongoing engagement ahead of developing a final proposal.

Chairman

Area SEND inspection of Torbay Local Area Partnership

Inspection dates: 17 to 21 March 2025

Dates of previous inspection: 15 to 19 November 2021

Inspection outcome

There are widespread and/or systemic failings leading to significant concerns about the experiences and outcomes of children and young people with special educational needs and/or disabilities (SEND), which the local area partnership must address urgently.

A monitoring inspection will be carried out within approximately 18 months. The next full reinspection will be within approximately three years.

As a result of this inspection, HMCI requires the local area partnership to prepare and submit a priority action plan (area SEND) to address the identified areas for priority action.

Information about the local area partnership

Torbay Council and NHS Devon Integrated Care Board (ICB) are responsible for planning and commissioning services to meet the needs of children and young people with SEND in Torbay, as part of the Torbay Local Area Partnership. The partnership oversees the commissioning of local education, social care and health provision for children and young people with SEND.

The commissioning of health services changed across England in 2022. In Torbay, the responsibility for health services passed from Clinical Commissioning Group to NHS Devon ICB on 1 July 2022.

Torbay Council commissions a range of alternative provision (AP) for children or young people, including those who cannot attend school due to social, emotional and mental health (SEMH) and medical needs, or for those who are at risk of or have been permanently excluded.

What is it like to be a child or young person with special educational needs and/or disabilities (SEND) in this area?

Too many children and young people with SEND wait an unacceptable time to have their needs accurately identified, assessed and met. The experiences of children and young people with SEND in Torbay depends on who they meet along their journey. If dedicated professionals recognise their needs early on and work collaboratively with colleagues from education, health and social care, the children and young people can access the right support at the right time.

Once individual needs are identified, often knowledgeable and skilled practitioners provide help and support to the child and young person and their families. For example, children and young people with SEND who access a specialist school setting or work with the children with disabilities team often receive the right help. Colleagues from across the partnership work together through the Family Hubs to access appropriate early years support and help from a wide variety of agencies, such as speech and language therapy and intensive support at home. Likewise, the work of early help, family intervention team and youth justice service makes a positive difference for the children and young people with SEND that they work with.

Some children and young people with SEND miss large amounts of their education. This is particularly the case for children and young people receiving SEN support. Too many of these children and young people are placed on part-time timetables, are suspended or are excluded from school. Those who are placed in registered AP typically have their needs met well. However, many are placed in unregistered AP. The local area partnership does not currently check the quality of education that these settings provide. The attainment of children and young people with SEN support is below that of their peers nationally. Their attendance at secondary school is lower than the national average. They are less likely to continue into education, employment or training post-16.

Long waiting times for health assessment, and diagnosis, coupled with gaps in provision, often leads to children and young people's needs becoming greater while they wait to get the right support. For example, their mental health deteriorates as they need more support than the mental health in schools team can provide, but do not reach the threshold for child and adolescent mental health service (CAMHS) support. As a result, families reach crisis, and they require more intensive support later. Some parents and carers told inspectors they have no option other than to home educate their child.

The views of children and young people, as well as their parents and carers, are starting to be heard more effectively. This has led to the creation of useful projects such as the neurodiversity support programme run jointly by the Parent Carer Forum, SEND Family Voice Torbay (SFVT) and health practitioners from the neurodiversity pathway. Children and young people's ambitions and goals are now routinely recorded in their education, health and care (EHC) plans. However, while the timeliness of the completion of EHC plans is improving, many plans are finalised without contributions from health or social care professionals. This does not reflect the support that is being accessed or should be available to the child and young person and contributes to gaps in provision at times.

Through the early help offer, children and young people with SEND access services which support their inclusion in their communities. Nevertheless, children and young people and their parents told us that they would like more opportunities to be part of the Torbay community, to have help to make and meet new friends. The lack of short breaks means that many miss out on these experiences.

Children and young people, along with their parents and carers, helped to co-produce the local area's SEND strategy and graduated response. However, practitioners working with young people aged between 19 and 25 do not have a graduated response to know how to remove barriers and support young people to prepare for adulthood effectively.

What is the area partnership doing that is effective?

- In some aspects of its work, the local area partnership has successfully improved services. For example, the healthy child programme is delivered in partnership with Family Hubs and other services. Children aged 0 to 5 years old benefit from a range of professionals working together to support the family while being assessed for autism and attention deficit hyperactivity disorder. The youngest children with SEND have their needs identified at the earliest opportunity. This work results in early referrals and helpful information being shared with education, health and social care providers.
- The mental health schools team works effectively with others to offer an innovative and flexible service that attends to children and young people's SEMH needs that are known and or referred to their services. Across these services, children and young people have access to a neurodiverse specialist in their team, and an in-reach youth worker service, as well as workshops to upskill children for the future. This helps to meet these children's needs effectively.
- SFVT is represented on boards and workstreams to highlight the view and experience of the parents and carers that it represents. There are some effective examples of co-production, including increased SEND communication via a newsletter and the well-received fair play day.
- Whenever possible, dedicated practitioners take time to build positive working relationships with children and young people with SEND and their parents. For example, the SEND information, advice and support service team members are committed to offering support and signposting to parents and carers.
- Children identified as being at risk of exclusion and appropriately supported by the fair access panel multi-agency team, typically remain or return to education or training successfully.
- Work has started within the 5 to 18 autism pathway to make sure that a range of professionals provide a coordinated assessment process for children and young people. For example, the speech and language therapy team and the learning disability team are now an active part of this pathway. Work has recently started to provide an improved offer of support to children and young people while waiting to access services, support or assessment.

- The use of the dynamic support register (DSR) is well established. Children and young people with a diagnosis of autism or a learning disability who are referred to the DSR and are at risk of admission to a mental health hospital benefit from liaising with a single point of contact through the key-worker service. There are plans in place to further strengthen this service by increasing capacity in the team.
- Children and young people with long-term or complex medical conditions, particularly in special schools, benefit from the community and specialist school nursing team offer. This includes access to services in a timely manner alongside a coordinated approach to delivering care. For instance, the team collaborates with professionals, particularly across health, to help meet the needs of children and young people with SEND.
- Arrangements are in place to oversee the quality of placements for children with SEND who are placed out of area in residential children's homes. Where social care staff have persisted, young people with SEND remain in their area of choice and secure suitable accommodation and support to meet their needs. Routine checks help practitioners to respond to any concerns or issues the child has experienced.
- Transition into adult services for young people with extremely complex care needs, who are totally dependent on services, and those in residential care placements which end at 18 years old, is sometimes successful.

What does the area partnership need to do better?

- Since the previous area SEND inspection, in 2021, leaders have not urgently or effectively addressed systemic and significant weaknesses in the experiences and outcomes for children and young people with SEND in Torbay. Many long-standing issues, particularly the waiting times for assessment and diagnosis, parental dissatisfaction and the high proportion of children and young people with SEND being excluded and becoming NEET, have remained unresolved issues. Too many children and young people with SEND in Torbay have poor experiences and outcomes due to the lack of access to the right provision and support at the right time.
- At the time of the inspection, joint commissioning was in flux. The impact of this is far reaching. For example, local area leaders have not developed a strategic approach to commission sufficient quality AP to ensure placements adequately meet the needs of children and young people with SEND. Special school places in Torbay are not commissioned for children with autism, despite this being one of the greatest areas of need in the local area. As a result, some children and young people are missing out on full-time education.
- Those responsible for governance do not have an accurate understanding of the local area partnership's strategic SEND priorities. The resulting lack of strategic working and effective joint commissioning has resulted in poor communication and collaboration between the local area partnership and families. Too often, the strategic updates requested by those responsible for governance do not accurately identify the impact of decisions made and work done for children and young people with SEND. This does not support the local area partnership to understand and prioritise its

strategic planning or actions.

- Many areas of work towards achieving the 2023 SEND strategy have not started or are in their infancy. For example, the partnership's work to identify and reduce the number of children and young people not in education, employment or training has begun, but it is too early to see the impact of this work.
- There is currently no commissioned learning disability pathway in Torbay. It is unclear who is responsible for making a formal diagnosis of learning disability. This means that there is an increased risk that some children and young people will not receive the benefit of support from the learning disability team, or from annual health checks, which are important in identifying and providing appropriate support to address their changing needs.
- Children and young people wait too long for a range of services across health. This includes CAMHS, occupational therapy, speech and language therapy, neurodiversity pathways and community paediatrics. Gaps in healthcare services, such as out-of-hours palliative care and difficulties accessing specialist sleep management services, compound the fact that the needs of children and young people are not well met.
- The local area partnership recognised that the graduated response, introduced in September 2023, was not fully implemented in May 2024. However, a pilot of the locality model that aims to bring practitioners together in their work with children and young people with SEND will not begin until June 2025. In the meantime, insufficient resources, including access to knowledgeable practitioners from across the partnership, constrain its ability to identify and meet children and young people's SEND at the earliest opportunity.
- Access to the early years multi-agency support stops when children begin school. This contributes to the growing attainment gap between children and young people with SEN support and their peers as they progress through their education.
- Some children and young people do not have access to timely home improvements and adaptations in order to meet their needs. Lengthy delays in accessing funding to facilitate this significantly impacts on the lived experience of children and young people and their families.
- Torbay has placed a small number of their children with SEND in unregistered children's homes. Some of these children have been in these placements for too long. Commissioning of appropriate placements in the area remains a challenge.
- Across education, health and social care, preparation for adulthood does not happen soon enough. For example, transition arrangements from child to adult health services are difficult because the thresholds for accessing adult services are different, or the equivalent service is not always available. Sometimes, limited suitable residential placements and accommodation leave some disabled young people and their families without the assurance of knowing where they will live in the future or if they will have their wider needs met prior to their 18th birthday.

Areas for priority action

Responsible body	Areas for priority action
Torbay Council and NHS Devon ICB	The local area partnership must work together to urgently strengthen the systems that support partners' collaborative work at all levels. This includes the development and use of more effective governance arrangements to ensure improvements are made to SEND services in a timely manner.
Torbay Council and NHS Devon ICB	The local area partnership must strengthen its commissioning arrangements to meet the identified needs of children and young people with SEND in Torbay. This includes strengthening the way that the joint strategic needs assessment is used to accurately identify and effectively manage risks when service gaps are identified across the partnership.
Torbay Council and NHS Devon ICB	The local area partnership, including school leaders, must strengthen its multi-agency working to ensure that children and young people's needs are identified, assessed and met in a more efficient and timely manner through cohesive pathways across health, education and social care. This includes the following: <ul style="list-style-type: none"> the effective use of the graduated response, EHC plans accurately reflecting need, next steps and provision for children and young people, reducing levels of suspension and exclusion from secondary schools.
NHS Devon ICB	Leaders must reduce waiting times across health services and strengthen the offer of support available to children and young people and their families while waiting for health assessments and diagnosis. This includes CAMHS, speech and language therapy, occupational therapy and community paediatrics.

Areas for improvement

Areas for improvement
Leaders across the partnership should consider ways to further improve and embed the way that co-production is used across the partnership.
The local area partnership should continue to build on the work that has already been started in improving working relationships with parents and carers.

Leaders across the partnership should improve oversight of the impact of its support for children and young people receiving SEN support who are not accessing full-time education, for example those who are placed in unregistered AP.

Leaders across the partnership should improve their oversight and strengthen joint working across services to support preparation for adulthood arrangements. This also includes improving the way that child and adult services are joined across all health services for children and young people with SEND so that the journey into adult health services is easier and more accessible.

Local area partnership details

Local authority	Integrated care board
Torbay Council	NHS Devon Integrated Care Board
Nancy Meehan, Director of Children's Services	Steve Moore, Chief Executive Officer
www.torbay.gov.uk	https://onedevon.org.uk
Town Hall Castle Circus Torquay TQ1 3DR	Newcourt House Old Rydon Lane Exeter EX2 7JU

Information about this inspection

This inspection was carried out at the request of the Secretary of State for Education under section 20(1)(a) of the Children Act 2004.

The inspection was led by one of His Majesty's Inspectors (HMI) from Ofsted, with a team of inspectors, including: two HMI from social care; an Ofsted Inspector from education; a lead Children's Services Inspector from the Care Quality Commission (CQC); and another Children's Services Inspector from the CQC.

Inspection team

Ofsted

Marie Thomas, Ofsted HMI, lead inspector
Anna Gravelle, Ofsted HMI
Margaret Burke, Ofsted HMI
Keith Tysoe, Ofsted Inspector

Care Quality Commission

David Roberts, CQC lead inspector
Eva Mannan, CQC Inspector

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Meeting: [Overview and Scrutiny Board](#)

Date: 13 August 2025

Wards affected: [All](#)

Report Title: [Performance Report 2025/26 – Quarter 1](#)

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

1. Introduction

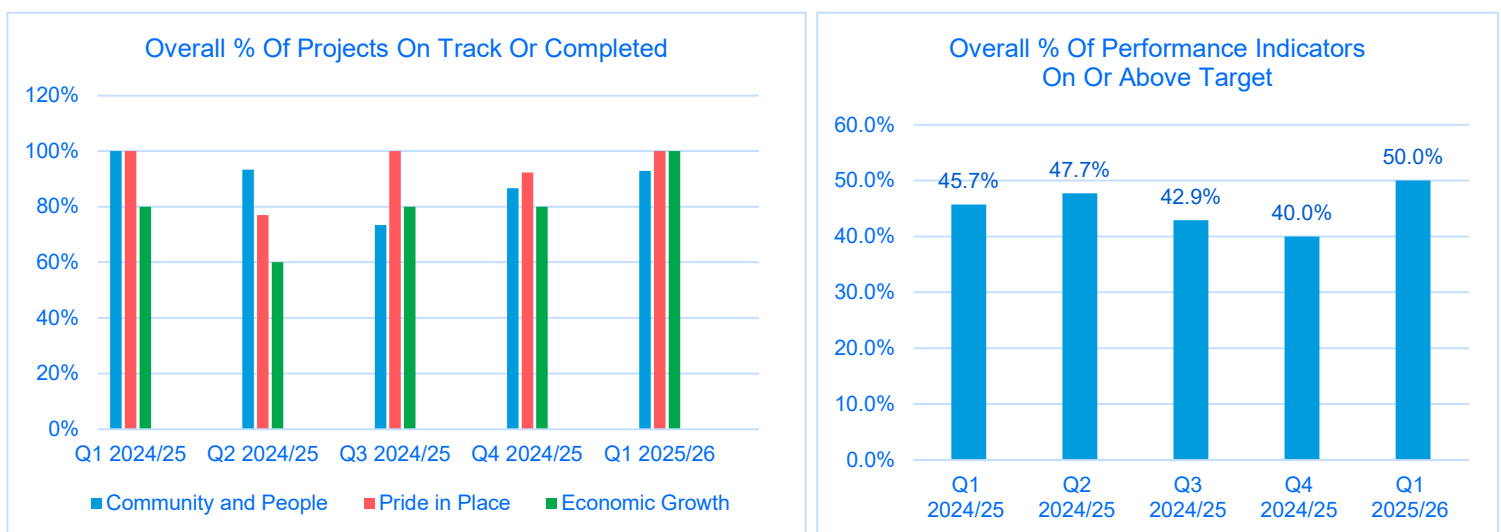
- 1.1 The Community and Corporate Plan 2023/2043 was approved by the Council at its meeting in December 2023. This sets out the Council's vision, objectives and priorities. The Plan brings together the interlinked priorities we need to address to make Torbay a happy, healthy and prosperous place for 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, 132 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 32 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 As per our performance management policy, the outturn performance for 2024/25 has been reviewed by the Chief Executive and Directors. Along with known insight and available benchmarking information, targets for 2025/26 have been reviewed and updated to ensure they all demonstrate our drive to continuously improve. These targets are reflected in this report and, subject to call in, have been adopted as part of the refreshed Council Business Plan for 2025/26 by Cabinet at their meeting held on 14 July. Project milestones have also been updated and new ones included to reflect known plans for the year ahead. Performance against these will be reported in the Quarter 2 performance reports onwards.
- 1.7 As always, the targets set for children's services 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.

- 1.8 The performance reports include a narrative that explains the position of the indicators that have targets set against them.

2. Performance Summary for Quarter 1

- 2.1 Overall the percentage of projects which are on track or completed has improved in Quarter 1 since Quarter 4, as well as the overall percentage of performance indicators that are on or better than their target.



- 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 performing on target or better than the expected target for Quarter 1.

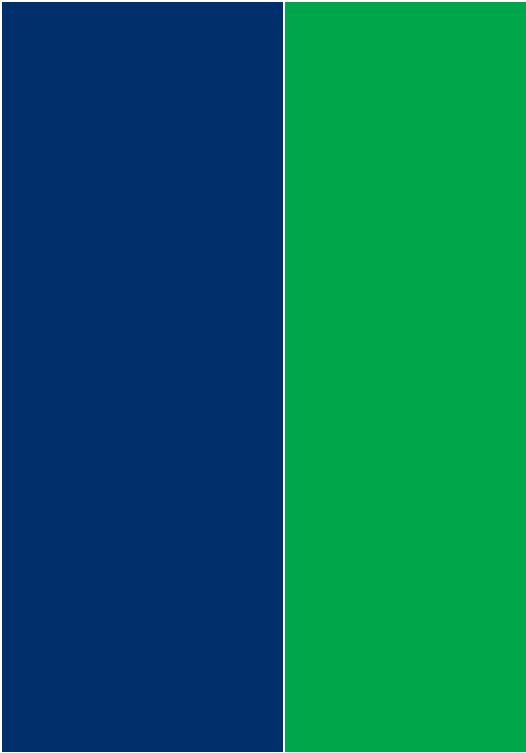
Community and Corporate Plan Theme	Projects	Milestones due in 2024/25	Performance indicators
Community and People	6 projects (42.9%) completed 7 projects (50.0%) on track 1 project (7.1%) concern	42 milestones (91.3%) achieved or on schedule 4 milestones (8.7%) not on schedule 4 milestone not due to start this quarter	Much better than target = 1 (11.1%) On target = 3 (33.3%) Worse than target = 1 (11.1%) Much worse than target = 4 (44.4%)
Pride in Place	1 project (7.7%) completed	54 milestones (94.7%) achieved or on schedule	Much better than target = 4 (14.8%) On target = 9 (33.3%)

	12 projects (92.3%) on track	3 milestones (5.3%) not on schedule 1 milestone not due to start this quarter	Worse than target = 4 (14.8%) Much worse than target = 10 (37.0%)
Economic Growth	5 projects (100.0%) on track	27 milestones (93.1%) achieved or on schedule 2 milestones (6.9%) not on schedule	Much better than target = 2 (25.0%) On target = 3 (37.5%) Worse than target = 1 (12.5%) Much worse than target = 2 (25.0%)

2.2 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 of the 14 projects are on schedule or have been completed. 42 out of the 50 milestones have been achieved or are on schedule with four not due to start.</p> <p>In terms of achievements this quarter:</p> <ul style="list-style-type: none"> ▪ The project to deliver the Carers Strategy has been completed for 2024/2025 with successful activities delivered again in June during carers week. ▪ The Big Bash event held at Torbay Leisure Centre was well attended and created a positive environment for providers, carers and people with lived experience of a learning disability. ▪ The Suicide Prevention Plan has been refreshed and was endorsed by the Health and Wellbeing Board in March 2025. ▪ The Hotspot Policing plan as part of the Operation Town Centre Project has been finalised and commences in July 2025. The remaining Town Centre Officer posts have been successfully recruited to. ▪ Work on Torbay Play Parks is on track and Play Torbay will be engaging with local children for their ideas and views. <p>The performance indicators which are currently showing as much worse than target are:</p> <ul style="list-style-type: none"> ▪ BP07 – Percentage of cared for children in the period with three or more placements in the last 12 months ▪ BP11 - Number of those receiving support via the Family Hubs

		<ul style="list-style-type: none"> BP16 – Percentage of clients receiving Direct Payments BP20 – Percentage of Community Ward Fund spent
Pride in Place	On track	<p>All 13 projects in the Pride in Place theme are on track or completed and 54 of the milestones have been achieved or are on schedule.</p> <p>In terms of achievements this quarter:</p> <ul style="list-style-type: none"> Housing schemes within the Housing Delivery Plan are making good progress. Brampton Court Hotel, part of the Hotels to Homes project is ahead of schedule. Community open days have started at the Pavillion Oldway works are on schedule to start in July. The project to deliver Paignton Sea defence scheme is on track, a contractor appointed and discussions are taking place about the design. Five 20mph schemes to improve road safety have been implemented and six further sites have undergone further public consultation. <p>The PIs being used to monitor the Development Management performance demonstrate that further improvement to meet the target is needed. The number of open live enforcement cases remains a significant issue this quarter.</p> <p>The performance indicators which are currently showing as much worse than target are:</p> <ul style="list-style-type: none"> BP29 – Average numbers in temporary accommodation on any one night this quarter Single households (including childless couples) BP59/61/63 – Major Planning Applications BP64/66 - Minor Applications BP69/71/73 – Other Planning Applications BP77 – Open planning enforcement cases as at the last day of the quarter
Economic Growth	On Track	<p>All five of the projects in Economic Growth are on track and 27 milestones have been achieved or are on schedule and two are not on schedule.</p> <p>In terms of achievements this quarter:</p> <ul style="list-style-type: none"> Funding to deliver the skills elements of the UKSPF programme have been secured for 2025/26 securing delivery of our Multiply programme through to March 2026. The consultation on the new Local Transport Plan which has been written in conjunction with Devon County Council has been completed and is due to be considered by the Combined County Authority in July.

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- Stagecoach received further money from government to electrify their remaining fleet of buses. The works on the charging infrastructure is also ahead of schedule.
 - Holiday Activities and Food programme funding is continuing for 2025/26. The Elective Home Education service will be continuing to provide activities during the holidays.




The milestones to secure and get planning permissions for a site for the Technology Production Park are not on schedule. There has been a delay on deciding which site to use with three sites currently being considered.

The performance indicators currently showing as much worse than target are:

- CP14 – Percentage of former cared for children who are now aged 19-21 and in employment, education or training
- BP86 - Number of people supported into work

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 1 of 2025/2026 for the Community and People theme.

Projects		Milestones due to be completed	Overall progress of projects	Performance indicators
Quarter 1			On track	Quarter 1
13 projects = 92.9% On track or Completed	42 milestones = 91.3% Achieved or On Schedule			44.4% on or above target
Direction of travel since Q4				Direction of travel since Q4
 Q4 86.7% On track or Completed	 Q4 84.1% Achieved			 Q4 44.4% on or above target

Overview of achievements this quarter

- We continue to deliver the Operation Town Centres Project:
 - We submitted applications to the police for Community Safety Accreditation Scheme (CSAS) powers for both Town Centre Officers and SWISCo enforcement staff. The UKPAC online reporting platform for crime and Anti-Social Behaviour (ASB) across Torbay was launched.
 - A new ASB Partnership Delivery Manager took up post in the Safer Communities Team. This role will lead on project work including delivering on elements of the ASB Action Plan.
 - The Hotspot Policing plan for 2025/26 has been finalised and will commence during the first weekend of July 2025.
 - We have recruited to the vacant Town Centre Officer post who start during quarter 2.
 - Actions associated with the Castle Circus and Torquay Town Centre Improvement Plan have been completed which included the purchase of the hostel and surrounding environmental improvements. Work will continue as part of the Town Centre ASB action plan.
- Family Hub funding continues for 2025/26 and we await updates from DfE regarding funding for 2026. We have self assessed our present position against the recently published Family Hub model Framework 2025/26 and are pleased to report that we are in a strong position. We are now aligning the delivery model to ensure it complements the Families First Programme a national programme to reform Children's Services.
- The Child Friendly Torbay programme is under review by UNICEF.

- The review of Torbay's play parks is on track. A draft Improvement Strategy was presented to Overview and Scrutiny Board in May. Officers and elected members have completed over 50% of the site visits. SWISCo are working with Play Torbay to engage with local children during the summer to seek their views. The results of this work will be shared with Cabinet and Overview and Scrutiny Board during quarter 3.
- The Sexual Health contract which supports the healthy behaviours and environments project started in July. Community blood pressure outreach checks continue to be delivered through: Paignton Hub, the Torbay Library loans scheme and events.
- Applications received for the Community Ward Fund continue to be assessed and approved. Work continues across the Engagement and Communications Forward Plan to encourage civic pride. Planning is underway to deliver a Youth Parliament in April 2026.
- As part of the project to deliver the priorities within the Domestic Abuse and Sexual Violence Strategy a presentation of the first Lived Experience report was given to the Domestic Abuse and Sexual Violence Executive Group (DASVEG). This included information from our commissioned peer researchers and engagement networks which provided rich insights into the experiences of DASV victims and survivors in Torbay. Suggestions for change and improvements were also captured which will be considered at the next DASVEG meeting. New i-learn modules have been created; Introduction to Domestic Abuse and Introduction to Sexual Violence. A business case has been drafted for Cabinet to request funding for a behaviour change (perpetrator) intervention.

Completed Projects This Quarter

- The helping people to live well and independently project has been completed and milestones achieved. The Big Bash event held on 17th June was well attended and created a positive environment for providers, carers and people with lived experience of a learning disability, encouraged being active safe and healthy (BASH) and promoted The Big Plan.
- The project to support young people who experience SEND is set as completed as current milestones have all been achieved. The Joint Strategic Needs Assessment (JSNA) 2022 has been completed and used to review commissioning arrangements for 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 (particular examples in Early Years and Neurodiversity support) with further jointly commissioned projects planned. New governance for the SEND Local Area Improvement Partnership including a new independent chair, is also underway to strengthen joint working arrangements. Our Inspection has highlighted areas of concerns requiring priority actions which we are considering.
- The Torbay Suicide Prevention Action Plan project and milestones have been completed. The Suicide Prevention Plan has been refreshed and was endorsed by the Health and Wellbeing Board in March 2025. A joint plan across wider Devon is currently being developed for 2025/26. Delivery continues via the three task and finish groups and the major public mental health programme and the Baton of Hope event is scheduled to take place on the 30 September.

- Other projects for this theme that completed prior to this quarter include the My Bay project and successful agreement of the memorandum of understanding and financial transformation plan for Adult Social Care with Torbay and South Devon NHS Foundation Trust.
- In terms of performance indicators:
 - CP03 – The rate per 10,000 children of cared for children at the end of the period is **on target** at 114. 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) is also **on target** at 69%.
 - BP19 - The Q1 actual to date for average customer wait time when contacting Customer Services by phone is **much better than target** at 3 minutes and 47 seconds.
 - BP25 – The Percentage of people with a learning disability in settled accommodation, with or without support is **on target** at 86.4%

Key challenges

- The project to improve how we signpost information advice and guidance has been set as a concern as the milestone dates to review website pages for Pride in Place, Community and Customer Services, Finance and Corporate Services are not on schedule. The web content policy has been approved, published on the intranet and shared with staff. We will be asking teams to refer to this when they create or revise content for the site and are developing a toolkit for teams to use as part of their service reviews. Results of the web survey alongside our other site analytics and feedback have identified areas to prioritise
- The following performance indicators are currently worse or much worse than target:
 - BP07 – Percentage of cared for children in the period with three or more placements in the last 12 months is **much worse than target** (current performance is 19% compared to the 2025/26 target of 14%. This indicator is performing the same in Q1 2025/26 compared to Q1 2024/25).

There are currently 55 children who have experienced three moves or more in the last 12 months, 33 (60%) of whom have had three placements and the remaining more than three. A small number of these young people are older and have complex, multi-layered needs including experience of abuse and trauma. This can then manifest in behaviours that are challenging leading to placement instability and, for some, situations whereby immediate notice is given by providers. This in turn leads to them being placed in interim arrangements of care pending identification of a more appropriate placement. In such circumstances, and due to the way in which placement codes are recorded, this situation would immediately result in a young person being included within this indicator group.

For other children, particularly the young children, the three or more placements may include a parent and child assessment placement (in line with their care plan or ordered by the Court), an interim short term fostering placement and then an adoptive placement. The service however continue to pursue early permanence through fostering to adopt when the Court approves this position. The service continues to analyse the child-level data, to understand what has driven this increase, who without

this cohort need to be a focus in terms of placement stability and what the underlying child-led narrative is for each child.

- BP09 - Annualised rate per 10,000 children of children becoming cared for in the period is **worse than target** (current performance is 36 compared to the 2025/26 target of 34. This indicator is performing worse in Q1 2025/26 compared to Q1 in 2024/25).

We continue to see a steady position in relation to Children's Social Care statutory responses to referrals and rereferrals however, we are still an outlier when benchmarking against our statistical neighbours and the National picture. Our cared for population has reduced but is impacted due to the National Transfer Scheme for Unaccompanied Asylum Seeking Children. Positively, out placement stability remains stable which has a good impact on our cared for children.

- The number of those receiving support via the Family Hubs (BP11) is **much worse than target** (current performance is 7,729 compared to the 2025/26 target. This indicator is performing worse Q1 2025/26 compared to Q1 in 2024/25).

The reported data for Q1 2025/26 currently shows a significant decrease compared to the same period in 2024/25 however, this figure does not accurately reflect actual performance. Upon reviewing the Q1 2024/25 data, it's clear that approximately 1,500 additional contacts were recorded at that time, largely due to the inclusion of public health nursing activity with 2,054 public health contacts in Q4. These figures were captured before key service changes took place, specifically, the relocation of health appointments and child health clinics from Zig Zags to St. Edmunds, and from the Beehive to Paignton Library.

Currently, we face challenges in consolidating data due to the use of two separate recording systems, St. Edmunds and the Beehive and Barn, which limits our ability to extract a complete picture of public health activity.

We are confident that actual footfall and service engagement remain consistent with last year's levels. To address the current reporting gap, a new system is being introduced in the coming weeks. This will enable more accurate data capture, including visits to birth registrars, midwives, and other family hub-related appointments.

We would like to reassure Members that the apparent shortfall is a result of reporting limitations rather than a decline in service delivery. Should all the additional Q4 management information figures and the public health data be included, we would have recorded 11,452 contacts, placing us above the annual target of 42,500.

- BP16 – The percentage of clients who receive Direct Payments (monthly) is performing **much worse than target** (current performance is 18.5% compared to the 2025/26 target of 23.0%, however this indicator is performing better in Q1 2025/26 compared to Q1 in 2024/25).

We have been supporting the Foundation Trust in the creation of an updated Direct Payments policy and staff guidance. We are actively working with the Care Trust to encourage the use of Direct Payments (where appropriate) as a way for individuals to focus on their desired outcomes and consider ways to meet these using a personal budget. This is considered to be a more personalised approach to support, rather than traditional packages of care. It is hoped that we will see an increase in the percentage of

people using Direct Payments as a way to meet their assessed care needs over the next 12 months.

- BP20 – Percentage of Community Ward Fund Spent is **much worse than target** (current performance is 7.0% compared to the 2025/26 target. This indicator is performing better in Q1 2025/26 compared to Q1 in 2024/25).




The Community Ward Fund for 2025/2026 has now been launched with unspent Funds from 2024/2025 rolled over. It is expected that the amount of the Fund spent will increase over the coming quarters.

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.

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 1 of 2025/2026 for the Pride in Place theme.

Projects	Milestones due to be completed	Overall progress of projects	Performance indicators
Quarter 1		On track	Quarter 1
13 projects = 100.0% On track or Completed	54 milestones = 94.7% Achieved or On Schedule		48.1% On or above target
Direction of travel since Q4			Direction of travel since Q4
<div></div> <div>Q4 92.3% On track</div>	<div></div> <div>Q4 95.3% Achieved</div>		<div></div> <div>Q4 48.1% on or above target</div>

Overview of achievements this quarter

- The Housing Delivery Plan is completed and approved. The St Kilda's scheme is slightly delayed on site. Progress continues positively with the regeneration schemes and the Union Square planning application has been submitted. Progress on design changes to Torre Marine, Crossways and Victoria Centre continues. The Crossways pre-application has been to the Design Review Panel. A second Hotels to Homes project, which is the Seabury Hotel, has now demolished and the site being prepared. The first project at Brampton Hotel is ahead of schedule. Several other sites are being proposed for the Hotels to Homes project and affordable housing development, all are being considered by the Housing Capital Programme Board.
- The Single Homelessness Accommodation Programme (SHAP) is due to deliver on four new premises in Paignton for young people at risk of homelessness through South Devon YMCA. Work is progressing on site with two of the premises and others will follow.
- During this quarter there has been progress in respect of the Local Growth Plan and further preparatory work for Devon and Torbay Combined County Authority (DTCCA) to assume its transport responsibilities in 2026. In respect of the Local Growth Plan we have shaped the brief for the work carried out by the DTCCA's consultants, briefed locally and responded to the emerging drafts. The Local Growth Plan will be important in setting the priorities and sectors that DTCCA will champion. Feedback closed on 20 June and an updated draft is imminent. In respect of the transport work Devon and Torbay teams are working with DTCCA Director of Operations to map practices across the organisations ahead of work later in the summer. This will identify a preferred delivery model for the DTCCA in respect of this function. The Devon and Torbay Local Transport Plan has been agreed by the constituent authorities.
- The project to provide support for those who are homeless is set as completed with both milestones achieved. The codesigned action plan has been ratified by those involved. The

action plan has been through various stages of the governance process and will be reviewed by Overview and Scrutiny sub-board in July. The steering group and associated governance structures / documentation to enable the development of the forum are advancing, with the first collective forum meeting to take place after the summer holidays.

- Good progress is being made to deliver our town centre regeneration schemes. The planning application for Union Square was submitted in May 2025 with the determination scheduled for this summer. An updated planning application for Crossways is being worked up and has been to Design Review Panel, application to be submitted in the autumn. We have publicised plans for the Strand through the Town Deal Board and that pre-application has been to Design Review Panel too. Work continues on the feasibility design for Brixham car park. The scheme will consist of providing more car parking spaces. The Harbour Public Realm at The Strand in Torquay has been completed. The space opened in November 2024 and has been positively received by members of the public and local businesses. The space has been actively used as part of the Bay of Lights walk and showcased in media coverage. There are some proposals emerging on the site at Victoria Square, these include the provision of a shopper's 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 with colleagues in Culture and Events and external stakeholders.
- Work is progressing against all the capital schemes within the Levelling Up Partnership as captured in the relevant projects in this report (Oldway, Paignton & Preston Promenade Sea Defence Scheme, Brixham Central Car Park and Accommodation Repurposing). Although project completion dates are likely to extend past the originally required date for the works, the grant has been committed and there is no risk of any repayment being required. The cultural infrastructure grants have been made to Sound Communities, Jazz Hands and Unleashed Theatre and work is underway for the Torquay Union Street festival planned for later in the year. The community infrastructure at Parkfield, Melville and Foxhole is progressing steadily.
- The project to enhance Torbay's cultural heritage is making good progress. Community open days have started at Pavilion, with two groups of primary school children from Torquay having been given tours along with other groups from the wider community. An Options Appraisal will soon be out to tender for Pavilion, one option being to honour Agatha Christie's legacy using the Pavilion. Conversations with Christie's descendants and other relevant parties are ongoing and fruitful.
- Oldway works are on schedule to start in July with the scaffolding to be erected to allow the building to be protected. Additional funding will be required to meet the estimated costs of the phase one works and a funding strategy will be developed. The New Beginnings delivery year project at Torre Abbey is progressing according to its plan and a draft proposal will be ready in late summer for submission to National Lottery Heritage Fund (NLHF).
- A review of how culture and heritage are delivered across Torbay is underway, having appointed Genecon. The report is due in September 2025 and will inform the new Culture Strategy. The Geopark Resilience bid to National Lottery Heritage Fund for £250,000 was successful and project Terra Firma is underway and will explore the future of the Geopark including its financial prospects.
- In considering whether a showground can be established in Torbay, discussions are ongoing across various teams to look at whether drainage and power and water supply works for

Paignton Green. Other related areas could be delivered as part of the Paignton and Preston Promenade and Sea Defence Scheme. This relies on funding being available.

- The project to deliver the Paignton and Preston Promenade and Sea Defence Scheme is on track. The contract has been awarded and the Contractor and Torbay Council Delivery Team have commenced the Early Contractor Involvement stage of design.
- Operation Brighter Bay is continuing as per the programme with an increased grass cutting schedule of four to five weeks, reduced from six weeks in 2024/25. Additional externally contracted line painting is underway. Community Payback continued to deliver at pace and the Street Scene Improvement Team is beginning to carry out tasks around the bay.
- Following the new Climate Action Plan, approved by Cabinet in March, work is progressing on the priorities within the plan including all the potential for photovoltaic installation, LED Streetlighting and the control management system. The previously prioritised projects needed to help with our decarbonisation programme are either underway or being assessed in terms of viability. Our Carbon Neutral Officers Group continue to meet to progress actions. The Paignton Library decarbonisation project is on site. 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 agreed at their end of year meeting. There is continued progress on Solar Farm Contract negotiations.
- The project to improve road safety, especially around schools and speeding hotspots continues to be on track. Five of the six 20 mph schemes have been implemented with the sixth nearing completion. Six further sites have undergone public consultation with a view to formally advertise them in the early autumn of 2025.
- The Local Plan Working Party continued to meet and have now agreed all sites to go in the Regulation 18 Consultation later in the year. There has been good cross-party working on the plan and the site allocations work. The Service Fit for the Future project has been extended by request of the Director of Pride of Place but will conclude in July. 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. Application numbers are rising, which will assist with the resultant fee income. Greater number of pre-application submissions are being submitted, which is positive. Building Control income is up again, but overall within the service, application fees received are below income targets. The Enforcement Policy is now operating, a Senior Enforcement Officer post has been filled, and two new posts are currently being advertised.
- In terms of performance indicators:
 - BP27 - Average numbers in temporary accommodation on any one night this quarter is **on target** at 170
 - BP28 - Average numbers in temporary accommodation on any one night this quarter with dependents (including pregnant women) is **much better than target** at 67
 - BP30 - Number of families in B&B accommodation longer than six weeks this quarter (to whom we owe a housing duty) is **on target** at 0
 - BP33 - Average length of stay at the Hostel (days) is **much better than target** at 196
 - The percentage of care experienced young people in suitable accommodation (BP35) is **on target** at 86%.

- BP103/104 – Compliance tests completed and defects unresolved / outstanding are both **on target**.
- The number of events facilitated on Council land (BP41) was **much better than target** at 29.
- For major planning applications, the percentage of appeals allowed (upheld in the applicant's favour) is **much better than target** at 0%.

Key challenges

- The following indicators are showing as worse or much worse than target:
 - BP29 – Average numbers in temporary accommodation on any one night this quarter – single households (including childless couples) is much worse than target (current performance is 103 compared to the 2025/26 target of 92. This indicator is performing worse in Q1 2025/26 compared to Q1 in 2024/25).

Numbers due to domestic abuse presentation continue to be high and 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.

The team have been brokering alternative arrangements with friends and relatives, without which Temporary Accommodation numbers would be even higher.

- BP32 – The total number of placements provided to different individuals at the Hostel per annum is **worse than target** at 17 (current performance is 17 compared to the 2025/26 target of 72. This indicator is performing worse in Q1 2025/26 compared to Q1 in 2024/25).

This performance indicator provides the total number of placements across the year, this includes those that were previously occupying the Hostel in Q4 (26) in Q1 data. There have therefore been 17 new occupants in Q1 meaning we are on target for new placements. The target set for 2024/25 takes into account the on-going challenges around move on across the system for single homeless people.

Plans are being developed to facilitate move on into the private sector through 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 is relatively consistent due to the lack of move on accommodation rather than a person's ability to move on. Plans are being developed to provide a supported pathway to facilitate move on.

- **Planning Service**

During this period, the Overview & Scrutiny Committee received a detailed report on the progress of the Planning Service of the Future project. This reflects our ongoing commitment to transparency, continuous improvement, and modernisation of the planning function.

While several performance indicators remain below target, it is important to recognise the positive steps being taken to address these challenges and the broader context in which the service is operating.

Major Planning Applications

- BP59: The average number of days taken to validate applications was 7, slightly above the target of 5.
- BP60: 75% of applications were determined within timescales (including extensions), just below the 80% target.
- BP61: 25% were determined within timescales without extensions, compared to the 35% target.
- BP63: 50% of appeals were allowed, above the 30% target.

Minor Applications

- BP64: Validation took an average of 8.64 days (target: 5).
- BP65: 77.42% were determined within timescales (target: 85%).
- BP66: 41.94% were determined within timescales without extensions (target: 50%).

Other Planning Applications

- BP69: Validation averaged 8.35 days (target: 5).
- BP70: 80.87% were determined within timescales including extensions (target: 88%).
- BP71: 46.96% were determined within timescales without extensions (target: 60%).
- BP73: 50% of appeals were allowed (target: 30%).
- Despite these figures, the Planning service continues to make significant strides. The Power BI dashboard is now embedded in daily operations, with a new Phase II version enhancing performance monitoring and management. A strong performance culture is evident, with targets set based on median performance across CIPFA comparator and Devon authorities.
- It's also important to note that the number of major applications received annually is relatively low (12–15), and efforts to clear historic caseloads continue to influence current performance metrics.

Planning Enforcement

- BP77: The number of open enforcement cases at the end of the quarter was 621, above the 2025/26 target of 400. However, this represents an improvement compared to Q1 of 2024/25.
 - The headline figures mask progress in enforcement. The additional Senior Planning Enforcement Officer, a proactive approach to case closures, and the implementation of a new Enforcement Policy have all contributed to a more efficient service. Two new Enforcement Posts have been advertised, and one has been filled and interviews for the second one are scheduled. This will further improve performance. Thematic reviews of historic cases have led to increased closures.
 - Encouragingly, planning application volumes while volatile are increasing, which is expected to boost fee income. Pre-application enquiries are also on the rise,




indicating growing engagement with the service as the pathway to a positive decision continues to develop.

Risks to non-delivery

There are currently no risks to non delivery

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 1 of 2025/2026 for the Economic Growth theme.

Projects		Milestones due to be completed	Overall progress	Performance indicators
Quarter 1			On Track	Quarter 1
5 projects = 100.0% On track		27 milestones = 93.1% Achieved or On Schedule		62.5% On or above target
Direction of travel since Q4				Direction of travel since Q4
 Q4 80.0% On track	 Q4 82.6% Achieved			 Q4 024/25 = 62.5% 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:
 - The Build Torbay project continues to develop and engage its membership and is working closely with our Commercial Services Team to develop better engagement with local suppliers.
 - The Careers Hub continues to work with secondary schools and employers, raising awareness of local career opportunities. We are exploring an opportunity to accelerate embedding local employers into the curriculum of local school, through the Hi Tech Cluster.
 - Focus on developing and promoting opportunities for care experienced young people, enhancing their skills and engagement in education, employment, and training remains a priority. We continue to work with local businesses to offer internships, apprenticeships, and bespoke work experience.
 - Staff in Children's Services are working with colleagues in our Human Resources Service to share internal job opportunities with the Care Experienced Team, ensuring suitable matches for our young people. For any Council employment, a Torbay care experienced applicant will automatically be offered an interview. The expanded Corporate Parenting Offer has fostered community connections, aiding employment linkages tailored to individual aspirations. The Transitions Panel is helping us understand the goals of our cared for young people aged 14 and above, providing targeted opportunities to help them achieve their ambitions.

- We are continuing to develop and deliver a series of training programmes:
 - The Skills elements of the UK Shared Prosperity Fund programme has been extended as funding has been secured for 2025/26. The governance will be delivered by the Devon and Torbay Combined County Authority (DTCCA, with Devon County Council as the Accountable Body).
 - Connect to Work, a DWP funded project aimed at helping economically inactive people back into work is due to start later this year.
- The consultation for the new Local Transport Plan written with Devon County Council has been completed. It will be considered by the DTCCA in July 2025. Stagecoach received further money from government to electrify their remaining fleet of buses. The works on the charging infrastructure at their Torbay Depot is ahead of schedule.
- We have secured funding from the UK Shared Prosperity Fund (UKSPF) which is going to be used to provide a programme of business support through 2025/26.
- In creating more full-time job opportunities in Torbay:
 - A revised proposal for the Enterprise Fund to support economic growth and job creation in Torbay has been discussed at DOM and guidance is being sought on town boundaries.
 - The revised Economic Growth Action Plan has been approved by DOM. Work is underway on setting the headline key performance indicators that will be used to track its delivery.
 - Creative UK has launched a continuation to the Start Up and Grow creative programme. A Creative Industries Group has been established to explore the growth needs of this sector in Torbay.
 - The milestone to increase the availability for children and young people to have access to wraparound positive activities during the school holidays is on schedule. Holiday Activities and Food programme funding is continuing for 2025/26, a new project lead is in place and activities will be delivered over the summer 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:
 - BP80 - the number of secondary schools engaged with business (Voluntary Enterprise Advisers) is **on target** at 100%.
 - BP85 – The number of employed people undertaking training is **on target** at 39.
 - BP91 – Occupancy rate of the Council’s let estate is **on target** at 90.9%.
 - BP92 - Occupancy rate of at the Electronics and Photonics Innovation Centre is **much better than target** at 100%.
 - BP97 – The number of individuals attending inclusive growth events delivered or commissioned by the Council is **much better than target** at 131.

Key challenges

- In relation to the two milestones that are in place to support the project to develop the local economy, so it is growth focused, sustainable and thriving, we have experienced delays in securing a site for the Technology Production Park. This has also resulted in the milestone for securing planning permission for a site not being achieved. Three sites are currently being considered.
- The Destination Management Group have agreed that they would like to see the Destination Management Plan, which was initially drafted and adopted before COVID, reviewed. Work on this will commence over the coming quarter.
- The latest government spending review made no mention of extending UK Shared Prosperity funding beyond 2025/26. This has the potential to put our business support training programmes at risk beyond March 2026.
- 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 is **much worse than target** (current performance is 52% compared to the 2025/26 target of 71%. This indicator is performing worse in Q1 2025/26 compared to Q1 in 2024/25).

We are aspirational for our care experienced young people which is reflected by the target. Work is taking place with colleagues in all directorates to look at where internships and apprenticeships at the Council could be offered. The performance for June 2025 of 52% is in line with national comparators and above statistical neighbours, at 56% and 47% respectively.

- BP79 – Percentage of adults with a learning disability in paid employment is **worse than target** (current performance is 6.5% compared to the 2025/26 target of 7%. This indicator is performing better in Q1 2025/26 compared to Q1 in 2024/25).

This will be monitored over the coming months and consideration given to what actions can be taken to improve this position. This has been picked up as part of our wider work within The Big Plan to look at ways to improve employment opportunities.

- BP86 – The number of people supported into work was **much worse than target** (current performance is 10 compared to the 2025/26 target of 97. This indicator is performing worse in Q1 2025/26 compared to Q1 in 2024/25).

The primary reason for this performance is that the respective projects are early in the delivery stages of year four, and we expect outcomes to realise further into the delivery year. The second reason is due to the complex nature of the cohorts being supported by the UKSPF skills programmes. The economically inactive people being supported require a high level of support for up to six months in order to become work ready. The conversion rate from engagement to employment remains consistently at around 10%. We expect these numbers to grow over the next three quarters as the respective programmes progress.

Risks to non-delivery

- Challenges around finding suitable move on accommodation for those using the hostel remains a significant issue due to the lack of availability.

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Community and People

Community and Corporate Plan Indicators

Code	Title	Polarity	2023/24 Performance	2025/26 Target	Current Status	2025/26 Performance												2025/26 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%	40%	-													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%	70%	-													Data Not Due	
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	2025/26 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	111	109	On target	114	114	114										114	↑
We are close to the target of a rate of 109 compared to the YTD figure of 114; in reality, a reduction of five cared for children would see us reaching this target. Our current number of cared for children incorporates ten UASC referred to Torbay as part of the National Transfer Scheme. This is under our 0.1% figure of 0.3, and therefore caution should be urged in relation to further UASC becoming cared for in line with this national expectation. We continue to undertake work to reduce the number and rate of cared for children safely, and have achieved a significant reduction already from 362 in 2019/20 to 287 in June 2023 (a 21% decrease). As anticipated, the rate of reduction has slowed, as the bulk of targeted activity in terms of SGO conversion and reunification has already been progressed and achieved a permanence outcome for the child. However mapping continues in terms of this permanence activity, as well as continuous implementation of early intervention, prevention and high quality edge of care provision, to ensure that only those children who absolutely cannot remain at home safely become cared for																			
Code	Title	Polarity	2019	Target	Current Status	2025												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	
Code	Title	Polarity	2019/23	Target	Current Status	2020-24												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 –10 yrs Females - 5 yrs	Monitoring only	Monitoring only													Data Not Due	
Code	Title	Polarity	2023/24 Performance	2025/26 Target	Current Status	2025/26 Performance												2025/26 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%	70%	-													Data Not Due	

Code	Title	Polarity	2021/23	Target	Current Status	2022-25				Actual to date	DOT
CP07	Directly age standardised suicide rate per 100,000 for Torbay (annual)	It's better to be low	12.5	Monitoring only	Monitoring only					Data Not Due	
Priority C1: Ensure our town centres are safe and welcoming for all											
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	2025/26 Performance				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	Feeling of welcome - 4.33 Feeling of safety - 4.02	TBC	-	Data not yet available				Data Not Due	
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 Actual to date	DOT
BP02	Number of fixed penalty notices issued by SWISCo's Enforcement Team (quarterly)	It's better to be high	141	Monitoring only	Monitoring only					Data Not Available	
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	2025/26 Performance				2025/26 Actual to date	DOT
BP03	Number of residents signing up to Residents' Discount Scheme per year (annual)	It's better to be high	1,749	2,098	-					Data Not Due	
BP106	Number of businesses participating in Residents' Discount Scheme per year	It's better to be high	137	164	-					Data Not Due	

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

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	2025/26 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	24%	Monitoring only	Monitoring only	27%	18%	23%										22%	↓
BP05	Annualised rate per 10,000 children of referrals to Children's Services in the period	It's better to be low	702	Monitoring only	Monitoring only	765	660	699										708	↑
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	25%	Monitoring only	Monitoring only	23%	25%	17%										22%	↑
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	16%	14%	Much worse than target	16%	16%	19%										19%	↔

BP07 - There are currently 55 children who have experienced 3 moves or more in the last 12 months, 33 (60%) of whom have had three placements and the remaining more than three. A small number of these young people are older and have complex, multi-layered needs including experience of abuse and trauma; this can then manifest in behaviours that challenges, leading to placement instability and, for some, situations whereby immediate notice is given by providers, which in turn leads them to being placed in interim arrangements of care pending identification of a more appropriate placement. In such circumstances, and due to the way in which placement codes are recorded, this situation would immediately result in a young person being included within this indicator group. For other children, particularly the young children, the three or more placements may include a parent and child assessment placement (in line with their care plan or ordered by the Court), an interim short term fostering placement and then an adoptive placement, however the service continues to pursue early permanence through fostering to adopt when the Court approves this position. The service continues to analyse the child-level data to understand what has driven this increase, who without this cohort need to be a focus in terms of placement stability and what the underlying child-led narrative is for each child.

9645

Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	2025/26 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	64%	66%	On target	63%	65%	69%									69%	↑
BP09	Annualised rate per 10,000 children of children becoming cared for in the period (monthly)	It's better to be low	35	34	Worse than target	52	29	29									36	↓

We are close to the target of an annualised rate of 34 compared to the YTD figure of 36. We continue to implement a model of early intervention, prevention and high quality edge of care provision, to ensure that only those children who absolutely cannot remain at home safely become cared for. We continuously review those children subject to child protection planning to consider whether legal escalation is necessary, and this has led to the right decisions to progress cared for status for some children. Therefore, there is a balance between appropriately and safely responding to risk when it presents, and meeting need alternatively if this is safe to do so. Our current number of cared for children incorporates ten UASC referred to Torbay as part of the National Transfer Scheme. This is under our 0.1% figure of 25, and therefore caution should be urged in relation to further UASC becoming cared for in line with this national expectation.

BP10	Number of requests for new Education Health and Care Plan (EHCP) assessments (YTD)	N/A	233	Monitoring only	Monitoring only	34	25	48										107	N/A
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BP09 - We continue to see a steady position in relation to Children's Social Care statutory responses to referrals and rereferrals however, we are still an outlier when benchmarking against our statistical neighbours and the National picture. Our cared for population has reduced but is impacted due to the National Transfer Scheme for Unaccompanied Asylum Seeking Children. Positively, our placement stability remains stable which has a good impact on our cared for children.

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 Actual to date	DOT
BP11	Number of those receiving support via the Family Hubs (quarterly)	It's better to be high	41,287	42,500	Much worse than target	7,729				7,729	↓

The reported data for Q1 2025/26 currently shows a significant decrease compared to the same period in 2024/25. However, this figure does not accurately reflect actual performance. Upon reviewing the Q1 2024/25 data, it's clear that approximately 1,500 additional contacts were recorded at that time, largely due to the inclusion of public health nursing activity with 2,054 public health contacts in Q4. These figures were captured before key service changes took place—specifically, the relocation of health appointments and child health clinics from Zig Zags to St. Edmunds, and from the Beehive to Paignton Library. Currently, we face challenges in consolidating data due to the use of two separate recording systems—St. Edmunds and the Beehive and Barn—which limits our ability to extract a complete picture of public health activity. In addition, the current figures do not include 175 contacts carried out in Q4 by the HLE, parenting worker, and maternity support worker. These staff members, employed by Torbay Council and maternity, deliver family hub services outside of the family hubs. While this data is collected for the quarterly management information returns to the DfE, it is not yet integrated into the corporate reporting figures. The Q1 data is currently being collected for reporting in August. It is also worth noting that 384 practitioners were trained in Q4, further demonstrating the continued reach and impact of our services. We are confident that actual footfall and service engagement remain consistent with last year's levels. To address the current reporting gap, a new system is being introduced in the coming weeks. This will enable more accurate data capture, including visits to birth registrars, midwives, and other family hub-related appointments. We would like to reassure the Board that the apparent shortfall is a result of reporting limitations rather than a decline in service delivery. Should all the additional Q4 management information figures and the public health data be included, we would have recorded 11,452 contacts—placing us above the annual target of 42,500.

Priority C3: Ensure early intervention is effective and targeted

Code	Title	Polarity	2023/24	Target	Current Status	2024/25				Actual to date	DOT
BP12	Percentage of physically inactive adults (annual)	It's better to be low	21.8%	Monitoring only	Monitoring only	Data not yet available				Data Not Due	
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 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	48.1%	45%	-	Q1 data available at Q2				Data Not Available	
BP14	The estimated proportion of people who are dependent on alcohol, not in the treatment system (quarterly)	It's better to be low	62.3%	58%	-	Q1 data available at Q2				Data Not Available	
BP15	Treatment progress measure (all substances) – showing substantial progress (quarterly)	It's better to be high	44%	48%	-	Q1 data available at Q2				Data Not Available	

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

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	2025/26 Actual to date	DOT
BP16	Percentage of clients receiving Direct Payments (monthly)	It's better to be high	18.2%	23.0%	Much worse than target	17.8%	18.2%	18.5%										18.5%	↓

We have been supporting the Care Trust in the creation of an updated Direct Payments policy and staff guidance. We are actively working with the Care Trust to encourage the use of Direct Payments (where appropriate) as a way for individuals to focus on their desired outcomes and consider ways to meet these using a personal budget. This is considered to be a more personalised approach to support, rather than traditional packages of care. It is hoped that we will see an increase in the percentage of people using Direct Payments as a way to meet their assessed care needs over the next 12 months.

Code	Title	Polarity	2023/24	2025/26 Target	Current Status	2025/26 Performance												2025/26 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%	30.0%	-													Data Not Due	
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	2025/26 Performance												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	40.7%	47.4%	-													Data Not Due	
Code	Title	Polarity	2023/24	2025/26 Target	Current Status	2025/26 Performance												2025/26 Actual to date	DOT
BP107	Overall satisfaction of Carer's with Social Services	It's better to be high	35.9%	TBC	-													Data Not Due	
Priority C5: Provide clear signposting for those needing our help																			
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	2025/26 Actual to date	DOT
BP19	Average customer wait time when contacting Customer Services by phone (monthly)	It's better to be low	5 mins 40 seconds	5 mins	Much better than target	00:01:28	00:05:45	00:04:18										00:03:47	⬆️
Priority C6: Support and encourage community action																			
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26			Quarter 2 2025/26			Quarter 3 2025/26			Quarter 4 2025/26			2025/26 Actual to date	DOT
BP20	Percentage of Community Ward Fund spent (quarterly)	It's better to be high	51.80%	85.00%	Much worse than target	7.0%												7.0%	⬆️
The Community Ward Fund for 2025/2026 has now been launched with unspent Funds from 2024/2025 rolled over. It is expected that the amount of the Fund spent will increase over the coming quarters.																			

Priority C7: Improve wellbeing and reduce social isolation

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26			Quarter 2 2025/26			Quarter 3 2025/26			Quarter 4 2025/26			2025/26 Actual to date	DOT
BP21	Torbay Domestic Abuse Service - New placements in the service - Adults (quarterly)	N/A	991	Monitoring only	Monitoring only	203												203	
BP22	Torbay Domestic Abuse Service - New placements in the service - Number of children who are part of households accessing the service (quarterly)	N/A	692	Monitoring only	Monitoring only	170												170	
BP23	Torbay Domestic Abuse Service – Number of Multi Agency Risk Assessment Conference repeat cases within 12 months (quarterly)	N/A	81	Monitoring only	Monitoring only	23												23	

The number of adults entering the service has dropped by 12% on quarter 4 2024/25, and 20% on the corresponding period last year. The number of children in those households has increased by just under 8% for both Q4 and the same reporting period last year. The increase in children in the service is most likely due to a number of larger families moving on in the quarter, vacating family sized safe houses. Whilst the number of adults entering the service has reduced slightly, the service has observed higher volumes of people receiving safety planning and advice at initial contact, who then do not want any further engagement with support. The MARAC repeat rate (cases within 12 months) is consistent with recent quarters. The Service will also refer into MARAC if they have received 3 referrals of separate incidents. There are children in the household for 75% of cases heard at MARAC (including repeats).

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	2025/26 Actual to date	DOT
BP25	Percentage of people with a learning disability settled accommodation, with or without support (monthly)	It's better to be high	86.2%	86.5%	On target	86.2%	86.8%	86.4%										86.4%	⬆

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26			Quarter 2 2025/26			Quarter 3 2025/26			Quarter 4 2025/26			2025/26 Actual to date	DOT
BP26	Number of concessionary bus journeys (quarterly)	It's better to be high	2,221,583	Monitoring only	Monitoring only	Figure expected shortly but not currently confirmed. Apearing to be over 25% increase on Q1 2024/25												Data Not Available	

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	2024/25 Performance	2025/26 Target	Current Status	2025/26 Performance	2025/26 Actual to date	DOT
CP08	Net additional dwellings (all tenures) completed each year NI154 (annual)	It's better to be high	Data not yet available	300	-		Data Not Due	
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	2025/26 Performance	2025/26 Actual to date	DOT
CP09	Number of Affordable Homes delivered NI155 (annual)	It's better to be high	52	Monitoring only	Monitoring only		Data Not Due	
CP10	Number of new Social Rent Homes completed each year (annual)	It's better to be high	0	Monitoring only	Monitoring only		Data Not Due	
Code	Title	Polarity	2023/24	2025/26 Target	Current Status		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	2025/26 Target	Current Status	2025/26 Performance	2025/26 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%	70%	-		Data Not Due	

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

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 Actual to date	DOT
BP27	Average numbers in temporary accommodation on any one night this quarter (quarterly)	It's better to be low	157	169	On target	170				170	↓
BP28	- With dependents (including pregnant women) (quarterly)	It's better to be low	71	77	Much better than target	67				67	↑
BP29	- Single households (including childless couples) (quarterly)	It's better to be low	86	92	Much worse than target	103				103	↓
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	1	0	On target	0				0	↔

Numbers due to domestic abuse continue to be high with some households needing to be placed in mainstream temporary accommodation (TA) as the safe accommodation units are full, see BP21 and BP22 narrative. 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. The owned family units are at capacity and 50% of families are in spot purchased accommodation, some families presenting in crisis are being placed in B&B although this is only for a matter of days before they are moved. There are a number of social housing units becoming available with Stone Water housing, which will create a sudden wave of move on's and help create capacity ready for summer. 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	2024/25 Performance	2025/26 Target	Current Status	2025/26				2025/26 Actual to date	DOT
BP31	Number of rough sleepers (annual)	It's better to be low	29	25	-					Data Not Due	
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 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	82	72	Worse than target	17				17	↓
BP33	Average length of stay at the Hostel (days) (quarterly)	It's better to be low	238	230	Much better than target	196				196	↑

BP32 provides the total number of placements across the year, this includes those that were previously occupying the Hostel in Q4 (26) in Q1 data. There have therefore been 17 new occupants in Q1 meaning we are on target for new placements. The target set for 2024/25 takes into account the on-going challenges around move on across the system for single homeless people. Plans are being developed to facilitate move on into the private sector through 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 is relatively consistent due to the lack of move on accommodation rather than a person's ability to move on. Plans are being developed to provide a supported pathway to facilitate move on.

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 Actual to date	DOT
BP34	Percentage of households assessed and owed the main duty (quarterly)	It's better to be low	65%	Monitoring only	Monitoring only	76%				76%	↑
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 was 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. Therefore the outturn overall is expected to be very similar to 2023/24.											
BP35	Percentage of care experienced young people in suitable accommodation (quarterly)	It's better to be high	89%	90%	On target	86%				86%	↑
BP36	Number of requests for assistance from the Housing Standards service (quarterly)	N/A	400	Monitoring only	Monitoring only	88				88	
BP37	Number of legal notices served to improve quality of accommodation (quarterly)	N/A	46	Monitoring only	Monitoring only	12				12	
BP101	Total number of help desk calls	N/A	58	Monitoring only	Monitoring only	8				8	
BP102	Number of help desk calls not responded to within set timescales	It's better to be low	0	Monitoring only	Monitoring only	1				1	↓
BP103	Percentage of compliance tests completed	It's better to be high	100%	100%	On target	100%				100%	↔
BP104	Number of compliance defects unresolved / outstanding	It's better to be low	0	0	On target	0				0	↔
BP105	Rental income collected as a percentage of debt raised	It's better to be high	99%	100%	On target	100%				100	No DOT until Q4
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	2025/26 Performance				2025/26 Actual to date	DOT
BP99	Number of Torbay Council social housing units	It's better to be high	11	60	-					Data Not Due	

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	2024/25 Performance	2025/26 Target	Current Status	2025/26 Performance	2025/26 Actual to date	DOT
BP38	Total annual footfall in Torquay's Town Centre (annual)	It's better to be high	10,917,929	Monitoring only	Monitoring only	Data not yet available	Data Not Due	
BP39	Total annual footfall in Paignton's Town Centre (annual)	It's better to be high	12,050,637	Monitoring only	Monitoring only	Data not yet available	Data Not Due	
BP40	Total annual footfall in Brixham's Town Centre (annual)	It's better to be high	4,633,664	Monitoring only	Monitoring only	Data not yet available	Data Not Due	

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

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 Actual to date	DOT
BP41	Number of events facilitated on Council land (quarterly)	It's better to be high	89	95	Much better than target	29				29	↓

Code	Title	Polarity	2023/24	2025/26 Target	Current Status	Actual to date	DOT
BP42	Number of Arts Council National Portfolio Organisations within Torbay (3 yrs)	It's better to be high	2	Not due	-	Data not yet available. This is only reviewed every 4 years.	Data Not Due

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	2025/26 Performance	2025/26 Actual to date	DOT
BP43	Number of organisations directly promoting Torbay's UNESCO Geopark Status (Partners) (annual)	It's better to be high	40	40	-		Data Not Due	
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	Not due	-	Data not yet available. It will follow on from the Cultural Infrastructure review.	Data Not Due	

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

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 Actual to date	DOT
BP45	Percentage of grass cutting schedule due achieved during the period (quarterly)	It's better to be high	96%	100%	On target	100%				100%	↑
BP46	Percentage of street sweeping schedule due achieved during the period (quarterly)	It's better to be high	100%	100%	On target	100%				100%	↔
BP47	Percentage of weed spraying schedule due achieved during the period (quarterly)	It's better to be high	79%	100%	On target	100%				100%	↑
BP48	Percentage of line marking schedule due achieved during the period (quarterly)	It's better to be high	100%	Monitoring only	Monitoring only	100%				100%	↔
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	2025/26 Performance				2025/26 Actual to date	DOT
BP49	Number of repairs and interventions made to our carriageways and footways (annual)	It's better to be high	7,657	8,429	-					Data Not Due	
Code	Title	Polarity	2023/24 Performance	2025/26 Target	Current Status	2025/26 Performance				2025/26 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%	50%	-					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%	50%	-					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%	60%	-					Data Not Due	

Code	Title	Polarity	2023/24 Performance	2025/26 Target	Current Status	2025/26 Performance				2025/26 Actual to date	DOT
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%	70%	-					Data Not Due	
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 Actual to date	DOT
BP54	Capital monies spent on flood alleviation and coastal protection schemes (quarterly)	It's better to be high	£1,273,030	Monitoring only	Monitoring only	£173,900				£173,900	⬇
Code	Title	Polarity	2022	Target	Current Status	2023				Actual to date	DOT
BP55	Tonnes of CO2e -Torbay (annual)	It's better to be low	396.7 kt CO2e	Monitoring only	Monitoring only	Not yet published				Data Not Due	
Code	Title	Polarity	2023/24 Performance	Target	Current Status	2024/25				Actual to date	DOT
BP56	Tonnes of CO2 - Torbay Council operations and services (annual)	It's better to be low	Data not yet available	Monitoring only	Monitoring only					Data Not Due	
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	2025/26 Performance				2025/26 Actual to date	DOT
BP57	Secured through various external decarbonisation funds (annual)	It's better to be high	£5,320,000	Monitoring only	Monitoring only					Data Not Due	
Code	Title	Polarity	2024	Target	Current Status	2025				Actual to date	DOT
BP58	Number of people killed or seriously injured on Torbay's roads (annual)	It's better to be low	39	36	-					Data Not Due	
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	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 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	5.50	5	Much worse than target	7.00				7.00	↓
	BP60 % Determined within timescales (including extensions of time) (quarterly)	It's better to be high	66.67%	80.00%	Worse than target	75.00%				75.00%	↔
	BP61 % Determined within timescales (without extensions of time) (quarterly)	It's better to be high	16.67%	35.00%	Much worse than target	25.00%				25.00%	↓
	BP62 Number of appeals (quarterly)	It's better to be low	2	Monitoring only	Monitoring only	2				2	↓
	BP63 % of appeals allowed (upheld in the applicant's favour) (quarterly)	It's better to be low	50%	30.00%	Much worse than target	50.00%				50.00%	N/A
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 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	9.89	5	Much worse than target	8.64				8.64	↑
	BP65 % Determined within timescales (including extensions of time) (quarterly)	It's better to be high	82.25%	85.00%	Worse than target	77.42%				77.42%	↓
	BP66 % Determined within timescales (without extensions of time) (quarterly)	It's better to be high	42.01%	50.00%	Much worse than target	41.94%				41.94%	↓
	BP67 Number of appeals (quarterly)	It's better to be low	18	Monitoring only	Monitoring only	4				4	↑
	BP68 % of appeals allowed (upheld in the applicant's favour) (quarterly)	It's better to be low	27.78%	30.00%	Much better than target	0.00%				0.00%	↑

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 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	10.42	5	Much worse than target	8.35				8.35	↑
	BP70 % Determined within timescales (including extensions of time) (quarterly)	It's better to be high	75.00%	88.00%	Worse than target	80.87%				80.87%	↓
	BP71 % Determined within timescales (without extensions of time) (quarterly)	It's better to be high	38.08%	60.00%	Much worse than target	46.96%				46.96%	↓
	BP72 Number of appeals (quarterly)	It's better to be low	37	Monitoring only	Monitoring only	10				10	↓
	BP73 % of appeals allowed (upheld in the applicant's favour) (quarterly)	It's better to be low	43.24%	30.00%	Much worse than target	50.00%				50.00%	↓
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 Actual to date	DOT
Number of enforcement cases live as at 30/09/25	BP74 Notices issued (during the quarter) (quarterly)	It's better to be high	11	Monitoring only	Monitoring only	6				6	↑
	BP75 Cases closed (during the quarter) (quarterly)	It's better to be high	262	Monitoring only	Monitoring only	67				67	↑
	BP76 Cases opened (during the quarter) (quarterly)	It's better to be low	258	Monitoring only	Monitoring only	91				91	↓
	BP77 Open cases as at the last day of the quarter (quarterly)	It's better to be low	590	400	Much worse than target	621				621	↑
<p>The Power BI dashboard for Development Management is used daily to monitor and manage the performance of the team. A new, updated Phase II version is now in place. 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. Clearing the old caseloads continues to impact the figures. There has been significant progress with Planning Enforcement. The Second Senior Planning Enforcement Officer is working very hard on cases of all types. The new Enforcement Policy and proactive approach from both existing officers to close cases is having a positive impact on reducing numbers. Two new Enforcement Officer posts are currently out to advertisement. Theme based investigation of historic cases has led to more closures. 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. Planning application numbers are up and thus fees will improve and pre-apps are also increasing, which is positive.</p>											

Priority P7: Deliver priority capital projects within the Council’s Capital Programme																			
No KPIs																			
Economic Growth																			
Community and Corporate Plan Indicators																			
Code	Title	Polarity	2024	Target	Current Status	2025												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	79.40%	Monitoring only	Monitoring only													Data Not Due	
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	2025/26 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	53%	71%	Much worse than target	55%	50%	52%										52%	↓
CP14 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 June 2025 figure of 52% is in line with national comparators and above statistical neighbours, at 56% and 47% respectively.																			
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	2025/26 Performance												2025/26 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	5,569,205	6,126,107	-													Data Not Due	

Code	Title	Polarity	2024	Target	Current Status	2025	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	41.4%	Monitoring only	Monitoring only		Data Not Due	
CP17	Employment by occupation: Group 4-5: Administrative & Secretarial Occupations; Skilled Trades Occupations (annual)	It's better to be high	23.0%	Monitoring only	Monitoring only		Data Not Due	
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	18.5%	Monitoring only	Monitoring only		Data Not Due	
CP19	Employment by occupation: Group 8-9: Process Plant & Machine Operatives; Elementary Occupations (annual)	It's better to be high	17.1%	Monitoring only	Monitoring only		Data Not Due	
Code	Title	Polarity	As At 31/03/2025	Target	Current Status	As at 31/03/2026	Actual to date	DOT
CP20	National Non Domestic Rates – Total number of occupied hereditaments (premises) (annual)	It's better to be high	4,850	Monitoring only	Monitoring only		Data Not Due	
CP21	National Non Domestic Rates – Total number of void hereditaments (premises) (annual)	It's better to be low	674	Monitoring only	Monitoring only		Data Not Due	
Code	Title	Polarity	2023	Target	2022 Target	2024	Actual to date	DOT
CP22	Gross Value Added per hour worked (annual)	It's better to be high	£27.68	Monitoring only	Monitoring only	Data not yet available	Data Not Due	
CP23	Gross Value Added per filled job (annual)	It's better to be high	£42,338.00	Monitoring only	Monitoring only	Data not yet available	Data Not Due	
Code	Title	Polarity	2024	Target	Current Status	2025	Actual to date	DOT
CP24	Earnings by Torbay Residence (Gross weekly pay - Full time workers) (annual)	It's better to be high	£632.50	Monitoring only	Monitoring only	Data not yet available	Data Not Due	
Code	Title	Polarity	2024 Performance	2025/26 Target	Current Status	2025 Performance	2025/26 Actual to date	DOT
CP25	Percentage of people in Torbay in employment (aged 16 to 64) (annual)	It's better to be high	79.4%	Monitoring only	Monitoring only	Data not yet available	Data Not Due	

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	2025/26 Performance												Actual to date	DOT
CP26	Percentage of Torbay population with full time jobs (annual)	It's better to be high	Data not yet available	Monitoring only	Monitoring only	Data not yet available												Data Not Due	
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	2025/26 Actual to date	DOT
CP27	Out of Work Benefits Claimant Count (monthly)	It's better to be low	3.5% 2,830	Monitoring only	Monitoring only	3.4%	3.5%	Data not yet available										Data Not Available	-
						2,710	2,760	Data not yet available											

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

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26			Quarter 2 2025/26			Quarter 3 2025/26			Quarter 4 2025/26			2025/26 Actual to date	DOT
BP78	Number of people supported through Multiply programme (quarterly)	It's better to be high	231	TBC	-	15												15	↓
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	2025/26 Actual to date	DOT
BP79	Percentage of adults with a learning disability in paid employment (monthly)	It's better to be high	6.6%	7.0%	Worse than target	6.7%	6.5%	6.5%										6.5%	↑

We will monitor this target over the coming months and consider what actions we can take to improve this position. This has been picked up as part of our wider work within The Big Plan, to look at ways to improve employment opportunities.

59

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 Actual to date	DOT
BP80	Number of secondary schools engaged with business (Voluntary Enterprise Advisers) (quarterly)	It's better to be high	100%	100%	On target	100%				100%	↔
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	2025/26 Performance				2025/26 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	51.20%	Monitoring only	Monitoring only					Data Not Due	
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 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	3.9%	Monitoring only	Monitoring only	3.7%				3.7%	N/A

Code	Title	Polarity	2024	Target	Current Status	2025	Actual to date	DOT
BP83	Percentage of people aged 16 to 64 in Torbay that hold an NVQ4+ qualification (annual)	It's better to be high	33.8%	Monitoring only	Monitoring only		Data Not Due	

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

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 Actual to date	DOT
BP84	Number of people achieving a new qualification, licence or skill (quarterly)	It's better to be high	332	TBC	-	56				56	↑
BP85	Number of employed people undertaking training (quarterly)	It's better to be high	106	160 (40 per Q)	On target	39				39	↑
BP86	Number of people supported into work (quarterly)	It's better to be high	81	97	Much worse than target	10				10	↑

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

BP86 is currently much lower than target. The primary reason for this is because the respective projects are early in the delivery stages of year 4, and we expect outcomes to realise further into the delivery year. The secondary reason, as stipulated previously, is due to the complex nature of the cohorts being supported by the UKSPF skills programmes. The economically inactive people being supported require a high level of support for up to 6 months in order to become work ready. The conversion rate from engagement to employment remains consistently at around 10%. We expect these numbers to grow over the next quarters as the respective programmes progress.

Priority E3: Improve transport links to and within Torbay

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	2025/26 Performance	2025/26 Actual to date	DOT
BP87	Number of electric vehicle charging points installed on Council-owned land (annual)	It's better to be high	16	100	-		Data Not Due	
BP88	Number of electric vehicles registered in Torbay (annual)	It's better to be high	1,151	Monitoring only	Monitoring only		Data Not Due	
BP89	Number of electric buses in service (annual)	It's better to be high	0	40	-		Data Not Due	

Priority E4: Develop a year-round economy

Code	Title	Polarity	2024	Target	Current Status	2025	Actual to date	DOT
BP90	Number of visitors to Torbay (annual figure) (annual)	It's better to be high	Data not yet available	Monitoring only	Monitoring only	Data not yet available	Data Not Due	

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 Actual to date	DOT
BP91	Occupancy rate of Council let Estate (Inc former TDA Estate) (quarterly)	It's better to be high	89.2%	90.0%	On target	90.9%				90.9%	↓
BP92	Occupancy rate at Electronics & Photonics Innovation Centre (EPIC) (quarterly)	It's better to be high	100%	80.0%	Much better than target	100%				100%	↔

Priority E5: Increase the amount of full-time employment opportunities within Torbay

Code	Title	Polarity	2024	Target	Current Status	2025	Actual to date	DOT
BP93	Earnings by Torbay Workplace (Gross weekly pay - Full time workers) (annual)	It's better to be high	£608.10	Monitoring only	Monitoring only	Data not yet available	Data Not Due	
BP94	Percentage of Torbay unemployed (annual)	It's better to be low	3.0%	Monitoring only	Monitoring only	Data not yet available	Data Not Due	
BP95	Births of new enterprises (new enterprise start-ups) (annual)	It's better to be high	Data not yet available	Monitoring only	Monitoring only	Data not yet available	Data Not Due	
BP96	Deaths of enterprises (enterprises ceasing to exist) (annual)	It's better to be low	Data not yet available	Monitoring only	Monitoring only	Data not yet available	Data Not Due	

Priority E6: Focus on inclusive growth, with opportunities which benefit everyone

Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	Quarter 1 2025/26	Quarter 2 2025/26	Quarter 3 2025/26	Quarter 4 2025/26	2025/26 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	499	130	Much better than target	131				131	↑
Code	Title	Polarity	2024/25 Performance	2025/26 Target	Current Status	2025/26 Performance				2025/26 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	51% (Q1-Q3)	55.0%	-	Data not yet available				Data Not Due	

Glossary of Terms

ASB	Anti-Social Behaviour		
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	VCSES	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



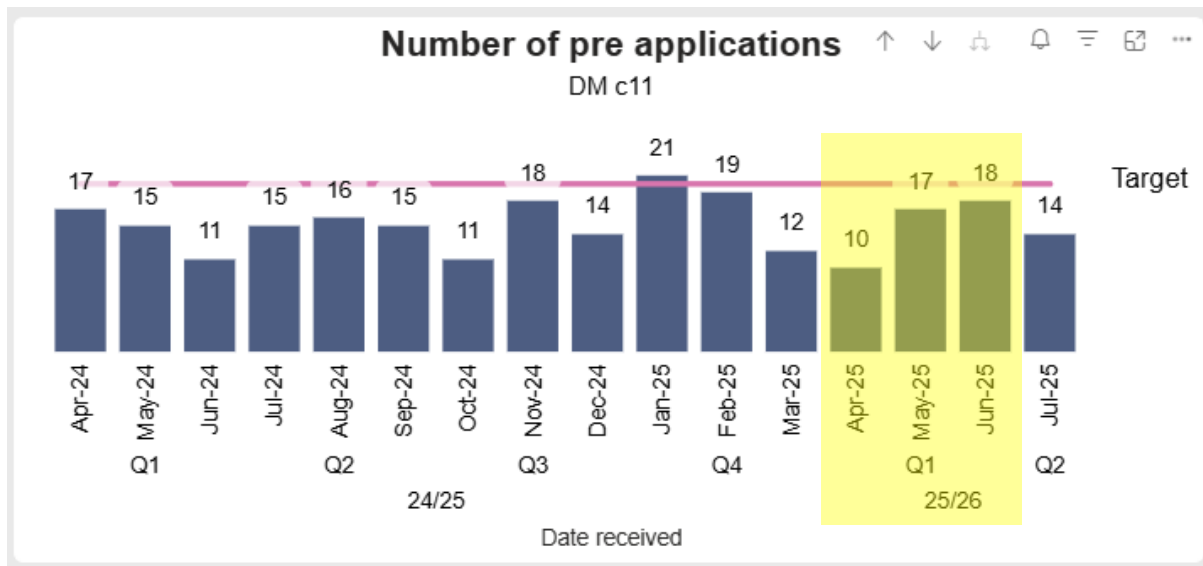
Meeting:	SLT
Date:	22 July 2025
Wards affected:	All Wards
Report Title:	Update on Service Fit for the Future – Development Management
When does the decision need to be implemented?	Not applicable
Cabinet Member Contact Details:	Councillor Chris Lewis, Place Development and Economic Growth and Deputy Leader of the Council
Additional Member Contact details:	Councillor Martin Brook, Chair of Planning Committee
Director Contact Details:	Alan Denby, Director – Pride in Place
Report author:	Jim Blackwell, Service Manager – Development Management

Appendix 1

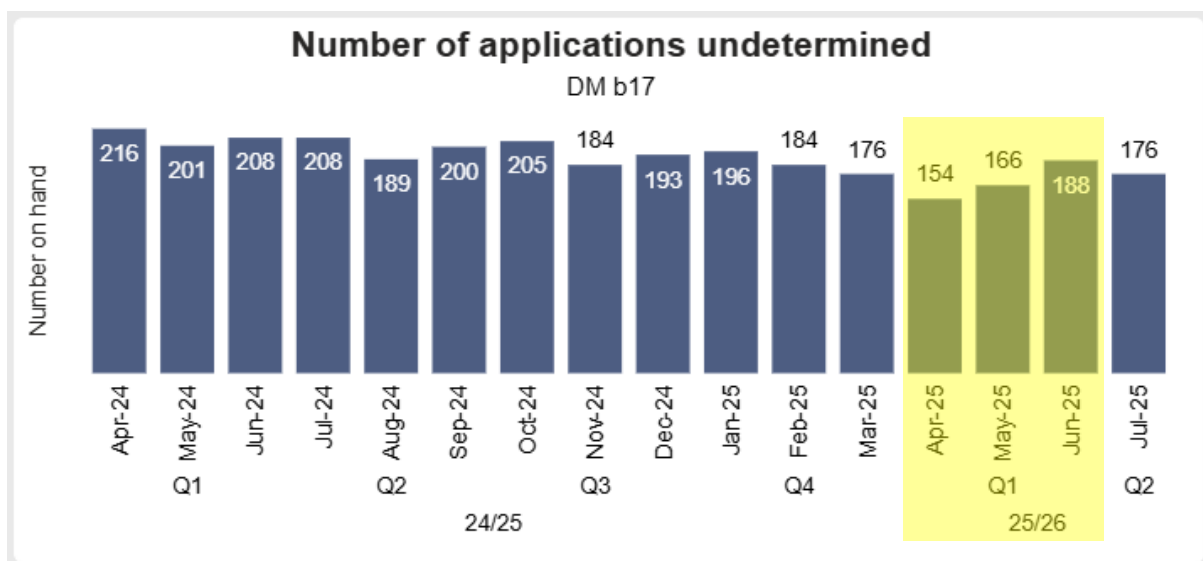
The purpose of this appendix is to update Members following the O&S report in June 2025. It is aimed to provide assurance that progress is being made towards the Council's commitment for the DM Team to be a Service Fit for the Future (SFFTF). It is recognised that for Council partners and the community, a high performing planning service is an integral part of the placemaking ambitions.

The information below is taken from Power BI, 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. Officers use this data each day to support caseload management.

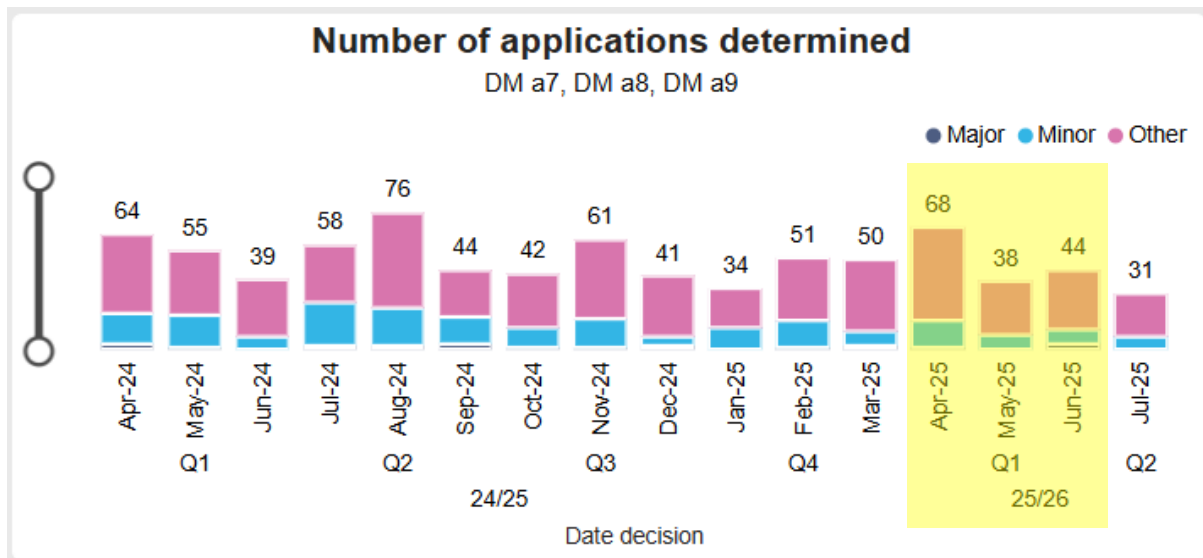
Quarter 1 is highlighted in yellow below:



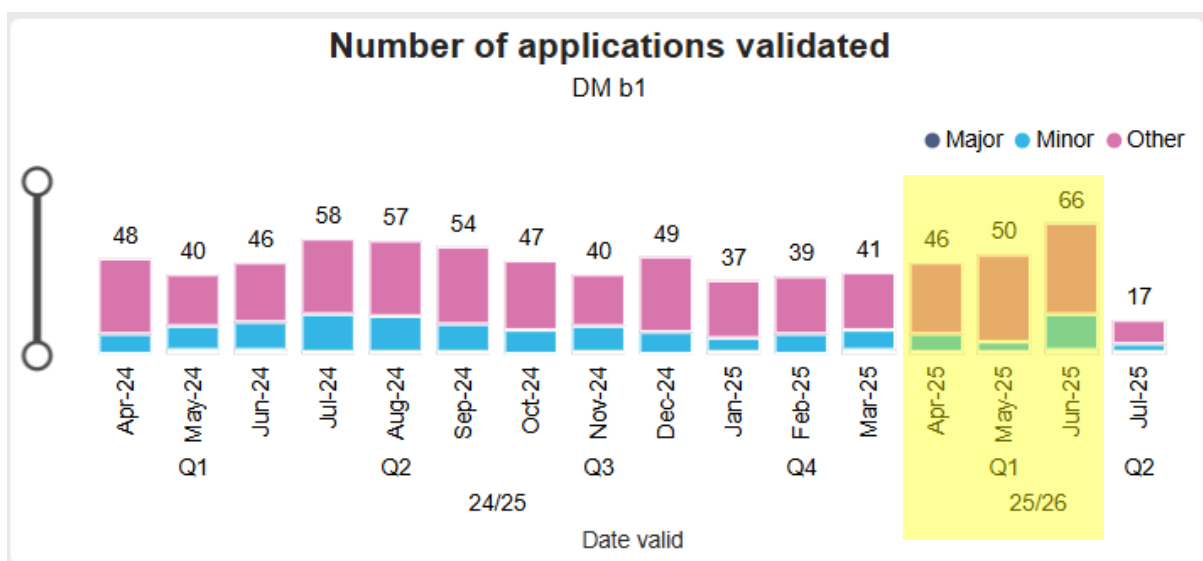
After a reduction at the start of Q1 pre-application enquiries are picking up with July expected to be over the 20 target. The Council have no control over the number of enquiries but do promote the service as it adds certainty to the decision.



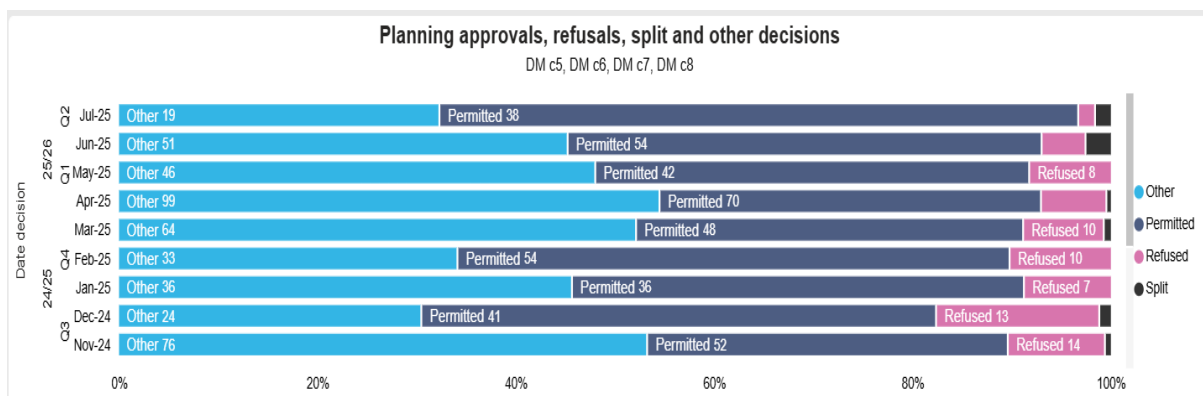
Officers have been challenged to reduce the backlog of applications. Each Officer has a tighter caseload which is reflected in the lowering trajectory of undetermined applications.



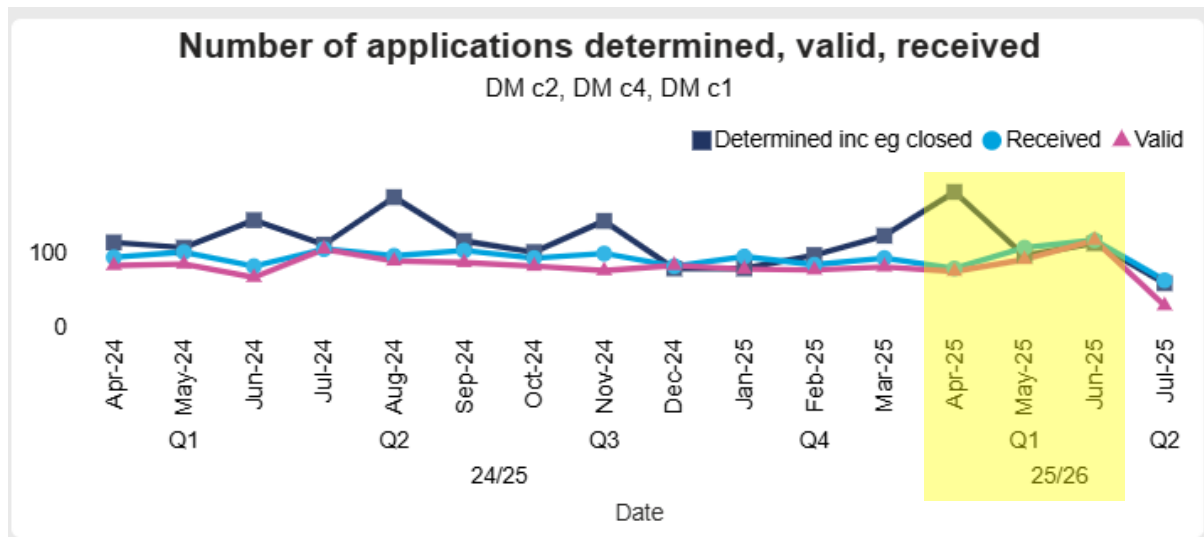
There remain four clear spikes [Apr 2024, Aug 2024, Nov 2024, Apr 2025] in applications being determined over the period. This relates to continued removal of backlog applications and reductions towards more manageable caseloads.



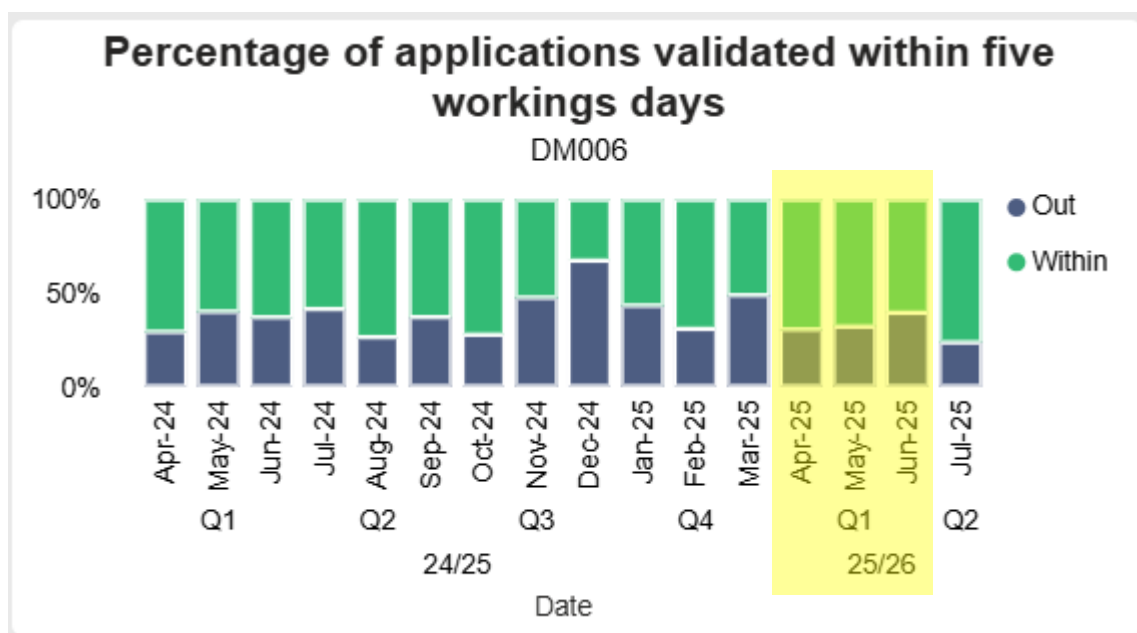
Q1 saw a clear step up in applications being submitted and validated.



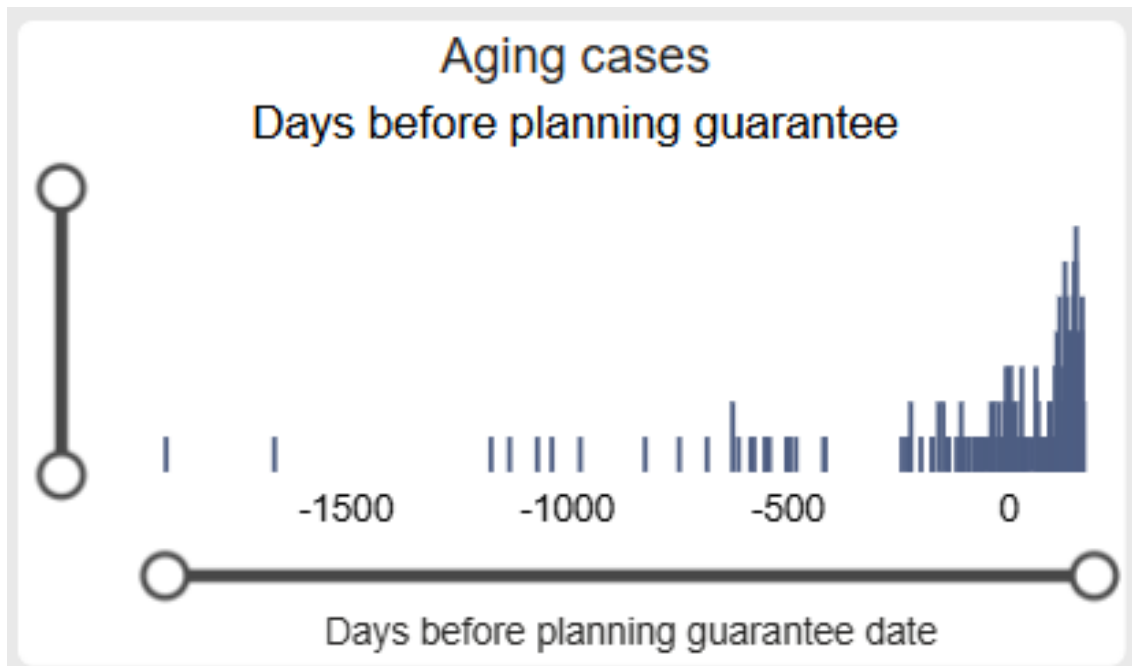
The table above shows all decisions. The pink row shows the reduction of the number of refusals over Q1 and into Q2. We believe that the increased engagement at pre-application stage is adding further certainty to the process and reducing refusal numbers.



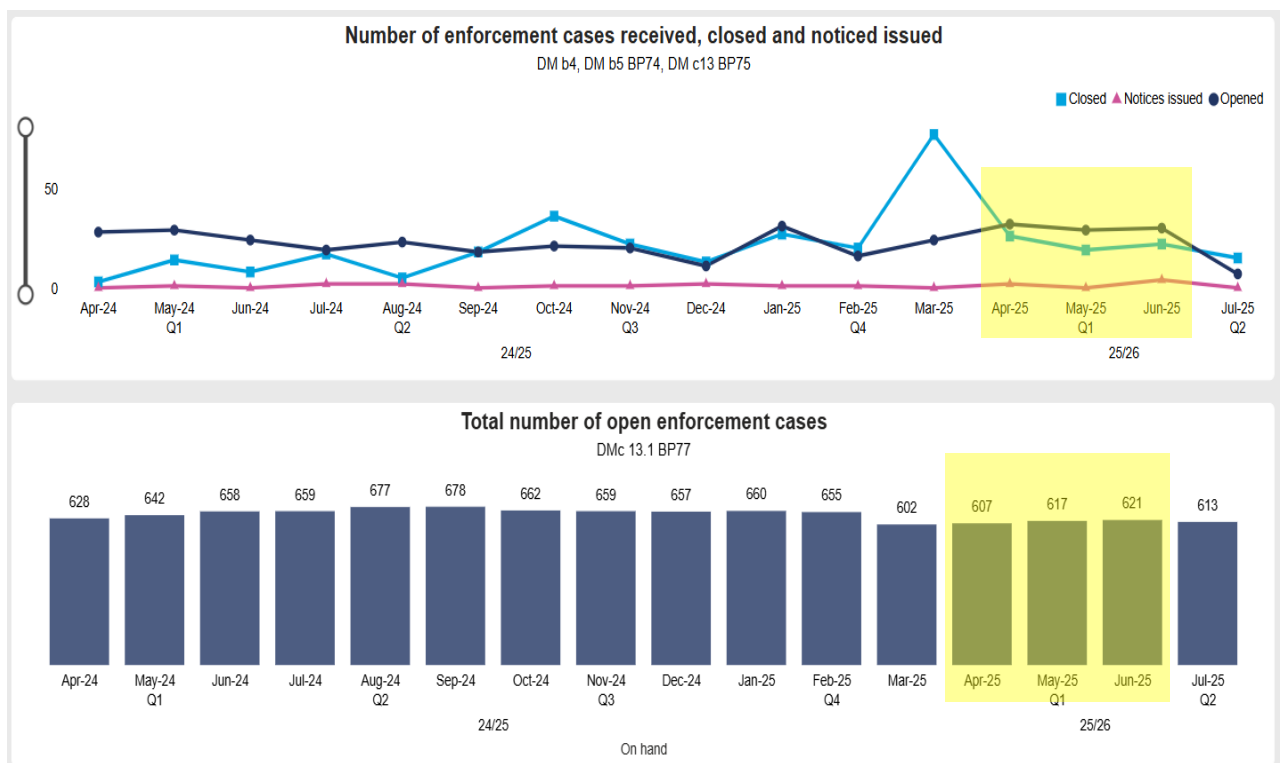
Apr 2025 at the start of Q1 shows the continued backlog clearance of applications before we enter business as usual around application received and determined.



Apr and May show 70% of applications were validated in 5 working days. June went down to just over 60%. We are largely meeting our target.



The majority of applications are now stacked towards the current determination dates. We have dramatically reduced aging cases and are only left with ones where there are outstanding historic issues. Officers are continually challenged to ensure caseload is tightly managed.



After the spike in case closures in Q4 Officers are focused on managing the cases coming in and closing older cases. We took action against a variety of cases in Q1 which diverts the team away from regular investigations and closures.

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Meeting: Overview and Scrutiny Board

Date: 13 August 2025

Wards affected: All Torquay Wards

Report Title: Torquay Town Centre Place Vision

When does the decision need to be implemented? 1st of September 2025

Cabinet Member Contact Details: Councillor Chris Lewis, Cabinet Member for Place Development and Economic Growth, chris.lewis@torbay.gov.uk

Director Contact Details: Alan Denby, Director Pride in Place, David Carter Director of Regeneration, alan.denby@torbay.gov.uk

1. Purpose of Report

- 1.1. This paper presents the vision of Torquay in advance of the vision for Torbay and the visions for Brixham and Paignton that will follow in the Autumn. As the development proposals for the sites in Torquay are the most advanced, the Torquay vision has been produced iteratively with the delivery of Harbour Public Realm and its positive outcomes, the development of the site proposals for Union Square, The Strand and the restoration of the Pavilion and emerging ideas for Lower Union Lane and Fleet Street/Fleet Walk

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 building on the ambition in the Torbay Story and bringing forward and detailing specific opportunities for public and private sector investment that will revive the local economy and reposition Torbay as premier visitor location within the UK by increasing both the duration and spend of visitors from overseas, nationally, regionally and locally.
- 2.2. The reasons for the proposal, and need for the decision are, to provide a guiding document to:
- Increase investment in our three towns to enable them to develop their own distinct identities and role
 - Attract, retain, and grow our economic specialisms so we have growth which builds on our reputation.
 - Create a future pipeline of investment priorities derived from the evidence used to produce the Visions and from our emerging Economic Plan

3. Recommendation(s) / Proposed Decision

That the Overview and Scrutiny Board consider the submitted report and make recommendations to the Cabinet.

Recommendation to the Cabinet:

- 3.1. That Cabinet approve the use of the Torquay Vision document (as set out at Appendix 1) to steer both the delivery of current regeneration sites and the development of future proposals for the sites and areas of public realm identified by the vision as suggested priorities.
- 3.2. That delegated authority be given to the Director of Pride in Place to make minor amendments to the vision in consultation with the Leader of the Council, noting that any proposed substantial amendments will be presented to Cabinet for approval.

4. Appendices

Appendix 1: Torquay Vision

Appendix 2: Draft Vision for Torbay

5. Background Documents

- Local Plan - [Local Plan - Torbay Council](#)
- Torbay Story - [Torbay Story - Invest In Torbay](#)
- Regeneration Website -
- [Investment and regeneration strategy - Torbay Council](#)
- Town Centre SPDs - [Supplementary Planning Documents \(SPDs\) - Torbay Council](#)

Supporting Information

6. Introduction

- 6.1. Torbay Council was awarded funding from One Public Estate to produce an overarching place vision for 'Transforming Torbay' from the OPE 8 round of funding.
- 6.2. The successful bids for Future High Streets Funding, Town Deal, Levelling Up Partnership, Levelling Up Round 3 (LUF3), and the recent direct award through the Plans for Neighbourhoods, in addition to the development sites acquired by the Council since 2019, has created the need for a place vision that links the funding and assets (development sites) together. This will create a clear vision of how development sites work together to regenerate Torbay as whole, and at local level to address both the needs and exploit the opportunities of the economies of Brixham Port and Town Centre, Paignton Town Centre and Harbour and Torquay Town Centre and Harbour.
- 6.3. Change will come through using the overall vision across Torbay to shape existing and future proposals in line with the vision for Torbay and at a local level in more detailed the visions for Brixham, Paignton and Torquay.
- 6.4. The vision for Torbay and the visions for Brixham and Paignton will follow in the Autumn. As the development proposals for the sites in Torquay are the most advanced, the Torquay vision has been produced iteratively with the delivery of Harbour Public Realm and its positive outcomes, the development of the site proposals for Union Square, The Strand and the restoration of the Pavilion and emerging ideas for Lower Union Lane and Fleet Street/Fleet Walk

7. Options under consideration

- 7.1. Option 1 – Do Nothing – This would have resulted in handing back the OPE 8 funding allocated for the purpose of producing a strategy of for Transforming Torbay
- 7.2. Option 2 – Take a statutory Masterplanning approach by updating the current adopted Masterplans for Paignton and Torquay Town Centres. This would have taken a longer period of time and not covered the wider Torbay area and been subject to a length statutory consultation period. With the current Government requiring that all Local Plans are updated by the end of the current parliament the visions along with the new Local Plan can inform the need to update or supersede the current town centre Masterplans
- 7.3. Option 3 – To produce vision documents for; Torbay, Brixham Port and Town Centre, Paignton Town Centre and Harbour and Torquay Town Centre and Harbour.

8. Financial Opportunities and Implications

- 8.1. The funding for the work is from an external source - OPE 8

9. Legal Implications

- 9.1. None

10. Engagement and Consultation

- 10.1. Engagement for the Torquay Vision was undertaken in series of internal and external meetings with invited stakeholders including (Local Ward Members) drawn from business and investors within the Town Centre and Harbour along with statutory authorities including Devon and Cornwall Police.

11. Procurement Implications

- 11.1. The vision has been produced by the Regeneration Partnership.

12. Protecting our naturally inspiring Bay and tackling Climate Change

- 12.1. The Visions will promote our natural beauty and rich local environmental resources as a key unique selling point to investors.

13. Associated Risks

- 13.1. If the proposal is not implemented the vision can't then inform the development of future investment proposals to align them with the Torbay Story and current regeneration strategy.

14. Equality Impact Assessment

Protected characteristics under the Equality Act and groups with increased vulnerability	Data and insight	Equality considerations (including any adverse impacts)	Mitigation activities	Responsible department and timeframe for implementing mitigation activities
Age Page 73	<p>18 per cent of Torbay residents are under 18 years old.</p> <p>55 per cent of Torbay residents are aged between 18 to 64 years old.</p> <p>27 per cent of Torbay residents are aged 65 and older.</p>	<p>The vision for Torquay will enhance this area of the Bay and will be beneficial for both older and young people.</p> <p>No advance impacts are anticipated from this decision. However, due to its strategic nature, it is not possible to be certain with the current level of detail. To ensure that equality is fully considered EIAs will be completed throughout the decision-making process as the regeneration activity develops.</p>	None required	N/A
Carers	<p>At the time of the 2021 census there were 14,900 unpaid carers in Torbay. 5,185 of these provided 50 hours or more of care.</p>	<p>The vision for Torquay will enhance this area of the Bay and will be beneficial for carers as the Council is committed to ensuring accessible regeneration of the town centre.</p> <p>No advance impacts are anticipated from this decision. However, due to its</p>	None required	

		<p>strategic nature, it is not possible to be certain with the current level of detail. To ensure that equality is fully considered EIAs will be completed throughout the decision-making process as the regeneration activity develops.</p>		
Disability	<p>In the 2021 Census, 23.8% of Torbay residents answered that their day-to-day activities were limited a little or a lot by a physical or mental health condition or illness.</p>	<p>The vision for Torquay will enhance this area of the Bay and will be beneficial for people with disabilities as the Council is committed to ensuring accessible regeneration.</p> <p>No advance impacts are anticipated from this decision. However, due to its strategic nature, it is not possible to be certain with the current level of detail. To ensure that equality is fully considered EIAs will be completed throughout the decision-making process as the regeneration activity develops.</p>	None required	N/A
Gender reassignment	<p>In the 2021 Census, 0.4% of Torbay's community answered that their gender identity was not the same as their sex registered at birth. This proportion is similar to the Southwest and is lower than England.</p>	<p>No advance impacts are anticipated from this decision however data is limited.</p> <p>To ensure that equality is fully considered EIAs will be completed throughout the decision-making process as the regeneration activity develops.</p>	None required	N/A

Marriage and civil partnership	Of those Torbay residents aged 16 and over at the time of 2021 Census, 44.2% of people were married or in a registered civil partnership.	<p>No advance impacts are anticipated from this decision however data is limited.</p> <p>To ensure that equality is fully considered EIAs will be completed throughout the decision-making process as the regeneration activity develops.</p>	None required	N/A
Pregnancy and maternity	Over the period 2010 to 2021, the rate of live births (as a proportion of females aged 15 to 44) has been slightly but significantly higher in Torbay (average of 63.7 per 1,000) than England (60.2) and the South West (58.4). There has been a notable fall in the numbers of live births since the middle of the last decade across all geographical areas.	<p>No advance impacts are anticipated from this decision.</p> <p>To ensure that equality is fully considered EIAs will be completed throughout the decision-making process as the regeneration activity develops.</p>	None required	N/A
Race	In the 2021 Census, 96.1% of Torbay residents described their ethnicity as white. This is a higher proportion than the South West and England. Black, Asian and minority ethnic individuals are more likely to live in areas of Torbay classified as being amongst	<p>No advance impacts are anticipated from this decision.</p> <p>To ensure that equality is fully considered EIAs will be completed throughout the decision-making process as the regeneration activity develops.</p>	None required	N/A

	the 20% most deprived areas in England.			
Religion and belief	64.8% of Torbay residents who stated that they have a religion in the 2021 census.	<p>No advance impacts are anticipated from this decision.</p> <p>To ensure that equality is fully considered EIAs will be completed throughout the decision-making process as the regeneration activity develops.</p>	None required	N/A
Sex	51.3% of Torbay's population are female and 48.7% are male	<p>No advance impacts are anticipated from this decision.</p> <p>To ensure that equality is fully considered EIAs will be completed throughout the decision-making process as the regeneration activity develops.</p>	None required	N/A
Sexual orientation	In the 2021 Census, 3.4% of those in Torbay aged over 16 identified their sexuality as either Lesbian, Gay, Bisexual or, used another term to describe their sexual orientation.	<p>No advance impacts are anticipated from this decision.</p> <p>To ensure that equality is fully considered EIAs will be completed throughout the decision-making process as the regeneration activity develops.</p>	None required	N/A
Armed Forces Community	In 2021, 3.8% of residents in England reported that they had previously served in the UK armed forces. In Torbay,	No advance impacts are anticipated from this decision.	None required	N/A

	5.9 per cent of the population have previously served in the UK armed forces.	To ensure that equality is fully considered EIAs will be completed throughout the decision-making process as the regeneration activity develops.		
Additional considerations				
Socio-economic impacts (Including impacts on child poverty and deprivation)		The impact from this project will promote economic inclusivity as it aims to boost local employment and skills.	None required	N/A
Public Health impacts (Including impacts on the general health of the population of Torbay)		The impact from this project will promote economic inclusivity as it aims to boost local employment and skills. Positive as improved health outcomes are an intrinsic part of Regeneration.	None required	N/A
Human Rights impacts		No human rights impacts are anticipated from this decision.	None required	N/A
Child Friendly	Torbay Council is a Child Friendly Council, and all staff and Councillors are Corporate Parents and have a responsibility towards cared for and care experienced children and young people.	The impact from this project will contribute to Torbay being a positive environment for children to live in.	None required	N/A

15. Cumulative Council Impact

15.1. None

16. Cumulative Community Impacts

16.1. All the changes proposed should lead to better outcomes for the wider community.



TORBAY REGENERATION VISION: TORQUAY

Torquay | Paignton | Brixham

CONTENTS

Torbay
Regeneration
Vision

Page 80

01	Torquay Introduction	02	Torquay Analysis	03	Torquay Indicative Regeneration Vision
	Key Focus		Key Focus		Key Principles
	Heritage		Heritage		Roles of the sites
	Present Day		Social Demographics		Key Interventions
			Key Aims (Policy)		Summary
			Town Centre Zones		
			Uses		
			Conservation Areas		
			Vehicular Routes		
			Car Parks		
			Pedestrian Routes		
			Green Spaces		
			Topography		
			Flood Zones		
			Placemaking & Circulation		
			Summary		

TORQUAY

Town Centre Zones

TORQUAY

Key Focus

The Heart of the English Riviera

The desire is for Torquay to evolve as the principle town centre, it will become the largest retail and leisure centre of the Bay, whilst also becoming the key sub-regional retail and leisure destination.

The developments should strengthen the town’s commercial role whilst also conserving and enhancing the area’s historic character and environmental value.



TORQUAY

The Town's Origins

Torquay, from Torre “a rocky hill”

Torquay, a town on the English Riviera in Devon, England, boasts a rich heritage and intriguing origins that reflect its evolution from a humble fishing village to a prominent seaside resort. The town’s history stretches back thousands of years, offering a tapestry of cultural and historical influences.

From its prehistoric origins to its status as a beloved seaside resort, Torquay’s heritage is a testament to its enduring appeal and adaptability. The town’s historical layers offer a fascinating journey through time, showcasing the diverse influences that have shaped its development and continue to draw visitors from around the world.

Medieval Period
In the medieval period, Torquay was a small fishing hamlet. Its name is derived from “Torre,” an ancient village near the site of Torre Abbey, and “Quay,” indicating the town’s maritime connections. Torre Abbey, founded in 1196, played a crucial role in the area’s development. The abbey became one of the most influential religious establishments in Devon, contributing to the local economy and community.

18th and 19th Century: Growth and Prosperity
Torquay’s transformation began in the late 18th and early 19th centuries when it started gaining popularity as a health resort. The town’s mild climate and scenic coastal views attracted wealthy visitors seeking the therapeutic benefits of the sea air. The Napoleonic Wars (1803–1815) further boosted Torquay’s status, as the town became a retreat for the British naval officers stationed in nearby Plymouth.

The advent of the railway in 1848 marked a turning point, making Torquay more accessible to tourists. This period saw significant development, with the construction of grand villas, hotels, and public amenities designed to cater to the influx of visitors. The town’s architecture from this era, including the iconic Pavilion and the elegant Victorian terraces, reflects its Victorian prosperity.

Cultural Heritage
Torquay has a rich cultural heritage, most famously as the birthplace of the renowned author Agatha Christie. The town celebrates her legacy with the annual Agatha Christie Festival and a dedicated literary trail. Additionally, Torquay’s maritime history, Victorian architecture, and archaeological sites contribute to its vibrant cultural landscape.

Prehistoric and Roman Era
Evidence of human activity in Torquay dates back to prehistoric times. The most notable archaeological site is Kents Cavern, a network of caves containing tools and fossilized remains from the Paleolithic period. These findings suggest that early humans inhabited the area around 40,000 years ago. The presence of ancient artefacts underscores Torquay’s significance in prehistoric Britain.

During the Roman era, the region that includes modern-day Torquay was part of the Dumnonii territory. Although there are few substantial Roman remains in Torquay itself, the broader area of Devon was known to be influenced by Roman activities, including mining and trade.

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20th Century to Present
Torquay continued to flourish in the early 20th century, establishing itself as one of Britain’s premier seaside resorts. The town’s reputation for leisure and tourism persisted, with attractions like the Princess Theatre and the Torre Abbey Sands drawing visitors.

During World War II, Torquay played a role in the war effort, with its hotels and public buildings repurposed for military use. The post-war period saw a resurgence in tourism, although the latter half of the 20th century brought challenges as the rise of overseas travel impacted traditional British seaside resorts.

In recent years, Torquay has revitalized its tourism industry by promoting its heritage, natural beauty, and cultural events. The town is part of the English Riviera UNESCO Global Geopark, recognized for its geological significance and stunning landscapes.

TORQUAY

Heritage

1860 →

Between 1860 and 1900, Torquay evolved from a modest seaside village into a thriving Victorian resort, renowned for its picturesque setting and health benefits. This period saw extensive urban development, with the construction of grand villas, luxury hotels, and elegant public buildings catering to affluent visitors seeking leisure and wellness. The extension of the railway to Torquay in 1848 was pivotal, significantly boosting accessibility and tourism. The town's infrastructure improved with new promenades, parks, and piers, enhancing its appeal as a fashionable destination. Cultural and social amenities, including theatres and assembly rooms, flourished, and the local economy benefited from the influx of visitors and the burgeoning hospitality industry. By the turn of the century, Torquay had firmly established itself as a premier resort on the English Riviera, celebrated for its beauty and refined atmosphere.



1900 →

Between 1900 and 1930, Torquay experienced significant growth and transformation, solidifying its status as a premier seaside resort. The town's development was marked by enhanced infrastructure, including expanded railway services and improved road connections, which made it more accessible to visitors. The hospitality industry flourished with the construction of new hotels, guest-houses, and entertainment venues such as the Pavilion, catering to the increasing number of tourists. World War I temporarily shifted the town's focus as it re-purposed many buildings for military use, but the post-war period, especially the prosperous 1920s, saw a revival in tourism and social activities. Modernization efforts and investments in public amenities, along with a vibrant cultural scene, further boosted Torquay's appeal, making it a beloved destination on the English Riviera.



1930 →

Between 1930 and 1960, Torquay underwent substantial development and change, navigating the challenges of World War II and emerging as a resilient and popular seaside resort. In the 1930s, the town continued to enhance its tourism infrastructure with new hotels, improved public amenities, and vibrant entertainment options. World War II brought a temporary halt to tourism as many of Torquay's hotels and buildings were requisitioned for military use and the town itself was involved in wartime activities. However, the post-war period saw a significant revival. The 1950s ushered in an era of renewed prosperity, with the town investing in modernization projects, including the reconstruction of war-damaged areas, the development of new housing estates, and the enhancement of tourist facilities. The rise of the domestic holiday market, fuelled by economic growth and improved transportation, solidified Torquay's status as a favoured destination, blending its historic charm with post-war optimism and innovation.

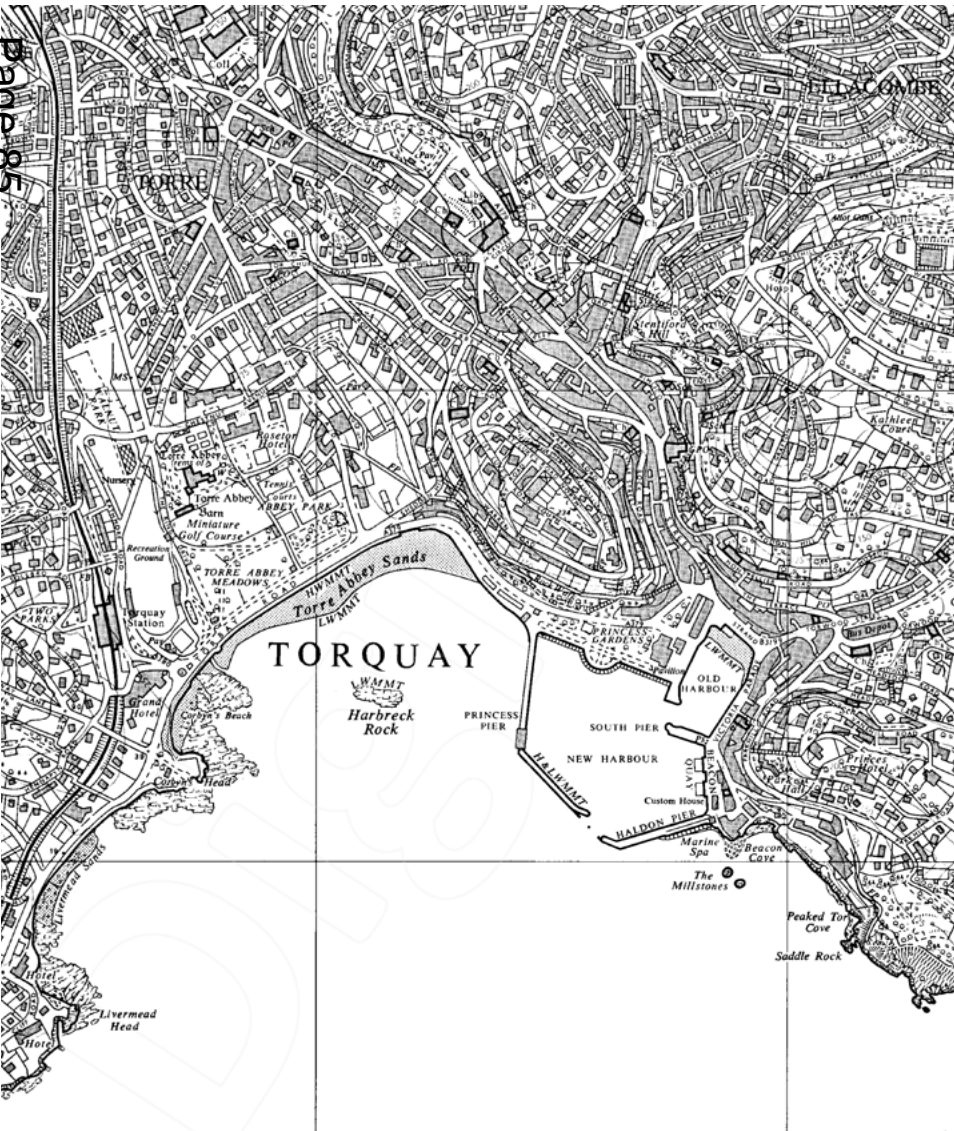


TORQUAY

Heritage

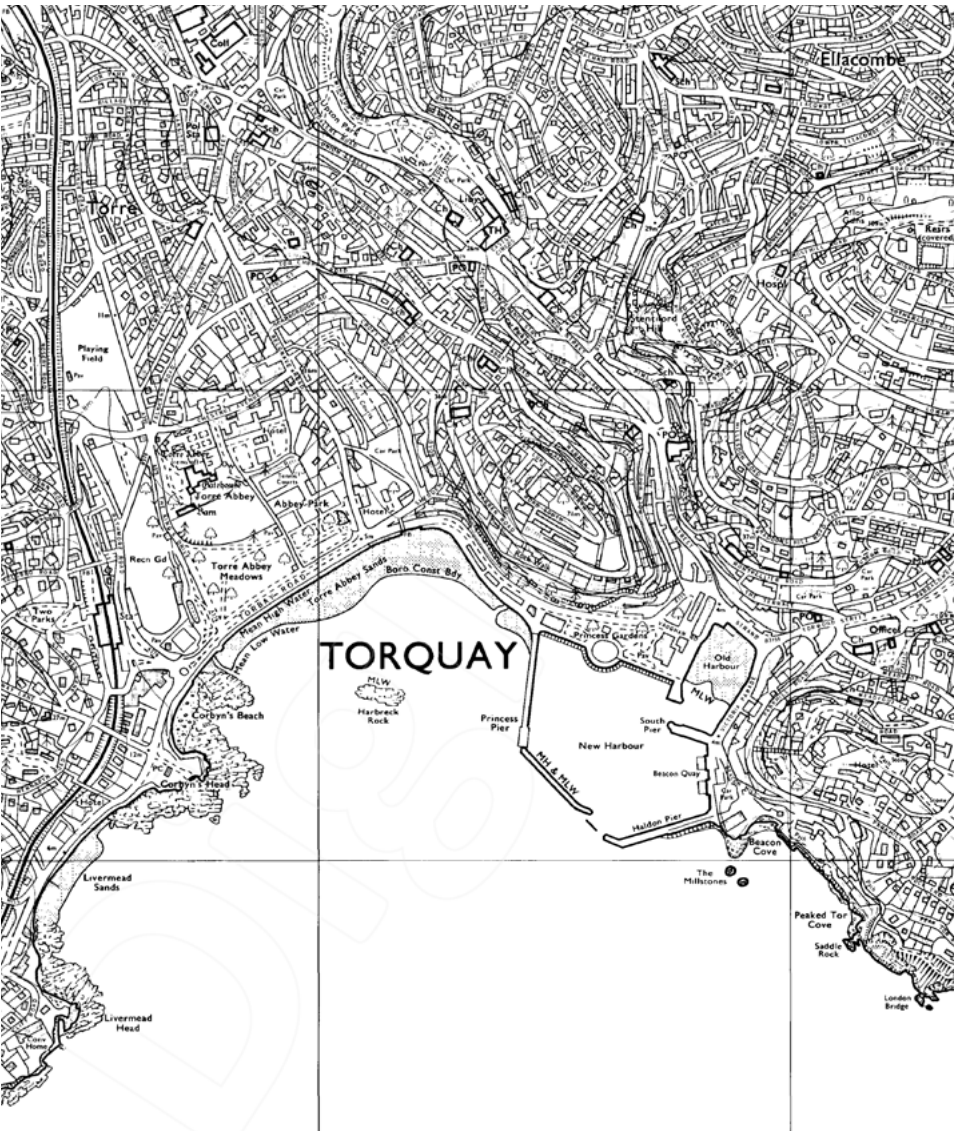
1960 →

Between 1960 and 1970, Torquay experienced significant modernization and a boom in tourism, further cementing its status as a premier seaside destination. This decade saw substantial investment in infrastructure, including the construction of new hotels, holiday camps, and modern tourist facilities to accommodate the growing number of visitors. The rise of car travel led to improved road networks and parking facilities, making the town more accessible. The local economy thrived with the influx of tourists, leading to the expansion of entertainment venues, restaurants, and shops. Efforts to promote Torquay as part of the “English Riviera” were successful, attracting both domestic and international tourists. The development of leisure attractions, such as the expansion of the marina and the creation of family-friendly activities, contributed to Torquay’s vibrant holiday atmosphere during this dynamic period.



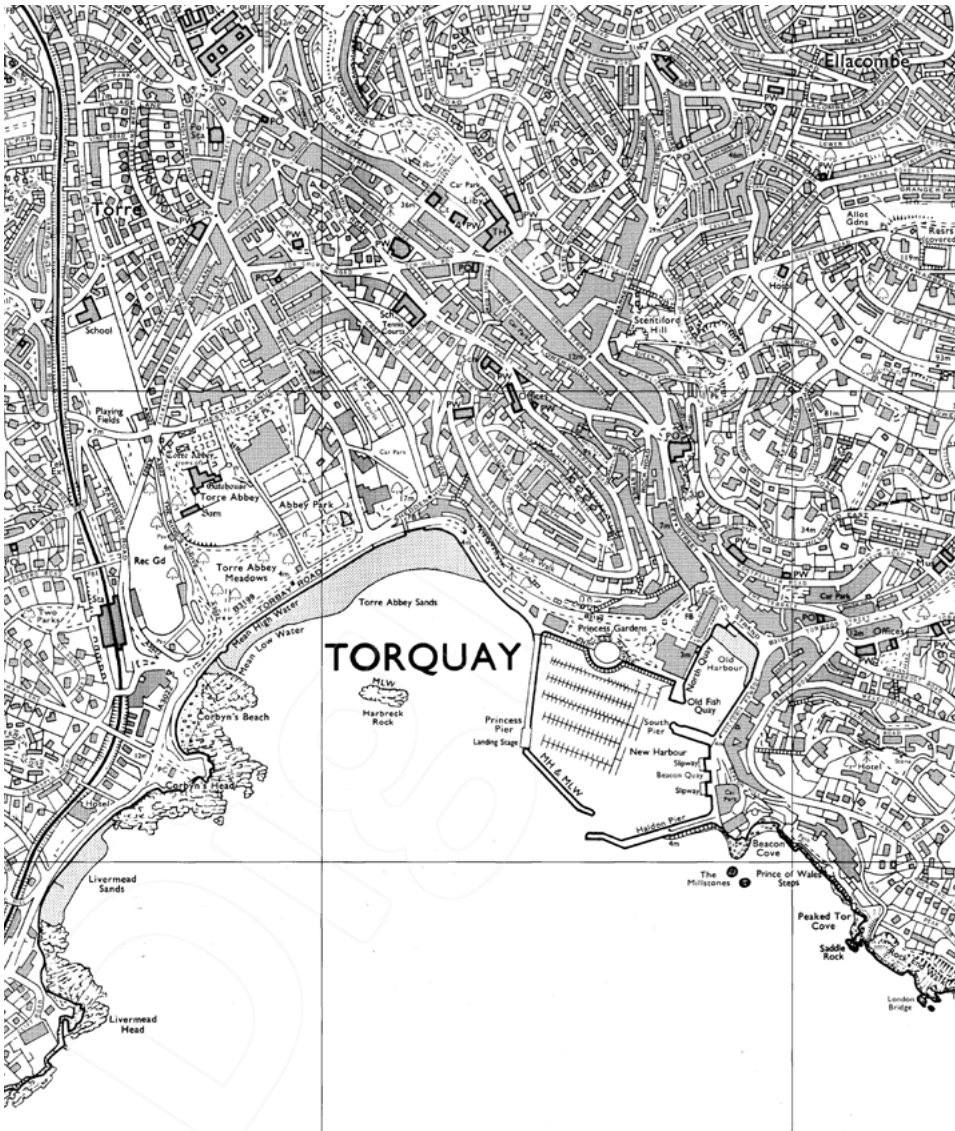
1970 →

Between 1970 and 1990, the town invested in modernizing its tourist infrastructure, including refurbishing older hotels and building new accommodation options to meet the changing demands of travellers. The development of attractions like the Riviera International Conference Centre, which opened in 1987, helped diversify Torquay’s appeal beyond traditional holiday-making to include business tourism. However, the rise of affordable overseas travel in the 1970s and 1980s posed competition, leading to fluctuations in domestic tourist numbers. In response, Torquay focused on enhancing its unique offerings, such as promoting its maritime heritage, natural beauty, and events like the annual regatta. Urban renewal projects aimed at improving public spaces and amenities also took place, helping to maintain the town’s charm and attractiveness. By the end of the 1980s, Torquay had adapted to the changing tourism landscape, balancing its historic allure with modern enhancements.



1990 →

From 1990 to today, Torquay has undergone significant transformation, balancing modernization with the preservation of its historical charm. The town has invested in revitalizing its waterfront and public spaces, enhancing the appeal of its picturesque harbour and promenade. The tourism industry has adapted to contemporary trends, with an emphasis on eco-tourism, cultural events, and gastronomic experiences, attracting a broader range of visitors. Developments such as the Living Coasts marine zoo, opened in 2003, and the continued growth of the Riviera International Conference Centre have diversified the town’s attractions. Torquay’s inclusion in the English Riviera UNESCO Global Geopark has highlighted its unique geological and natural heritage, drawing in tourists interested in outdoor and educational activities. Efforts to improve transport links and sustainable tourism initiatives have also been key focuses



TORQUAY

Present Day

A multi-functional town centre

Torquay is the largest town in Torbay. The economy is centred on tourism. The retail sector has struggled in recent years, following the national trend of contracting retail sectors,

A high class natural environment focussed on the harbour and coast makes the town an attractive place for visitors and investors. However there are also communities with significant levels of deprivation and the economy has traditionally been hampered by infrastructure constraints.

Torquay needs planned growth and sensitive development of new homes and jobs to help deliver social and economic benefits while protecting its strong environmental assets and tourism value.

- 1 The Pavilion
- 2 Princess Theatre
- 3 Princess Gardens
- 4 Fleet Walk
- 5 Living Coasts
- 6 Debenhams Site
- 7 Hilton
- 8 Premier Inn
- 9 Former Post Office Building (Tesco)
- 10 GPO Roundabout
- 11 BT Building
- 12 Lower Union Lane MSCP
- 13 Union Square Shopping Centre
- 14 Town Hall
- 15 Rivera International Centre
- 16 Torquay Museum



TORQUAY

Town Centre Zones

TORQUAY

Previously Defined Town Centre Zones

As identified in the 2014 document: Torquay Rethink, Town Centre Masterplan: A Vision for the Heart of the English Riviera.

The town centre effectively covers the harbour, Fleet Street and Union Street along with the adjoining context. The retail centre is currently oversized and has declined from being a leading retail destination since the late 1960's.

The 'Torquay Rethink, Town Centre Masterplan: A Vision for the Heart of the English Riviera' identified three character areas in Torquay town centre, shown to the right, these include:

- 1. Harbour / Tourism Area (Parade / Strand)
- 2. Retail Core (Union Street and Fleet Walk)
- 3. Civic and Parks Quarter (Torre and Upton)

There are a number of major development opportunities throughout these three zones, which are outlined through this document.

- Harbour
- Retail Core
- Civic & Parks
- Links between Zones



TORQUAY

Previously Defined Town Centre Zones

Zooming-in to the regeneration area.

The regeneration area is covered by the harbour and retail core zones, with the link to more residential neighbourhoods around Castle Circus representing the northern boundary.

The following chapters will reference these zones, and question whether they should be adapted in the future.

Page 89

- 1 The Pavilion
- 2 Princess Theatre
- 3 Princess Gardens
- 4 Fleet Walk
- 5 Living Coasts (shut during Covid)
- 6 Debenhams Site
- 7 Hilton
- 8 Premier Inn
- 9 Former Post Office Building (Tesco)
- 10 GPO Roundabout
- 11 BT Building
- 12 Lower Union Lane MSCP
- 13 Union Square Shopping Centre
- 14 Town Hall
- 15 Rivera International Centre
- 16 Torquay Museum

- Harbour
- Retail Core
- Civic & Parks
- Links between Zones



TORQUAY

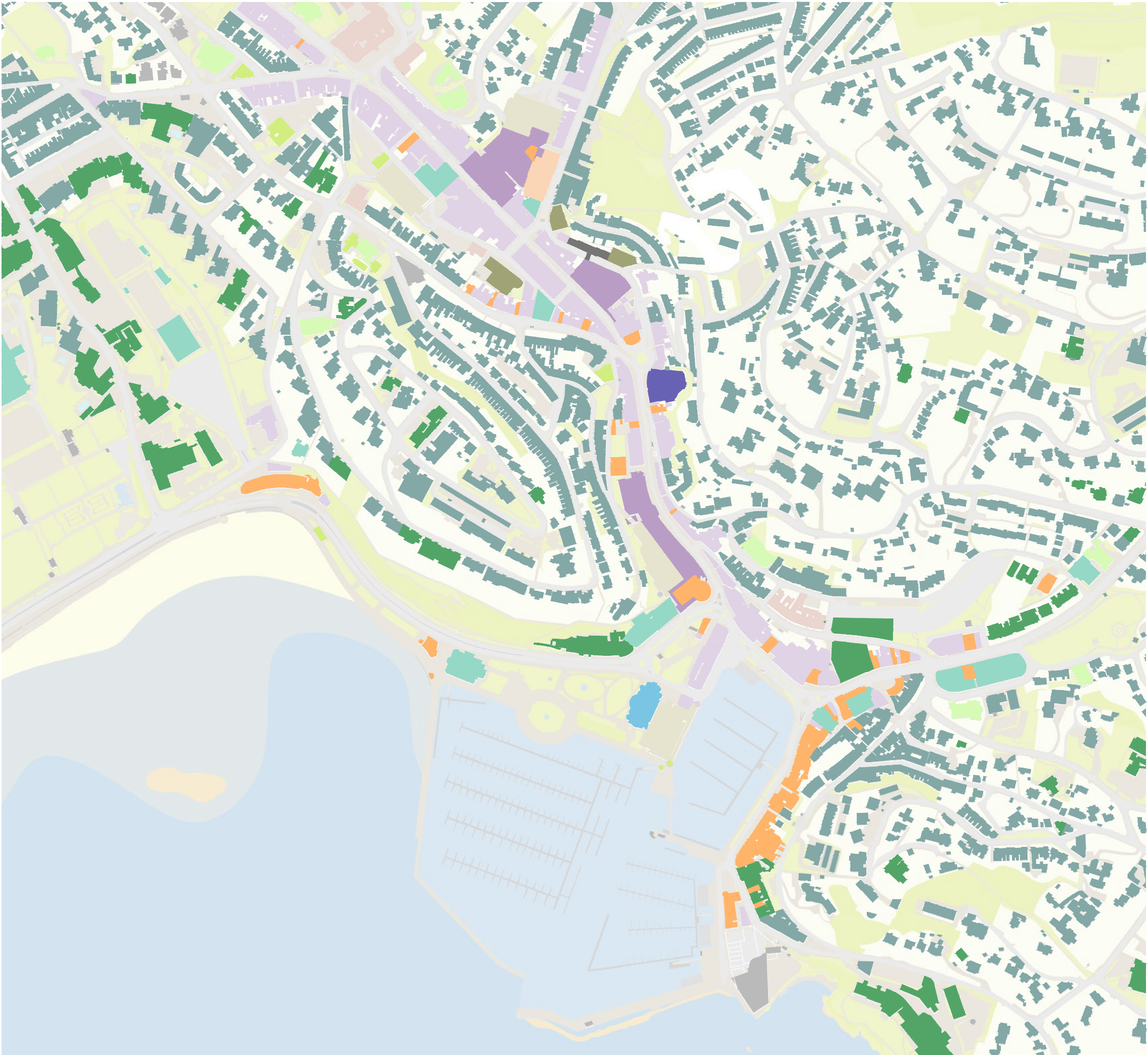
Town Analysis

TORQUAY

Ground Floor Uses

Page 91

- Residential & B&B's
- Hotels
- Shops
- Food and Beverage
- Shopping Centre
- Supermarket
- Leisure
- Multi-Storey Car Park
- Warehouse / Light Industrial
- Storage



TORQUAY
Use Zones

Page 92

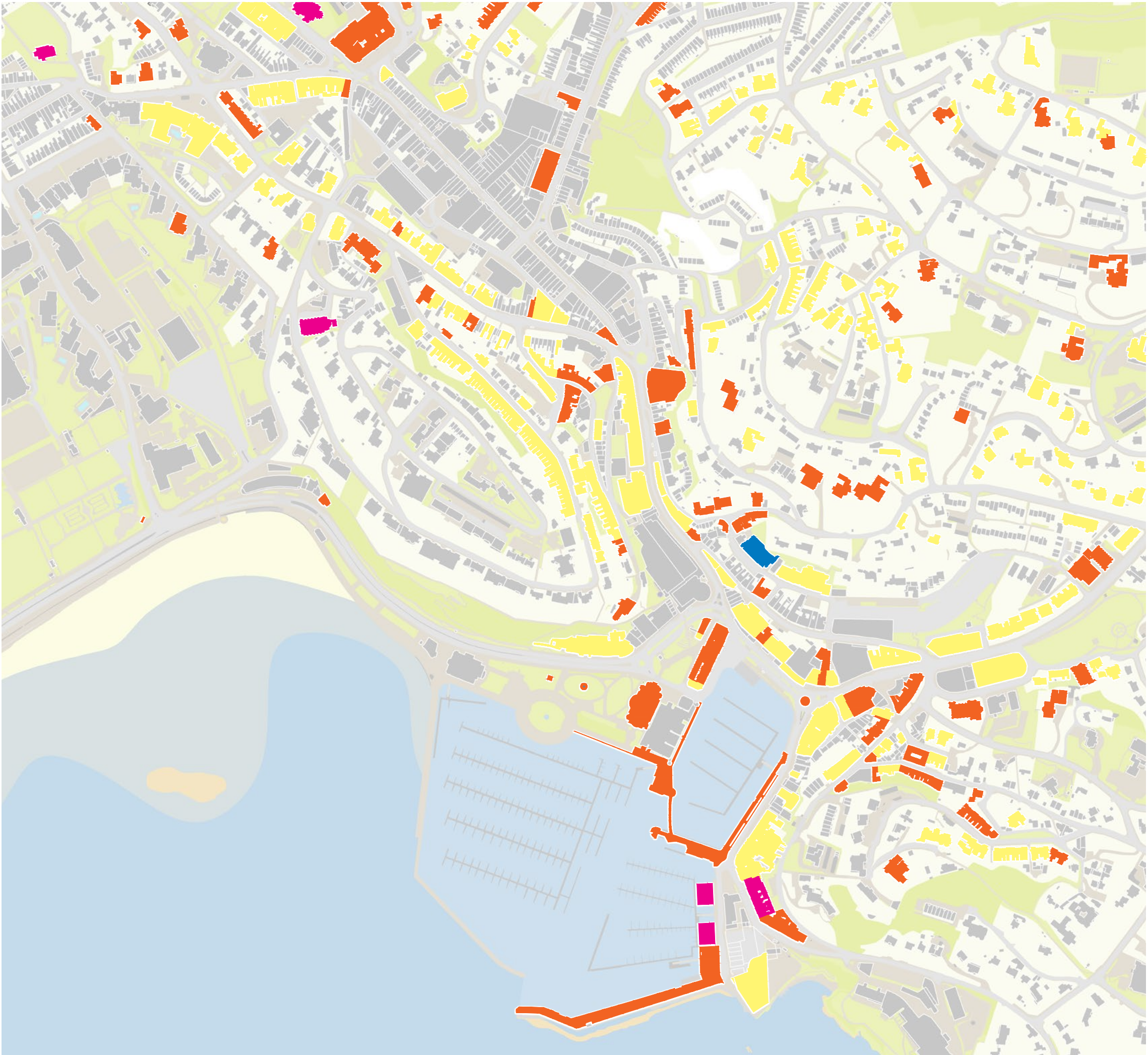
- Green Spaces
- Retail | F&B | Businesses
- Heritage
- Community Leisure | Entertainment
- Residential & Hotels
- Key Streets



TORQUAY Listed Buildings

Page 93

- Grade I Listed
- Grade II* Listed
- Grade II Listed
- Buildings “which make a significant contribution to the townscape”



TORQUAY Conservation Areas

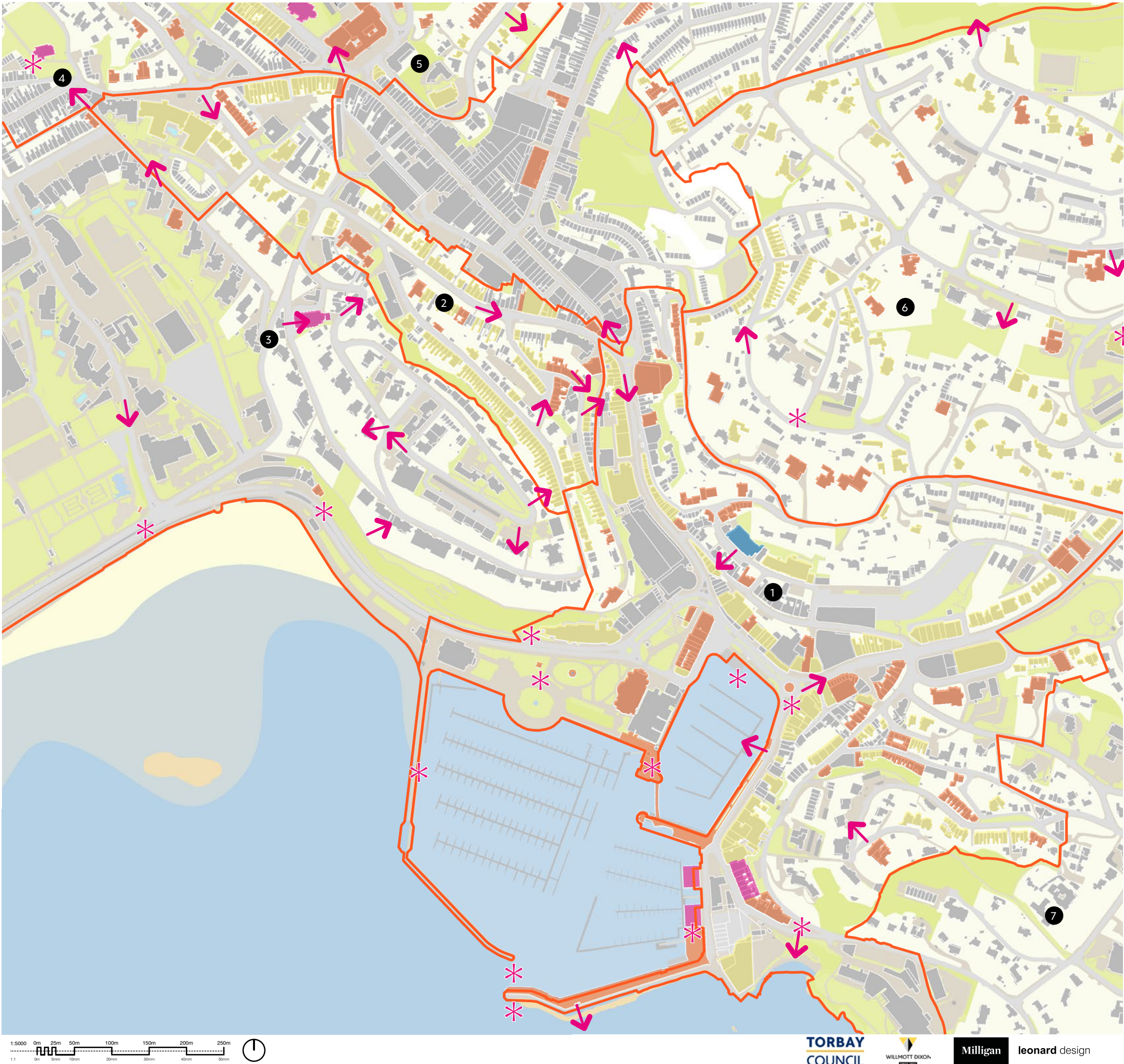
There are 7 Conservation areas encompassing the town centre.

Union Lane, Market Street and Lower Union Lane are the only areas of the regeneration vision not covered by conservation areas. The harbour and Fleet Street are within the Harbour conservation area. The Town Hall and northern junction of Union Street is in the Upton conservation area and the areas to the east and west are within the Belgravia and Warberries conservation areas respectively.

The latest conservation area review and documents are from 2004. Some aspects may be out of date or currently under review.

The next few pages highlight key aspects from these conservation areas.

- ➔ Viewpoint
- ✱ Feature of special interest
- 1 Torquay Harbour
- 2 Abbey Road
- 3 Belgravia
- 4 Tormohun
- 5 Upton
- 6 Warberries
- 7 Lincombes



TORQUAY

Main Vehicular Routes

As identified in the 2014 document: Torquay Rethink, Town Centre Masterplan: A Vision for the Heart of the English Riviera.

Page 95

- ➔ Main route through to the seafront
- ➔ Main route through to the town centre
- ➔ Main routes in from local centres
- Pedestrianised zones
- Bus only access
- Fork causing confusion for drivers
- P Car park



TORQUAY

Main Vehicular Routes

As identified in the 2014 document: Torquay Rethink, Town Centre Masterplan: A Vision for the Heart of the English Riviera.

Page 96

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- ➔ Main route through to the town centre
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- Pedestrianised zones
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TORQUAY

Car Parks

As identified in the 2014 document: Torquay Rethink, Town Centre Masterplan: A Vision for the Heart of the English Riviera.

Page 97

- 1 Shedden Hill (258)
- 2 Fleet Wall (450)
- 3 Marina (111)
- 4 Beacon Quay (118)
- 5 Harbour (165)
- 6 Union Square (415)
- 7 Lower Union Lane (664)
- 8 Shoppers (32)
- 9 Abbey Park (28)
- 10 Torre Valley (150)
- 11 Town Hall (205)
- 12 Meadfoot Road (57)
- 13 Melville Street (36)
- 14 Torquay Station (60)
- 15 Brunswick Square (89)
- 16 Coach Park

Total: 2,838 Spaces



TORQUAY

Car Parks

As identified in the 2014 document: Torquay Rethink, Town Centre Masterplan: A Vision for the Heart of the English Riviera.

Page 98

- 1 Shedden Hill (258)
- 2 Fleet Walk (450)
- 3 Marina (111)
- 4 Beacon Quay (118)
- 5 Harbour (165)
- 6 Union Square (415)
- 7 Lower Union Lane (664)
- 8 Shoppers (32)
- 9 Abbey Park (28)
- 10 Torre Valley (150)
- 11 Town Hall (205)
- 12 Meadfoot Road (57)
- 13 Melville Street (36)

Total: 2,689 Spaces



TORQUAY

Key Movement Routes

Page 99

- Primary Car / Bus route
- Secondary Car/ Bus Route
- Tertiary Route
- Primary pedestrian route
- Secondary pedestrian route
- Cycle route
- Ferry route
- Bus Stop
- Car Park



TORQUAY
Key Pedestrian Links

→ Pedestrian Links



TORQUAY
Permeability and
views to the edge

Page 101

- ➡ Enhance the visibility out onto the Bay and from the bay to the shoreline
- ➡ Open up the retail and F&B areas to create more public realm and event spaces
- ➡ Enhance the waterfront public realm and connectivity to utilise the beach fronts.

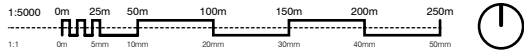


TORQUAY

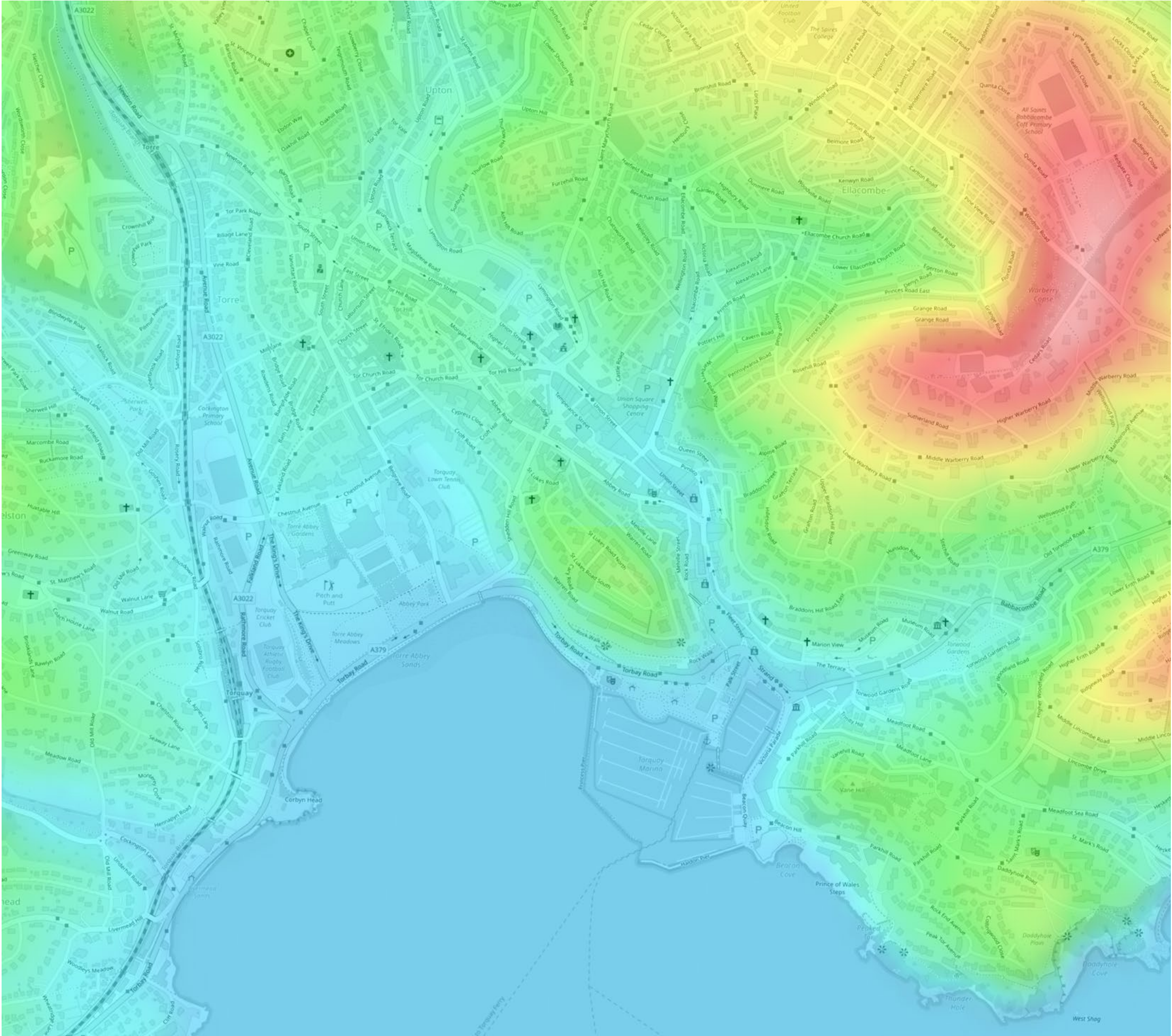
Green Spaces

Page 102

- 1 Princess Gardens
- 2 Royal Terrace Gardens
- 3 Abbey Park
- 4 Abbey Park and Gardens
- 5 Torwood Gardens



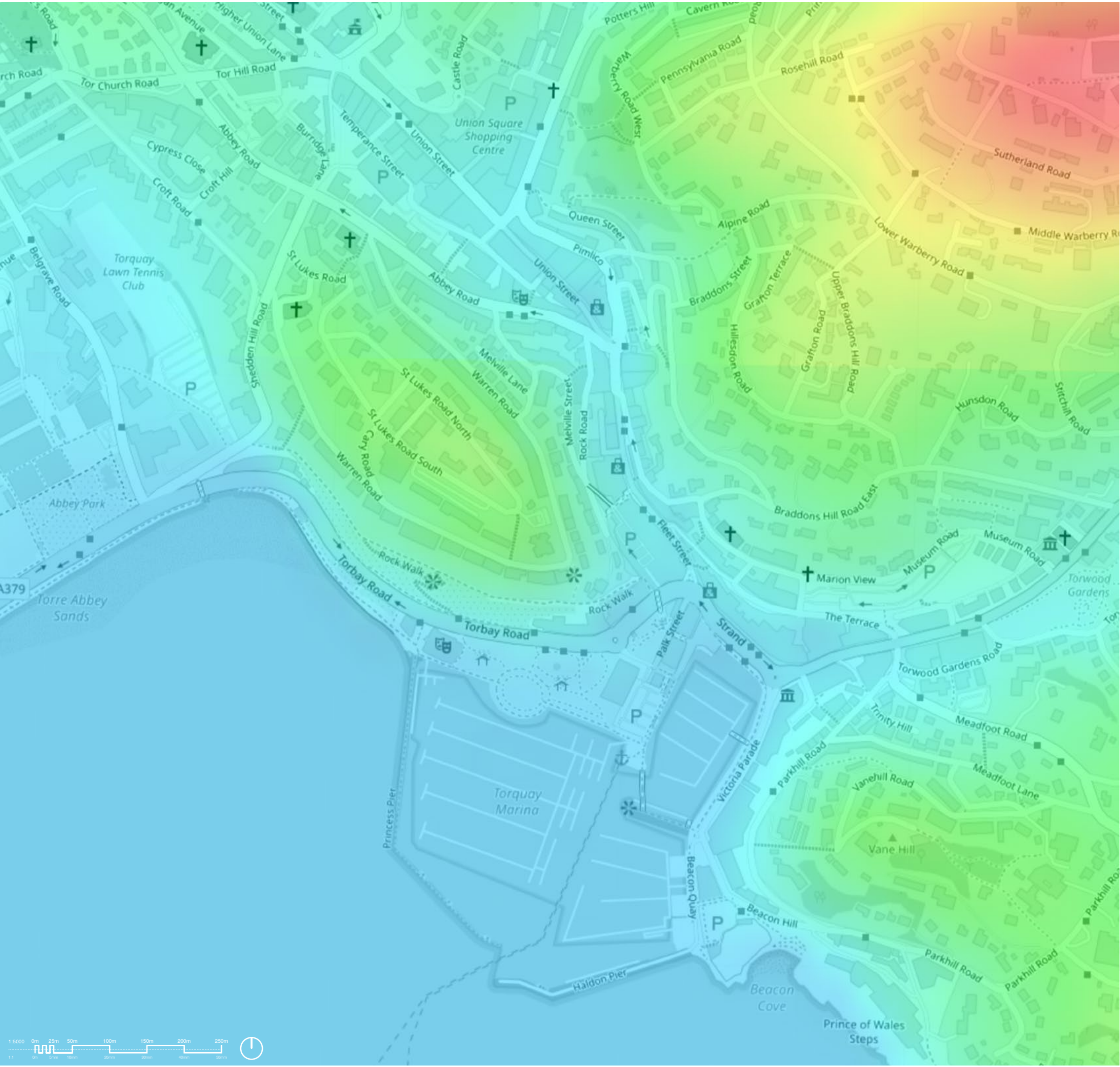
TORQUAY Topography



TORQUAY Topography



Page 104

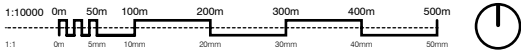
- AOD
- 131m
 - 124m
 - 117m
 - 110m
 - 103m
 - 97m
 - 90m
 - 83m
 - 76m
 - 69m
 - 62m
 - 55m
 - 48m
 - 41m
 - 34m
 - 28m
 - 21m
 - 14m
 - 7m
 - 0m



TORQUAY Flood Zones

From the government's Flood Map for Planning
service at:
www.flood-map-for-planning.service.gov.uk

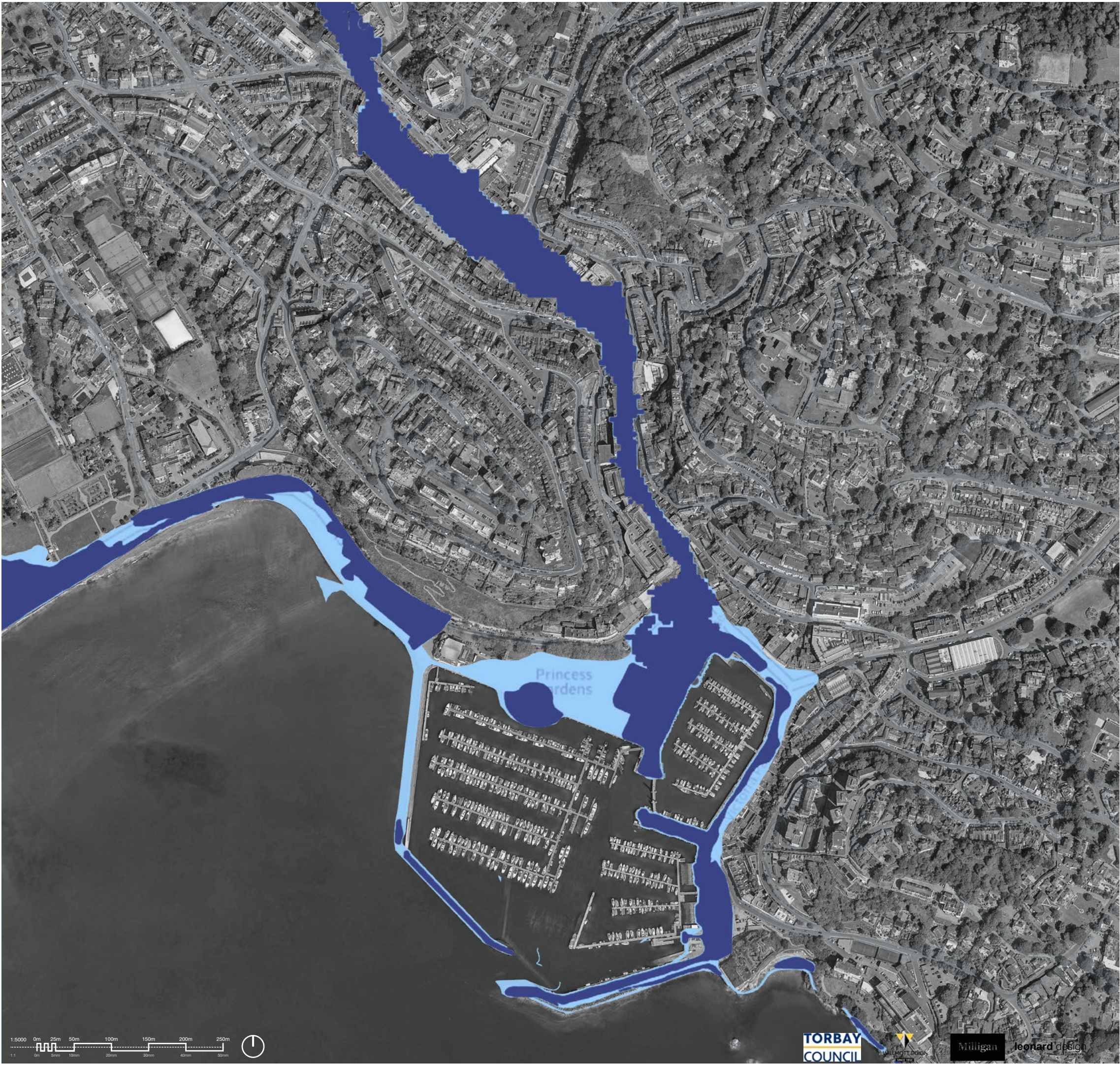
-  Flood Zone 2
-  Flood Zone 3



TORQUAY Flood Zones

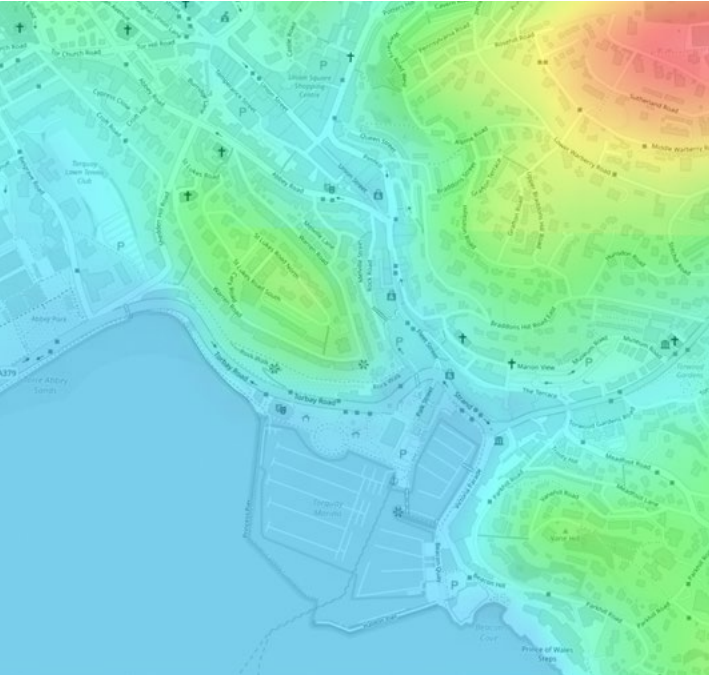
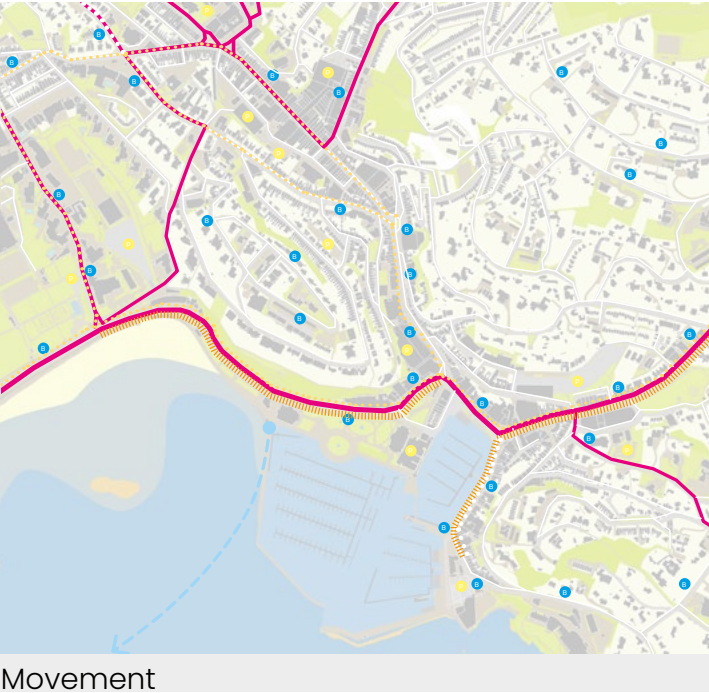
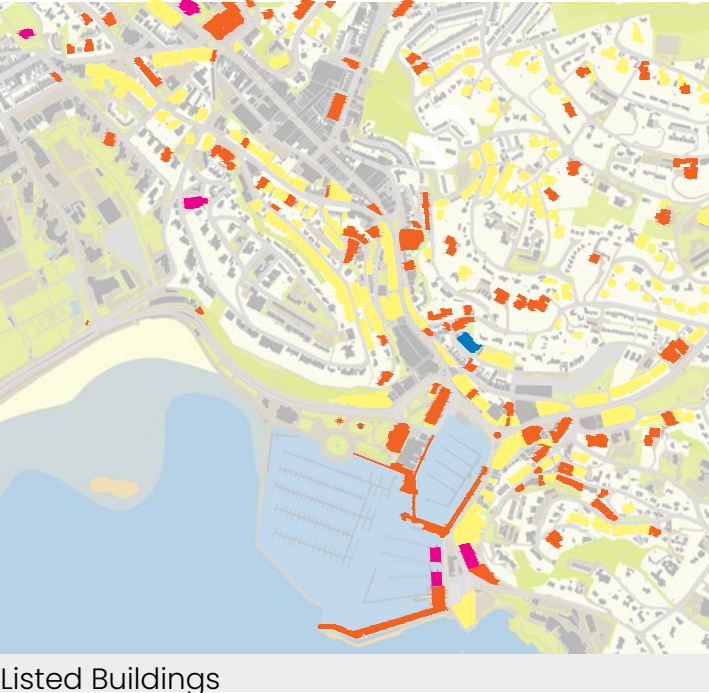
From the government's Flood Map for Planning
service at:
www.flood-map-for-planning.service.gov.uk

- Flood Zone 2
- Flood Zone 3



TORQUAY

Mapping Summary



Flood Zones

Topography

Green Space

Parking

TORQUAY

Summary Analysis

Strengths	Weaknesses	→ Opportunities
<div><div>Page 108</div><div><div><div>1. Brand: The English Riviera.</div><div>2. Business: A strong business community in the town, captured by its BiD status.</div><div>3. Diversity: The town caters for a wide range of customers including locals, families and young people visiting, business visitors and 'empty nesters' on holiday.</div><div>4. Local Demand: A substantial number of locals with higher than national average domestic income.</div><div>Heritage: A part of the UNESCO Global Geopark network, Torquay is part of the world's only urban geopark.</div><div>Integrated offer: Close proximity between harbour, main shopping street, central services and beaches providing a unique offer.</div><div>7. Investment: Torquay's Harbour has benefited from sustained and significant public and private sector investment.</div><div>8. Retail: Torquay is not a stereo-typical carbon copy shopping area with a mix of large and small, national and local retailers.</div><div>9. Leisure: Hotels are highly regarded.</div><div>10. Night-time Economy: Vibrant evening economy and the town centre has been awarded a Purple Flag.</div><div>11. Car parking capacity is approximately 60% greater than demand so no shortage of parking at present.</div></div></div></div> <tr><td><div><div>1. Demographics: The town centre is split between tourism in the south (harbour) and local shopping to the north (Union Street).</div><div>2. Retail offer: The retail offer is seen as poor quality with little high quality choice. This is judged to be partly a response to the local demographics around the town centre where some of the poorest neighbourhoods can be found. Shoppers will either go to Exeter or Plymouth for higher quality retailers.</div><div>3. Retail Size: The retail street is too long and struggles with occupancy levels.</div><div>4. Night-time Leisure: The High Street is poor at night and the perception of 'stag and hen nights' is prevalent.</div><div>5. Town Centre Homes: Town Centre residential provision is poor with few apartments above shops and a large proportion of social rented and HMO's close to the centre.</div><div>6. Leisure: For a long time the holiday market has been biased towards cheaper coach trips and lower quality B&B's.</div><div>7. Ownership: Varied ownership picture across the town centre.</div><div>8. Funding: Both for major and minor redevelopment.</div><div>9. Business Rates.</div><div>10. Car Parking: Locations not optimum, quality and management.</div></div></td><td><div><div>1. Rebalance quality hotels, shorter year-round breaks to take advantage of this growing market.</div><div>2. Change Torquay's perception from a 'Seaside Destination' to a 'Vibrant Coastal Town'.</div><div>3. Reduce the size of the retail core. Strengthen retail south of the GPO roundabout.</div><div>4. Encourage a mix of uses to the north of the GPO roundabout. Potentially a mixed-use, residential neighbourhood targeted at local residents.</div><div>5. Fix the issues around Castle Circus..</div><div>6. Restore the Pavilion to a cultural destination.</div><div>7. Better connect across Torbay via roads, cycling and public transport.</div><div>8. Improve the public realm.</div><div>9. Improve the public realm of Fleet Street.</div><div>10. Encourage more street activations, including a market, street food, entertainment and events.</div></div></td></tr>	<div><div>1. Demographics: The town centre is split between tourism in the south (harbour) and local shopping to the north (Union Street).</div><div>2. Retail offer: The retail offer is seen as poor quality with little high quality choice. This is judged to be partly a response to the local demographics around the town centre where some of the poorest neighbourhoods can be found. Shoppers will either go to Exeter or Plymouth for higher quality retailers.</div><div>3. 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TORQUAY

Indicative Regeneration

Vision

TORQUAY

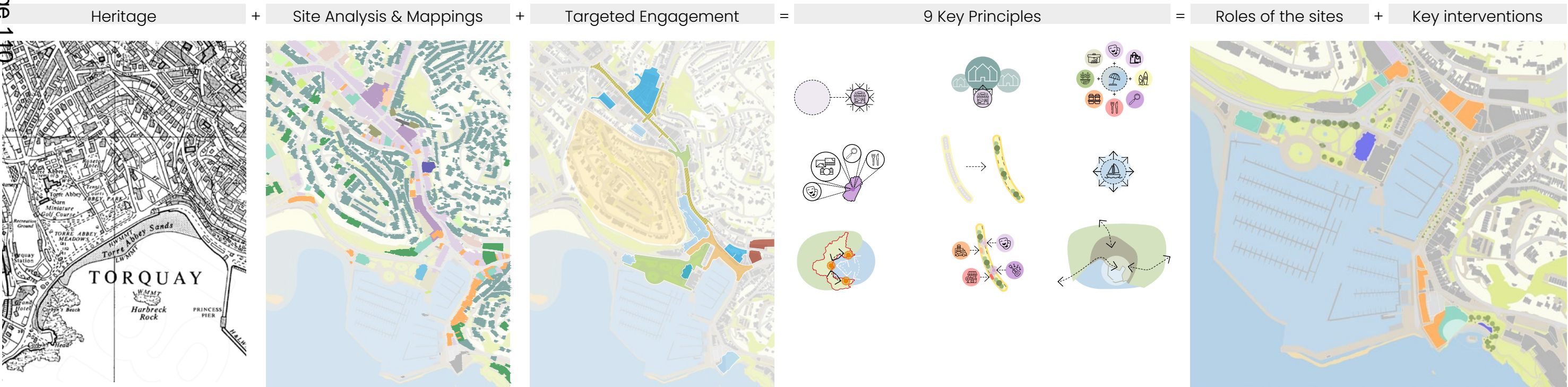
Indicative Regeneration Vision

This chapter combines the learnings from the first 2 chapters, including heritage, Torquay’s identity, the site analysis and mappings, with workshops to result in a number of key principles.

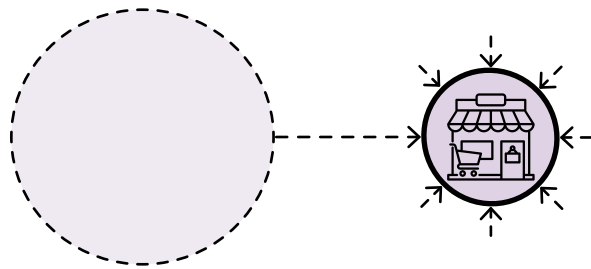
These key principles inform the overall strategy for the area. The roles of the different sites are then outlined, before identifying a number of key interventions that can contribute to the overall vision over time.

Overleaf are outlined the 9 key principles identified for the regeneration of Torbay.

Page 110



TORQUAY
Key Principles



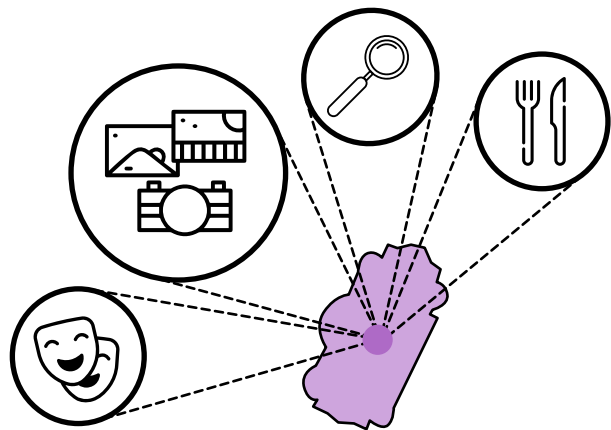
Reduce the size of, enhance and strengthen the Retail Core



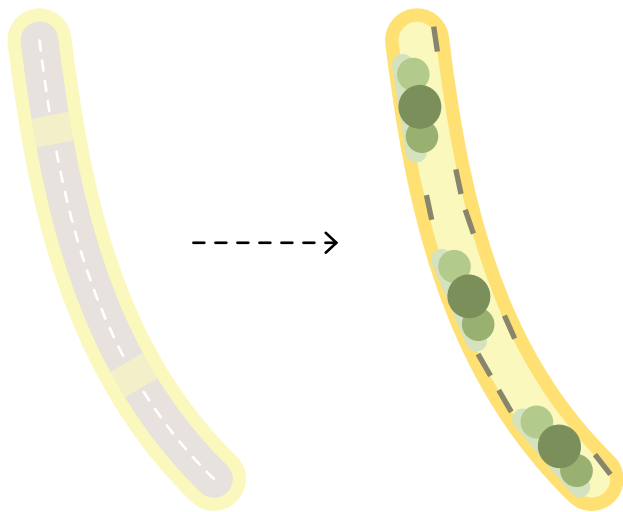
Encourage mixed-use, residential neighbourhoods to the north of the GPO roundabout



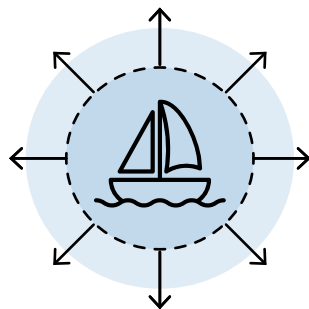
Change the perception of Torquay from a 'Seaside destination' to 'Vibrant Coastal Town'



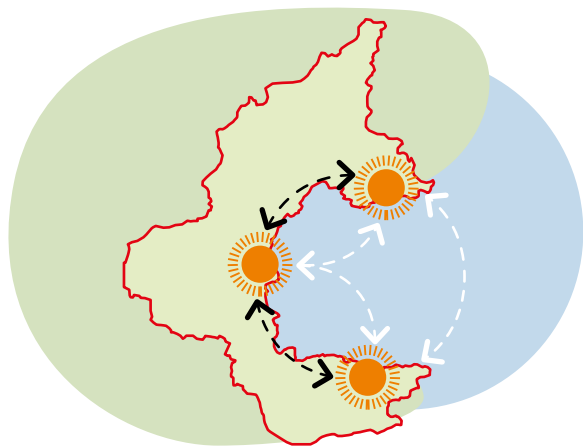
Restore the Pavilion into a cultural destination



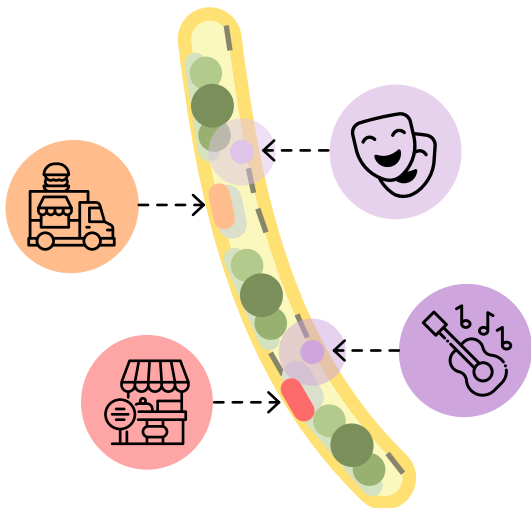
Improve the public realm of Fleet Street



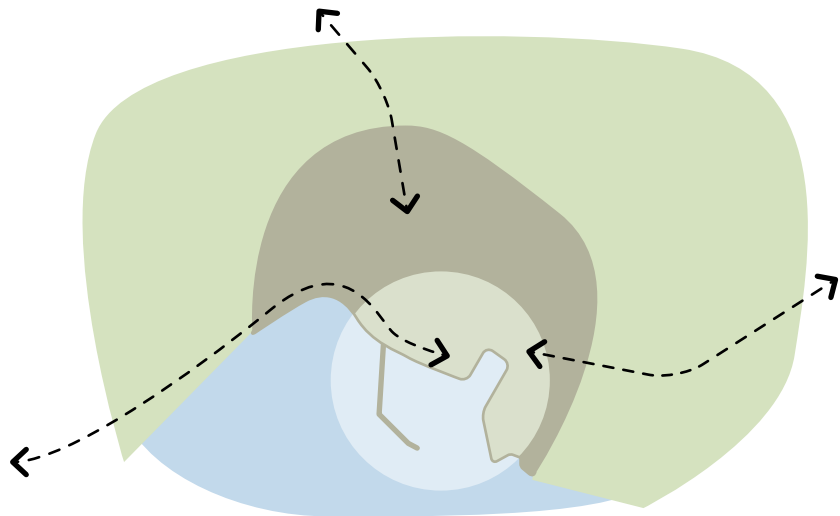
Focus on the Harbour area and work outwards



Better connect across Torbay



Encourage more street activations: A market, street food, entertainment and events



Improve the arrival experience into Torquay

TORQUAY

Key Focus Areas

From the previous site mappings, internal workshops and engaging key stakeholders the following list of key sites have been identified across the town centre.

- Delivered Sites

1

Hilton

2

Premier Inn Torquay Harbour
- Sites In Progress

3

Harbour Public Realm
- Proposed Sites

4

The Pavilion

5

Debenhams

6

Union Square

7

Lower Union Lane
- Opportunity Sites

8

Living Coast

9

Fleet Walk

10

The Arcades

11

BT Building

12

Princess Theatre
- Public Realm Opportunities

13

Princess Gardens

14

GPO Roundabout Public Realm

15

Fleet Street Public Realm

16

Union Street

17

Market Street
- Other Opportunities

18

Making Melville Marvellous
- Other Public Realm Opportunities

19

Beacon Quay

20

Victoria Parade



TORQUAY Timeline

These sites form a timeline illustrating how Torquay town centre can be regenerated in the years to come.



TORQUAY

Previously Defined Town Centre Zones

As identified in the 2014 document: Torquay Rethink, Town Centre Masterplan: A Vision for the Heart of the English Riviera.

The town centre effectively covers the harbour, Fleet Street and Union Street along with the adjoining context. The retail centre is currently oversized and has declined from being a leading retail destination since the late 1960's.

The 'Torquay Rethink, Town Centre Masterplan: A Vision for the Heart of the English Riviera' identified three character areas in Torquay town centre, shown to the right, these include:

- 1. Harbour / Tourism Area (Parade / Strand)
- 2. Retail Core (Union Street and Fleet Walk)
- 3. Civic and Parks Quarter (Torre and Upton)

There are a number of major development opportunities throughout these three zones, which are outlined through this document.

- Harbour
- Retail Core
- Civic & Parks
- Links between Zones



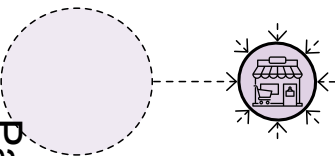
TORQUAY

Consolidating the Retail Core

Reduce the size of, enhance and strengthen the Retail Core

Reducing the retail core to be bookended by Hoopers and Primark, to extend along Fleet Street between The Strand, GPO roundabout and along Union Street. Over time retailers should be encouraged to relocate from Union Street to Fleet Walk, providing a critical mass of retailers to ensure vitality in the long term.

- 1 Hoopers
- 2 Primark



Encourage mixed-use, residential neighbourhoods to the north of the GPO roundabout

By reducing the retail core to the GPO roundabout, the current high levels of vacancy along Union Street can be, over time, converted into mixed-use residential neighbourhoods. In practice this could be a combination of converting upper floors into residential and retaining convenience retailers with local restaurants and diversifying the ground floor to provide a mix of uses, tailored to residents of Torquay.



- Harbour
- Retail Core
- Civic & Parks
- Links between Zones



TORQUAY

Roles of the sites

Overlaying the identified sites onto the zones illustrates where development will be targeted in the future.

Each of the sites should seek to enhance the offer of each distinct town centre zone.

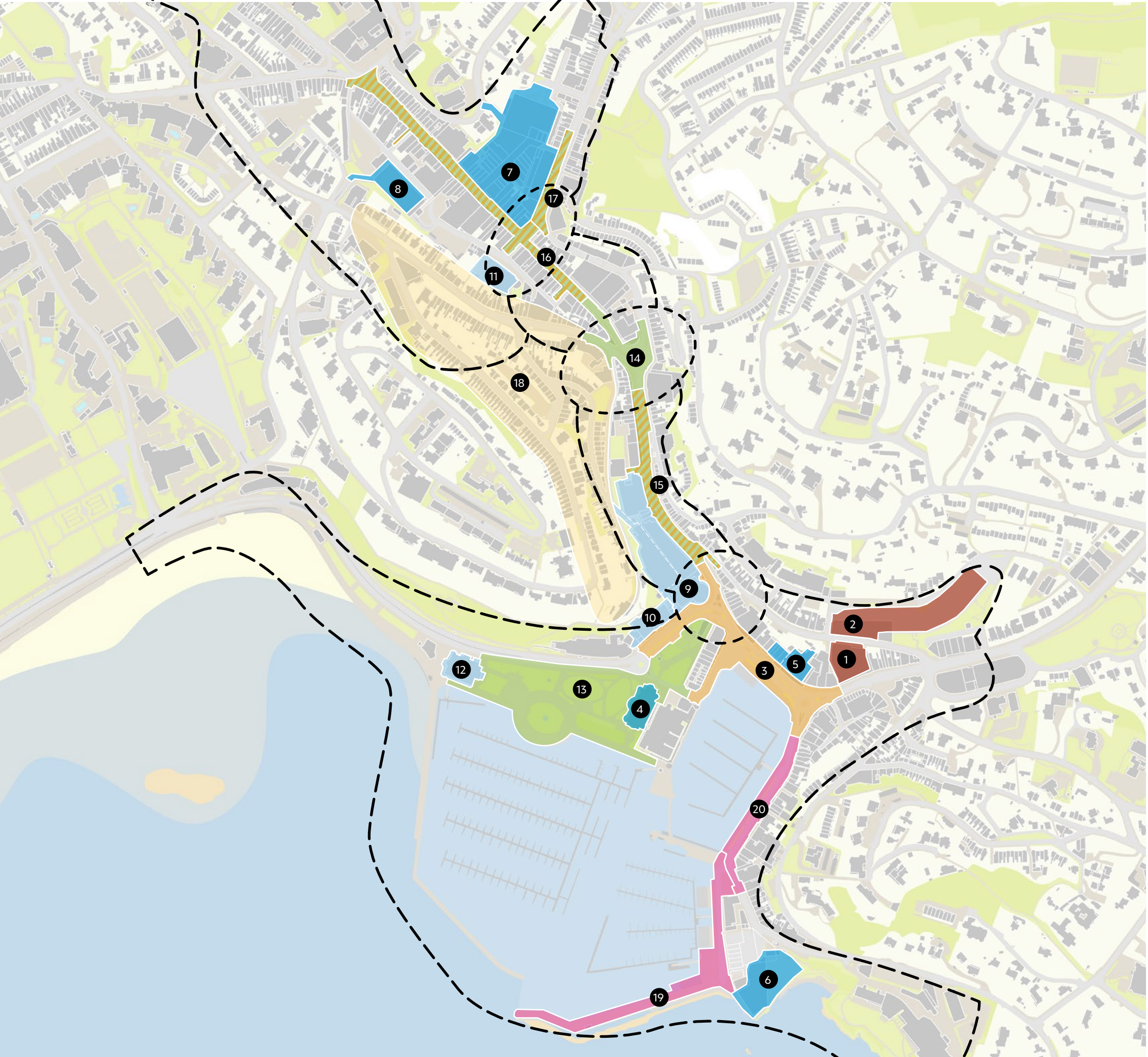
The map opposite shows the harbour area has the greatest number of different opportunities. With the retail core concentrated to Fleet Street & Fleet Walk. The GPO roundabout becomes the division between mixed-use residential areas and the retail core. Major developments at Union Square and Lower Union Lane are connected by Union Street.

Page 1

- 1 Harbour
- 2 Hilton
- 3 Premier Inn Torquay Harbour
- 4 Harbour Public Realm
- 5 The Pavilion
- 6 Debenhams
- 7 Living Coast
- 8 The Arcades
- 9 Princess Theatre
- 10 Princess Gardens
- 11 Beacon Quay
- 12 Victoria Parade

- Retail Core
- 9 Fleet Walk
- 14 GPO Roundabout Public Realm
- 15 Fleet Street Public Realm

- Mixed-Use Residential Neighbourhoods
- 7 Union Square
- 8 Lower Union Lane
- 11 BT Building
- 16 Union Street
- 17 Market Street
- 18 Making Melville Marvellous

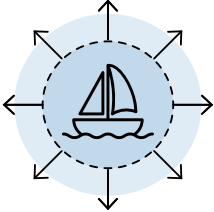


TORQUAY

Roles of the sites

A timeline

Focus on the Harbour area and work outwards



This page illustrates the timeline of delivery separated by town centre zone.

Harbour Developments

Both delivered and sites in-progress are in the harbour area, as well as a mix of short and longer term opportunities.

Retail Core

The public realm of Fleet Street, the GPO Roundabout and Fleet Walk all represent opportunities to improve the retail core.

Civic and Parks - Mixed-use residential neighbourhoods

Significant opportunities to convert key buildings to be more residential-led exist at Union Square and Lower Union Lane, as well as opportunities to improve the connecting street fabric connecting into the retail core. There are also a number of vacant buildings which could represent additional opportunities for conversion.

The next three sections zoom in to the three zones to illustrate potential interventions.

Harbour Developments

- 1 Delivered Sites
- 2 Hilton
Premier Inn Torquay Harbour
- 3 Sites in-progress
Harbour Public Realm
- 4 Proposed sites
- 5 The Pavilion
- 6 Debenhams
- 10 Fleet Walk
- 12 BT Building
Princess Theatre
- 13 Public realm opportunities
- 19 Making Melville Marvellous
- 20 Beacon Quay
Victoria Parade

Retail Core

- 9 Opportunity Sites
- 14 Princess Gardens
- 15 GPO Roundabout Public Realm

Mixed-use residential neighbourhoods

- 7 Living Coast
- 8 Union Square
Lower Union Lane
- 11 The Arcades
- 16 Fleet Street Public Realm
- 17 Union Street
Market Street
- 18 Other opportunities

1 HARBOUR AREA

This first section looks at the harbour area.

Page 118

1

Delivered Sites

2

Hilton
Premier Inn Torquay Harbour

3

Sites in-progress
Harbour Public Realm

4

Proposed sites

5

The Pavilion

6

Debenhams

10

Fleet Walk

12

BT Building
Princess Theatre

13

Public realm opportunities

19

Making Melville Marvellous

20

Beacon Quay
Victoria Parade



HARBOUR AREA Key Interventions

Key aspects of the Harbour Area include the following sites.

- Page 19
- Delivered Sites**
 - 1 Hilton
 - 2 Premier Inn Torquay Harbour
 - Sites In Progress**
 - 3 Harbour Public Realm
 - Proposed Sites**
 - 4 The Pavilion
 - 5 Debenhams
 - 6 Living Coast
 - Opportunity Sites**
 - 9 Fleet Walk
 - 10 The Arcades
 - 16 Princess Theatre
 - Public Realm Opportunities**
 - 17 Princess Gardens
 - Other Opportunities**
 - 18 Making Melville Marvellous
 - Opportunities highlighted in targeted consultation**
 - 19 Beacon Quay
 - 20 Victoria Parade



HARBOUR AREA Experience

Key to the success of the Harbour will be linking the different activities in a loop around the marina.

B Tourist bus dropoffs
Tourist buses should drop-off at Princess Gardens to capture the most attractive part of the town, from which the route around the harbour captures a number of different attractions, including:

- 1** Princess Theatre
- 2** Wheel
- 3** Activations / events in Princess Gardens
- 4** The Pavilion - Cultural destination
- 5** Outer Harbour food and beverage
- 6** Living Coasts
- 7** Beacon Cover watersports
- 8** Restaurants
- 9** The Strand marketplace
- 10** Childrens pontoon
- 11** Restaurants
- 12** Link to Fleet Street retailers



HARBOUR AREA Experience - Parking

Key to the success of the town centre in general is also the availability and access to parking, while not being detrimental to the vitality of the town centre.

Car parks in the immediate vicinity of the harbour include:

- Fleet Walk (450)
- Marina (111)
- Beacon Quay (118)
- Harbour (165)
- Meadfoot Road (57)

A wider strategy should be implemented to minimise non-essential traffic driving across the Strand to improve the area for visitors and pedestrians.

Eastern traffic is serviced by:

- Shedden Hill (258)
- Fleet Walk (450)
- Marina (111)
- Abbey Park (28)
- 847 Spaces

Traffic from the west is serviced by:

- Beacon Quay (118)
- Harbour (165)
- Meadfoot Road (57)
- 340 Spaces

- Main visitor traffic
- Minimised visitor traffic
- Car Park



HARBOUR AREA F&B Offers

Also key to the success of the Harbour are the successful food and beverage offers around the harbour. Allowing these to operate with al-fresco seating areas around the harbour will further enhance the environment.

- Independent bars and restaurants
- National Chain bars and restaurants
- Al-fresco seating areas



HARBOUR AREA Vision

Key aspects of the Harbour Area include:

Harbour Public Realm, Beacon Quay and Victoria Parade

- 1 Safeguard the harbour,
- 2 A destination for restaurants,
- 3 Al-fresco dining on the harbour-side,
- 4 Create a market along The Strand,
- 5 Create a pontoon for children (crabbing, play etc.),
- 6 Extend events from Princess gardens,
- 7 A prime location for mixed-use with offices in the marina area.

- 8 The Pavilion
Create an Agatha Christie cultural destination, to include:
 - The archives displayed and celebrated,
 - A place for plays and events,
 - A similar role and status of the Tate Galleries,
 - High quality cafe and seating.

- 9 Debenhams
Very important frontage for the town,
Potential link up to The Terrace,
A mix of uses with active ground floors.

- 10 Living Coasts
The opportunity to create a destination to complete the loop around the harbour, which could be:

- 11 An exhibition for the Geopark,
- 12 Open-air theatre, 'on-the-water' theatre.
- Watersports hub looking to Beacon Cove.
- World famous fish market,
- Event space / festival location,

- 13 Refurbish the restaurant and conference rooms.

Princess Theatre and Gardens

- 14 Extend the theatre to accommodate national shows,
- 15 Potential open-air theatre,
- 16 Uplift the restaurant.
- 17 More seats, pop-up stalls, WC's & infrastructure, Build on the success of the Bay of Lights, Wheel and Agatha Christie trail.

Arcades

- 18 The opportunity for a diverse range of leisure offers.
The opportunity for conference facilities.
- 19 Residential or hotel on additional floors above.
- Improved accessibility to Rock Walk.



HARBOUR AREA Vision



English Riviera Wheel



The Pavilion



Princess Theatre



Debenhams Redevelopment



Harbour Public Realm



Living Coasts



Marketplace



Interaction with the water



Public realm and streetscape



Seasonal activations



Al-fresco dining

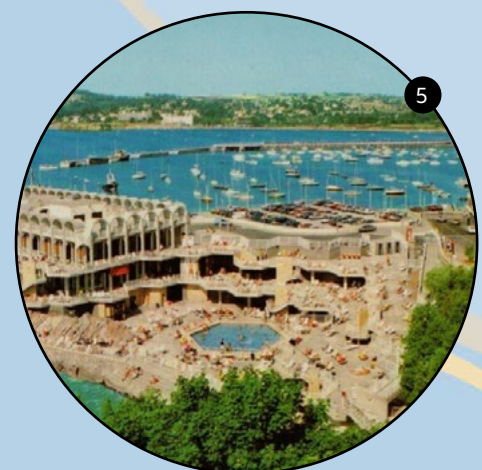


Beacon Cove watersports & experiences

PROPOSED SITE Debenhams - The Strand

Development Information...





This second section looks at the compressed retail core of the town.



RETAIL CORE

Key Interventions

Key aspects of the Retail Core include the following sites.

Page 128

- Sites In Progress**
 - 3 Harbour Public Realm
- Opportunity Sites**
 - 9 Fleet Walk
 - 10 The Arcades
- Public Realm Opportunities**
 - 14 GPO Roundabout Public Realm
 - 15 Fleet Street Public Realm
- Other Opportunities**
 - 18 Making Melville Marvellous



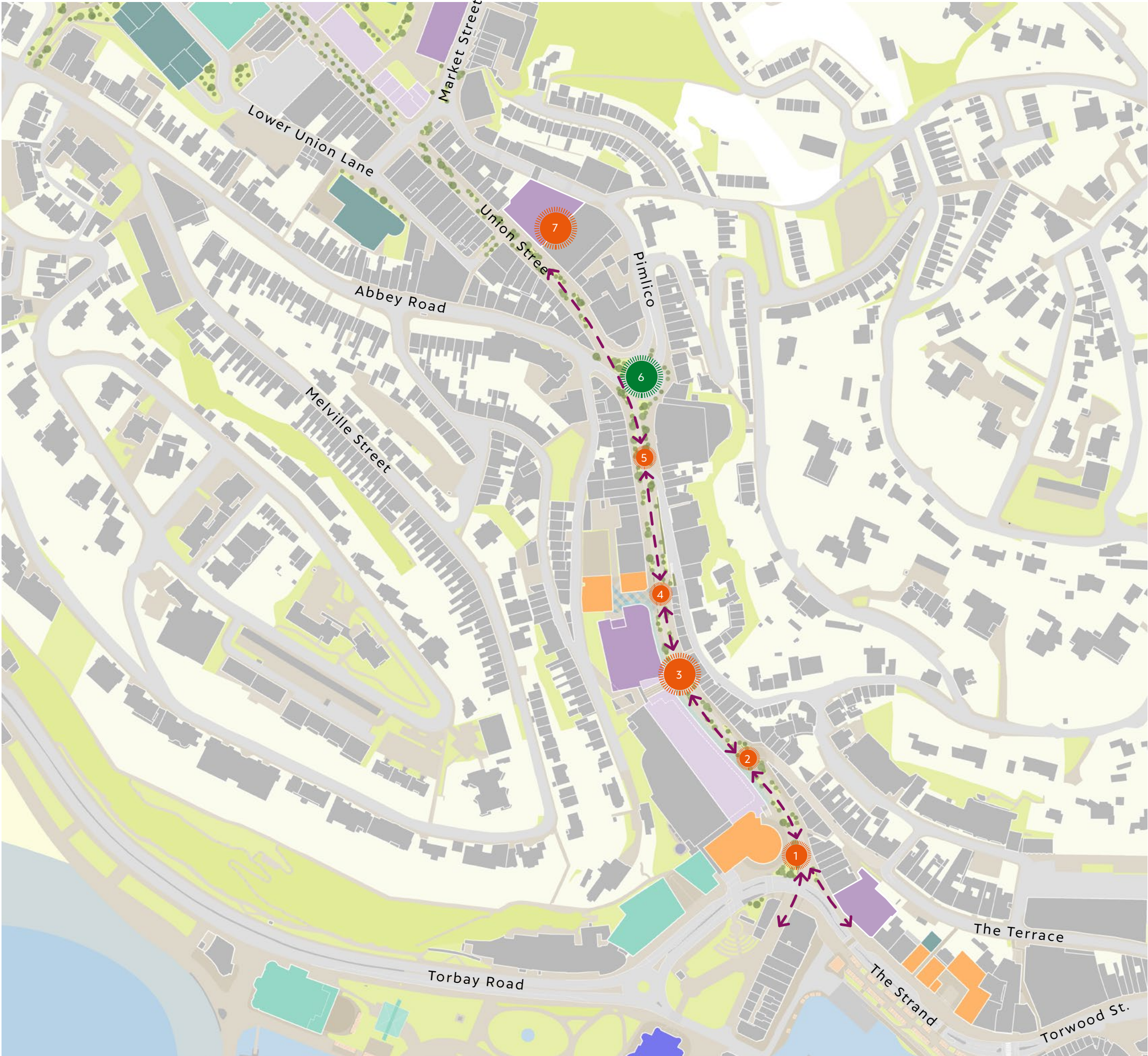
RETAIL CORE

Reducing the length of the retail core

A key part of the strategy is to consolidate the retail uses in the town along Fleet Street to strengthen and enhance the street.

A number of nodes can be created to draw people along Fleet Street and provide a different offer from the Harbour area, these include:

- 1
- Junction to The Strand
Enhance the outdoor seating to the south of Fleet Walk and provide greenery with places for people to sit.
- 2
- Junction to The Terrace
Potential for a place for performance in the public realm to attract people from The Strand to Fleet Walk.
- 3
- Fleet Walk Entrance
Enhanced entrance with additional greenery, seating, lighting and access up to the upper level of Fleet Walk.
- 4
- Rock Garden Entrance
Create an attractive entrance to Fleet Walk & Rock Garden. With artwork on the blank south-facing frontage and performance space in the street.
- 5
- Outside the former Post Office building
Soft landscaping can enliven the link closer to the GPO roundabout.
- 6
- GPO Roundabout
As the new link between more residential neighbourhoods to the north, there should be additional greenery to soften the route and a large crossing linking to Union Street.
- 7
- Union Street
The ground floor can provide shops and services for the local neighbourhoods as well as converting into residential over time, with the larger format stores representing the only opportunity to accommodate larger floorplate retail offers.

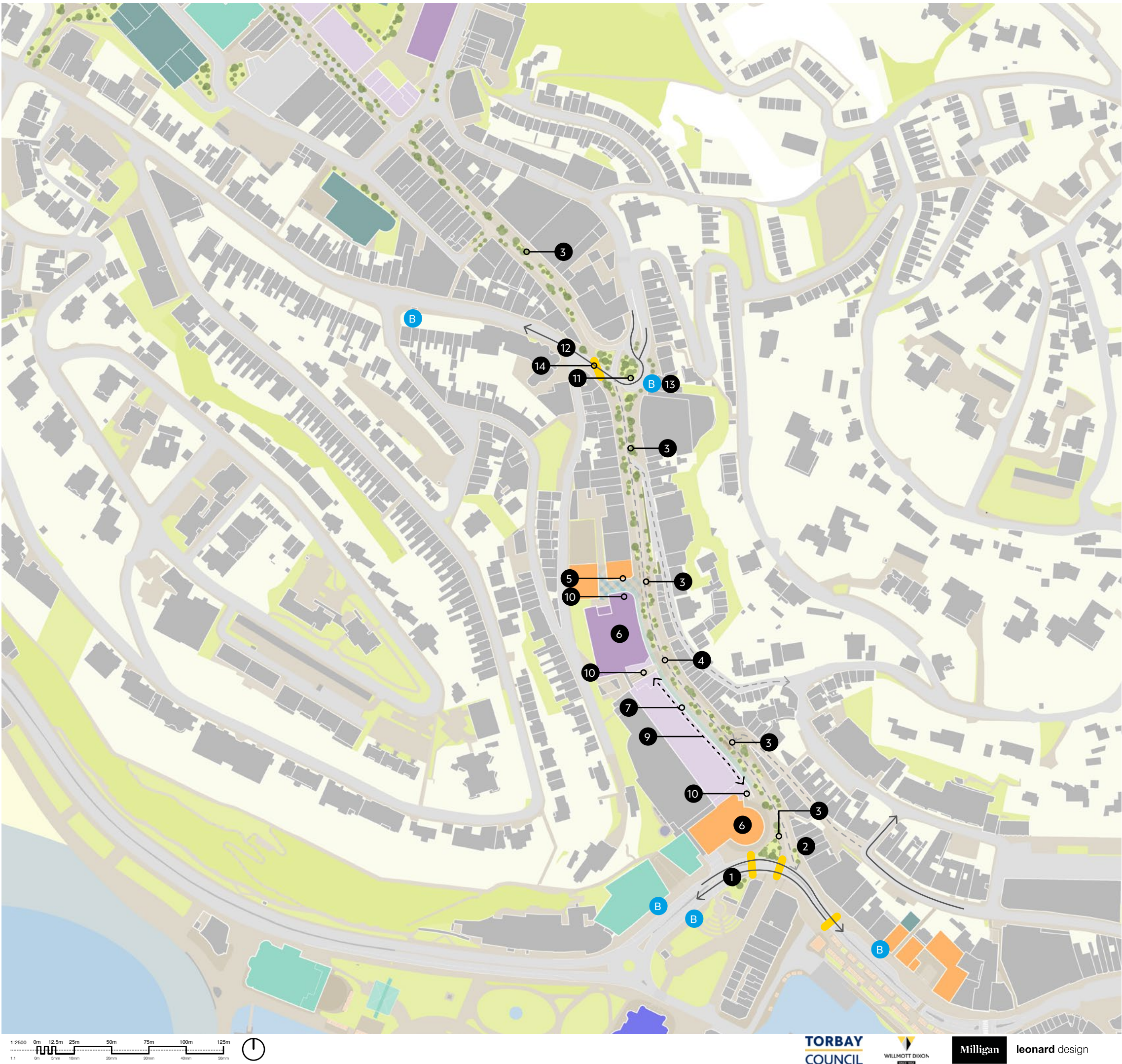


RETAIL CORE

Key Interventions

Key aspects of the Retail Core include:

- Fleet Street**
- 1 Improve the public realm of Fleet Street. Turning Fleet Street into an extension of the harbour area:
 - 2 Create a better connection to the harbour
 - 3 Have activities at key nodes to encourage people to walk up the street,
 - 4 Create a 'wow' moment in the centre.
 - 5 Paint a mural on the south facing elevation next to the entrance to Rock Garden
- Throughout the streetscape:
- Provide art and cultural elements.
 - Provide more seating and greenery,
 - Support and encourage independent retailers,
 - Activate the streetscape with pop-ups, markets, entertainment,
 - Provide public amenities such as water fountains and public WC's,
 - Ensure pride of place in the primary retail street of the town:
 - Ensure the street is clean,
 - Tidy up the bins,
 - Tidy up the shopfronts, including a strategy for vacant units,
- Fleet Walk**
- 6 Bring in anchors to enhance the streetscape,
 - 7 Enhance the frontage along Fleet Street,
 - 8 Enhance the canopy,
 - 9 Create a strategy for the upper level arcade,
 - 10 Enhance and make more of the staircases up to the arcade.
- GPO Roundabout Public Realm**
- The key junction between retail core to the south and mixed-use neighbourhoods to the north,
- 11 Improve the public realm with greenery, seating and lighting,
 - 12 Allow turning for vehicles connecting Pimlico to Abbey Road,
 - 13 Provide bus stops to serve the north of Fleet Street,
 - 14 Provide a wide pedestrian crossing to Union Street.



RETAIL CORE Vision



Maintaining shopfronts & façades



Streetscape



Injecting greenery



Activations along Fleet Street



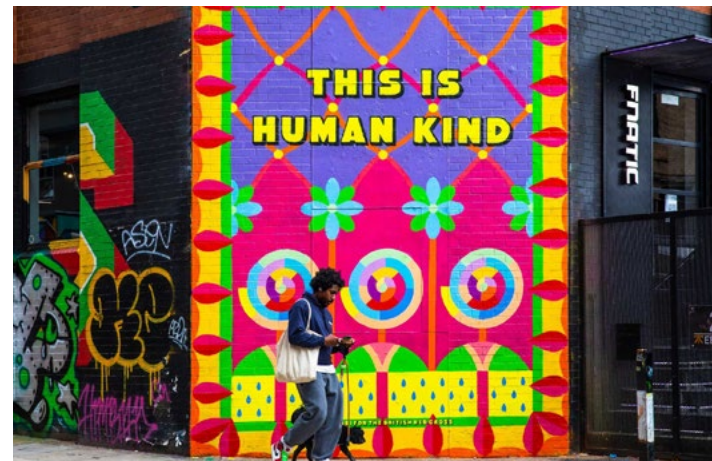
Places to sit



Greenery and walkability



Street markets



Murals



Places to congregate



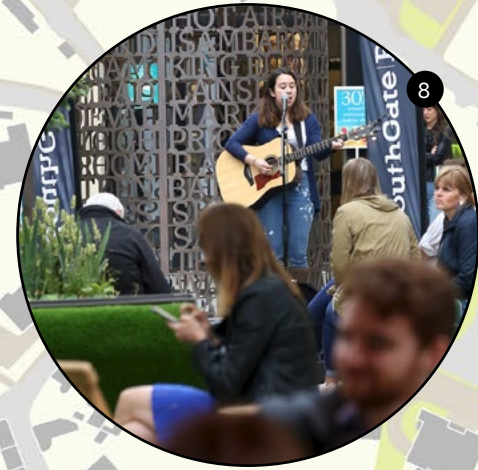
Seasonal activations



Sitting and meeting



Public art



3 MIXED-USE RESIDENTIAL NEIGHBOURHOODS AREA

This third section looks at the area to the north of the retail core designated for mixed-use residential neighbourhoods.

Page 133

7

Living Coast

8

Union Square

Lower Union Lane

11

The Arcades

16

Fleet Street Public Realm

17

Union Street

Market Street

18

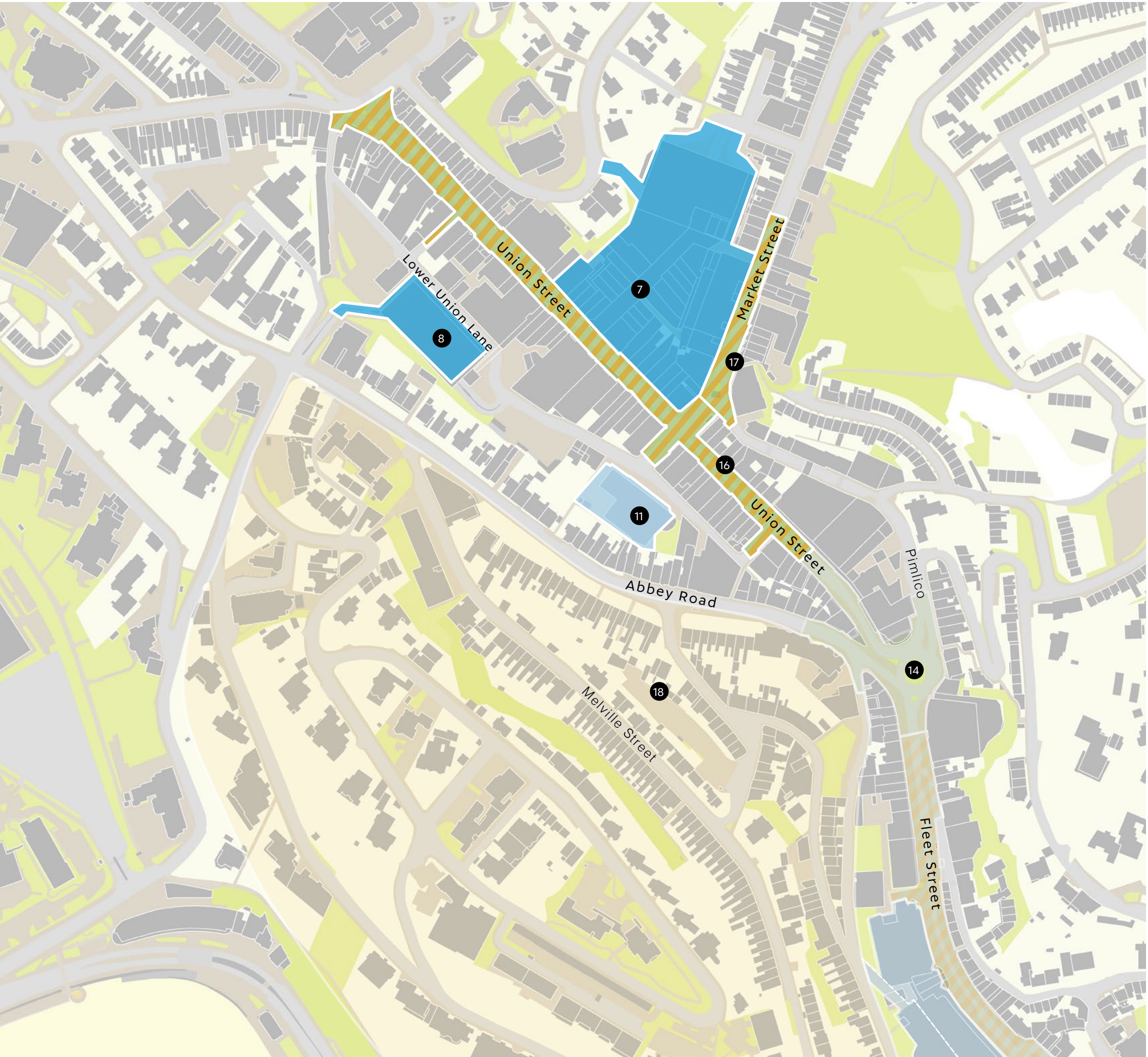
Other opportunities



MIXED-USE RESIDENTIAL NEIGHBOURHOODS Key Zones

Key aspects of the mixed-use residential areas include the following sites.

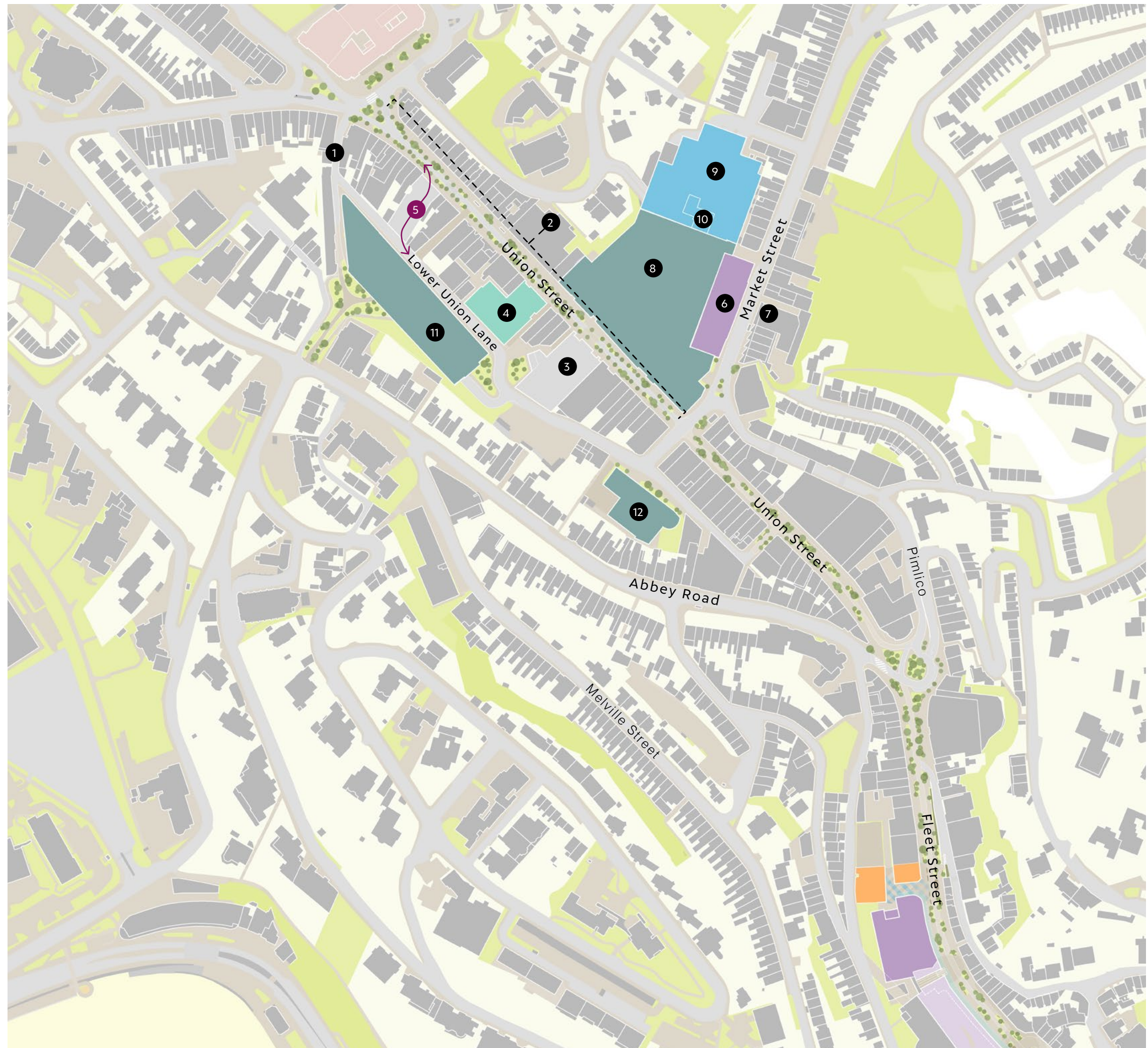
- Proposed Sites**
 - 7 Union Square
 - 8 Lower Union Lane
- Opportunity Sites**
 - 11 BT Building
- Public Realm Opportunities**
 - 14 GPO roundabout
 - 16 Union Street
 - 17 Market Street
- Other Opportunities**
 - 18 Making Melville Marvellous



MIXED-USE RESIDENTIAL NEIGHBOURHOODS Key Interventions

Castle Circus – Area around the Town Hall and Factory Road

- 1 There are significant issues with anti-social behaviour and homelessness around Factory Road and Castle Circus which both make the area feel unsafe for residents and workers, and also brings negative press for Torquay, potentially harming the local economy, Therefore appropriate, safe accommodation is required for homeless residents on Factory Road, Renovation of the existing buildings and streetscape would also encourage less anti-social behaviour, Lighting would also enhance the evening/night-time environment.
- 2 Union Street
Enhancements to the pedestrian public realm, including greenery, seating, street art and lighting,
- 3 Encourage the development of residential-led conversions to the existing buildings, particularly the large, currently vacant units,
- 4 Support to the New Central Cinema with a cluster of local food and beverage offerings.
- 5 Improve the public realm of Union Streets and Lower Union Lane.
- 6 Market Street
Retain the heritage buildings,
- 7 Encourage the conversion of commercial to residential premises.
- 8 Union Square
Potential to redevelop into a residential community,
- 9 With the multi-storey car park retained,
- 10 With the potential for other uses such as medical facilities for the NHS
- 11 Lower Union Lane
Potential for a residential development.
- 12 BT Building
Potential for a residential development.



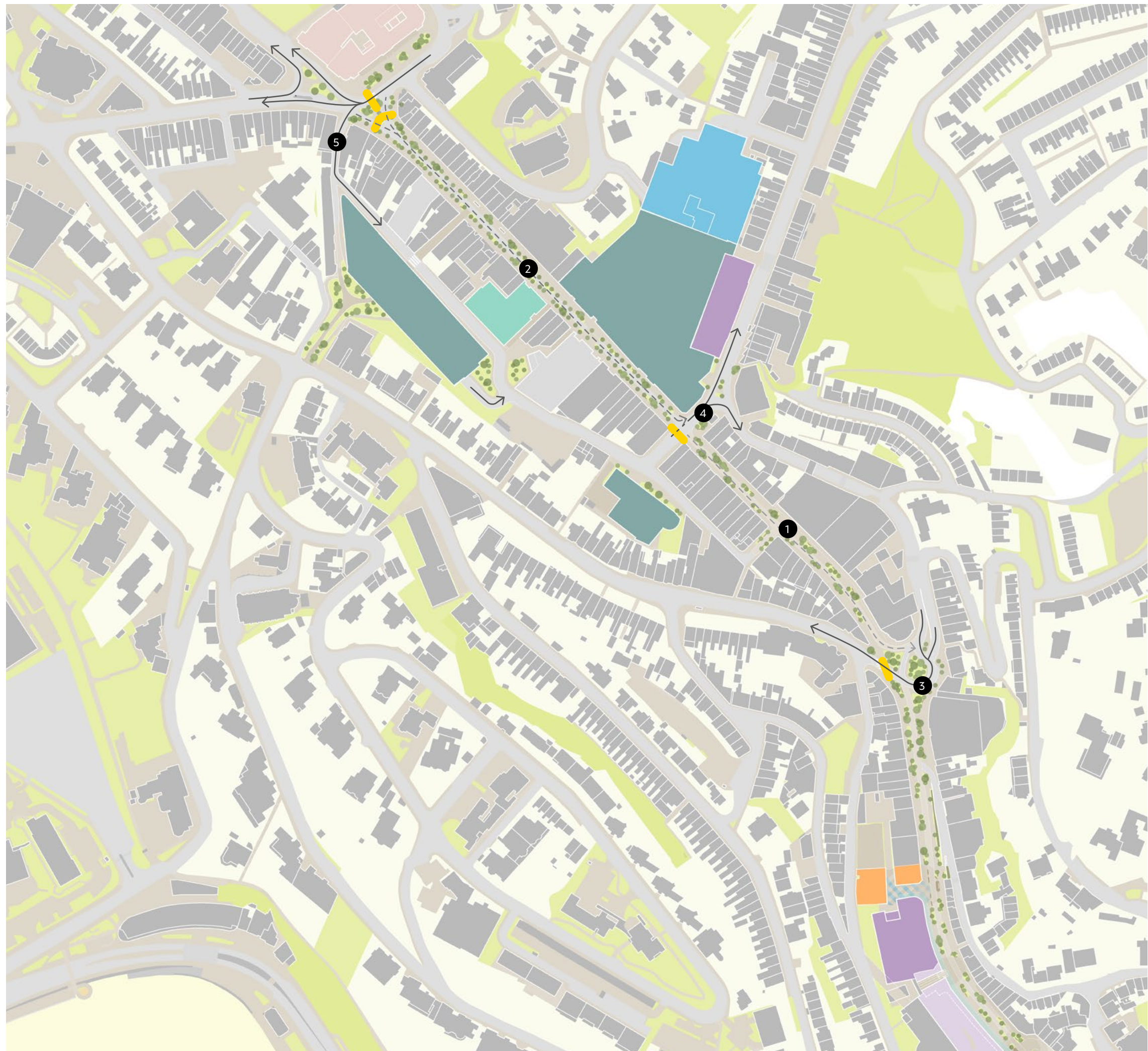
MIXED-USE RESIDENTIAL NEIGHBOURHOODS Movement & Public Realm

Gradually transforming the area from an ailing retail environment, into a mixed-use residential neighbourhood will require a gradual re-purposing of the existing buildings along Union Street.

A key part of its success will be the accessibility along the streetscape between the GPO roundabout and Town Hall.

The key spaces are outlined below:

- 1 Union Street South
Already pedestrianised, additional greening and seating could improve the environment for the gradual shift from retail to residential neighbourhood.
- 2 Union Street North
Currently one-way going south, there is the opportunity to improve the quality of the streetscape on Union Streets and Lower Union Lane.
- 3 GPO roundabout
As the new link between residential neighbourhoods and retail core, there should be additional greenery to soften the route and a large crossing linking to Union Street.
- 4 Market Street
Improved crossings should link Union Street South to North.
- 5 Factory Road
The redeveloped Lower Union Lane residential scheme can revitalise Factory Road with the opportunity for overlooking residential properties, lighting and public realm to enhance a perception of safety.



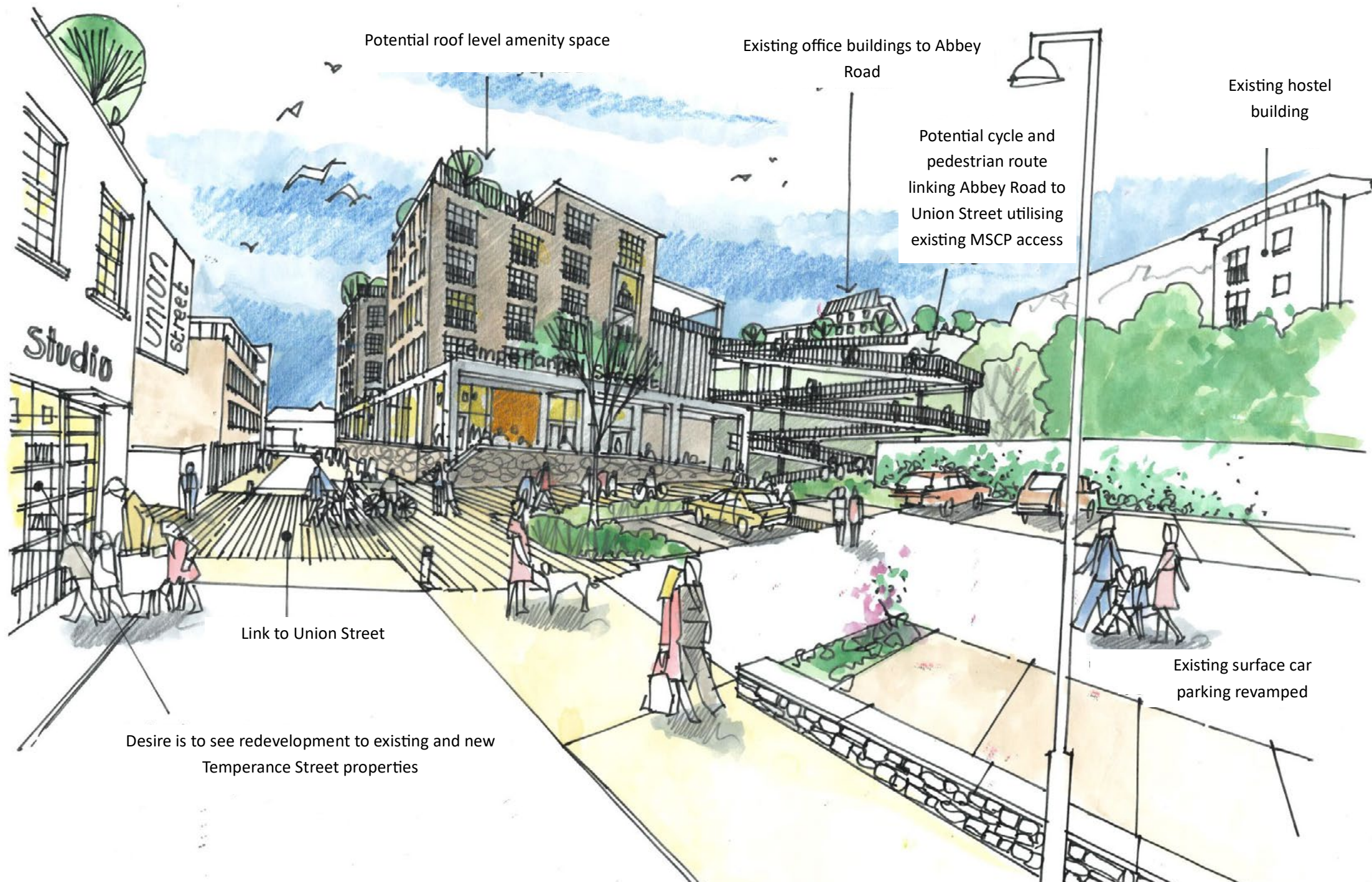
OPPORTUNITY SITE
Union Square

Development Information...



Torbay Regeneration Vision
PLACEHOLDER
OPPORTUNITY SITE
Lower Union Lane

Development Information...



MIXED-USE
RESIDENTIAL
NEIGHBOURHOODS
Vision



Potential new public square



Restore the Pannier Market



Playable furniture



Reclaiming street-space



Restaurants supporting the cinema



Boundary between pedestrians and traffic



New public square



Mix of housing types



Places to for children to play



Playable streets



Restore the market building



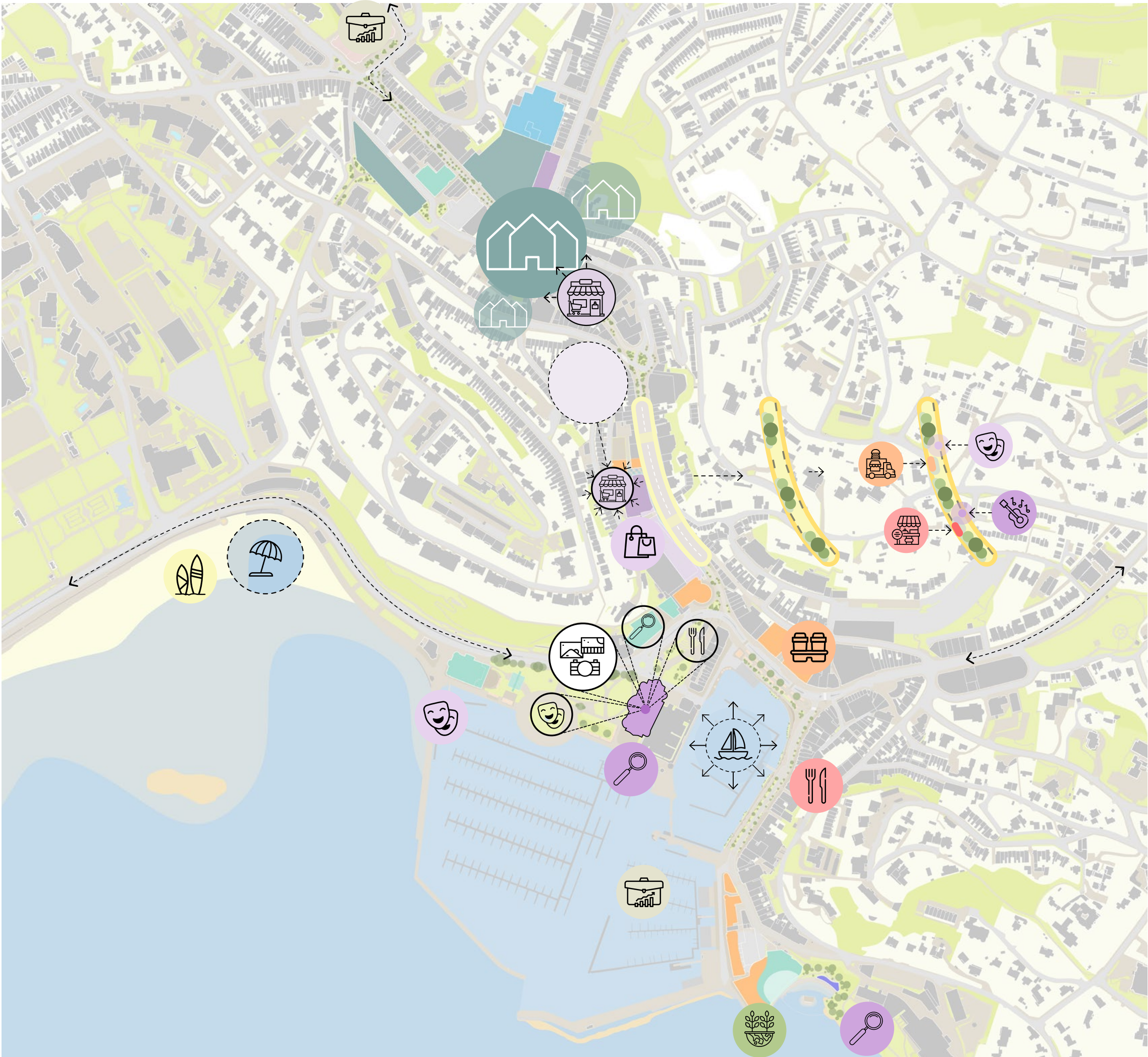
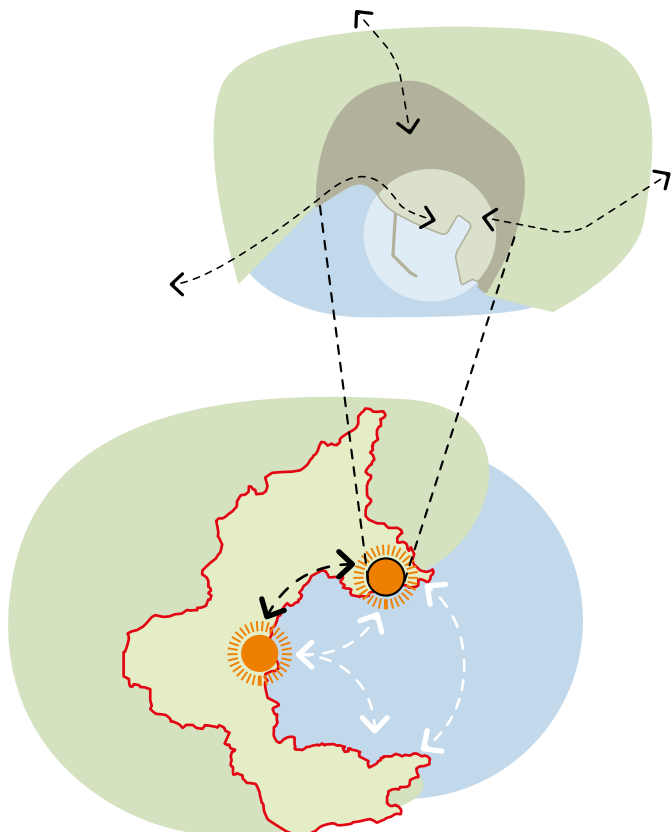
Space for play

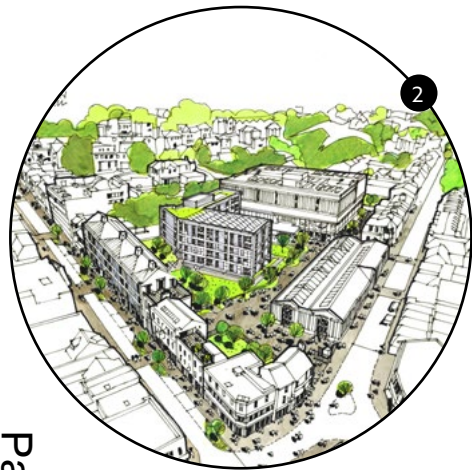


SUMMARY

Key Principles

- Reduce the size of, and strengthen the Retail Core
- Encourage mixed-use, residential neighbourhoods to the north of the GPO roundabout
- Change the perception of Torquay from a 'Seaside destination' to 'Vibrant Coastal Town'
- Restore the Pavilion into a cultural destination
- Improve the public realm of Fleet Street
- Focus on the Harbour area and work outwards
- Better connect across Torbay
- Encourage more street activations: A market, street food, entertainment and events
- Improve the arrival experience into Torquay





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