

Monday, 24 November 2025

CABINET

A meeting of **Cabinet** will be held on

Tuesday, 2 December 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 David Thomas (Chair)

Councillor Billings

Councillor Jacqueline Thomas

Councillor Bye

Councillor Tranter

Councillor Chris Lewis

Councillor Tyerman

A Healthy, Happy and Prosperous Torbay

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Governance Support, Town Hall, Castle Circus, Torquay, TQ1 3DR

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

CABINET AGENDA

1. **Apologies**
To receive apologies for absence.
2. **Minutes** (Pages 5 - 38)
To confirm as a correct record the Minutes of the meeting of the Cabinet held on 18 November 2025.
3. **Disclosure of Interests**
 - (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 the Chairman decides are urgent.
5. **Matters for Consideration**
6. **Revenue and Capital Budget 2026-2027 Launch for Consultation** (To Follow)
To consider a report on the above.
7. **Corporate Parenting Strategy 2026-2028** (Pages 39 - 74)
To consider a report that sets out the Corporate Parenting Strategy which builds on previous versions and represents the Council's unrelenting intention to fulfil its role to the highest standard thereby ensuring that our children and young people receive the best possible support.

Live Streaming and Hybrid Arrangements

To encourage more people to engage in our public meetings the Council is live streaming our Cabinet meetings on our YouTube channel in addition to recording the meetings and publishing the recording on our website. To watch the meeting live please visit <https://www.youtube.com/user/torbaycouncil>.

We are also using hybrid meeting arrangements to enable officers and Councillors who are not members of the Cabinet to either attend the meeting in person or to attend the meeting remotely via Zoom. Anyone attending the meeting remotely must use their raise hand function when they wish to speak and to declare any interests at the appropriate time. If anyone attending the meeting remotely loses connection the meeting will continue and they will have the option to follow the meeting via the YouTube live stream.

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Minutes of the Cabinet

18 November 2025

-: Present :-

Councillor David Thomas (Chair)

Councillors Bye, Chris Lewis, Jacqueline Thomas, Tranter and Tyerman

(Also in attendance: Councillors Billings (virtual), Amil (virtual), Brook, Bryant (virtual), Carter (virtual), Cowell, Mandy Darling (virtual), Douglas-Dunbar (virtual), Fox, Johns (virtual), Law, Long, Spacagna (virtual), Stevens (virtual), Twelves (virtual) and Virdee)

37. Apologies

An apology for absence from the physical meeting room was given by Councillor Billings, however Councillor Billings was present in the virtual meeting room from where he contributed to the meeting but was not part of the decision making process.

38. Minutes

The Minutes of the meeting of the Cabinet held on 21 October 2025 were confirmed as a correct record and signed by the Chairman.

39. Disclosure of Interests

No declarations of interest were made.

40. Urgent Items

The Cabinet considered the item in Minute 54 Nomination to List Plainmoor Football Stadium as an Asset of Community Value, and not included on the agenda, the Chairman being of the opinion that it was urgent by reason of special circumstances i.e. the matter having arising since the agenda was prepared and it was unreasonable to delay a decision until the next meeting. The Cabinet were also requested to consider a report on Nomination to List The Edge, Brixham and The Monastery, Paignton as Assets of Community Value. At the meeting the Chairman advised that this item had been deferred, in order to permit additional time for submissions of evidence to be made before a decision was taken on the nominations for registration of assets of community value in respect of The Edge and the Monastery.

41. Matters for Consideration

The Cabinet considered the following matters, full details of which (including the Cabinet's decisions and recommendations to Council) are set out in the Record of Decisions appended to these Minutes.

42. **Torbay Council's proposal for Local Government Reorganisation**
43. **Review of Council Tax Support Scheme 2026/27**
44. **Budget Monitoring - Revenue and Capital Outturn 2025/26 Quarter 2**
45. **Torbay Waste Transfer Station and Household Waste Recycling Centre - Paignton**
46. **Compulsory Purchase Orders Delegation Union Square and The Strand**
47. **Paignton Town Centre Place Vision**
48. **Consultation Draft Torbay Local Plan 2025-45 (Regulation 18)**
49. **Streetlighting Central Management System and Light Emitting Diode (LED) Upgrade Project**
50. **Licensing Act 2003 - Proposed Licensing Statement of Principles (Licensing Policy) 2026 - 2031**
51. **Proposals to remove/alteration of existing and the creation of new Hackney Carriage Stands under the Local Government (Miscellaneous Provisions) Act 1976**
52. **Independent Reviewing Service (IRO) Annual Report 2024 - 2025**
53. **Fostering Annual Report 2024 - 2025**
54. **Nomination to List Plainmoor Football Stadium as an Asset of Community Value**

Chair

Record of Decisions

Torbay Council's Proposal for Local Government Reorganisation

Decision Taker

Cabinet on 18 November 2025.

Decision

That Cabinet recommend to Full Council;

1. that the proposal for local government reorganisation in Devon as set out in Appendix 1 to the submitted report be approved for submission to Government.
2. that the Chief Executive be authorised to make any further amendments deemed necessary to the proposal and submit the proposal to the Government by the deadline of 28 November 2025.

Reason for the Decision

Development of a proposal has been required because the Government's statutory invitation included Torbay. Whilst the Council could opt not to submit a proposal, other areas would include Torbay within their proposal. To ensure that the needs and wishes of Torbay's residents, businesses and other stakeholders were represented it was important that the Council submit an LGR proposal to Government.

Implementation

The recommendations of the Cabinet will be considered at the Extraordinary Council meeting on 20 November 2025.

Information

In December 2024 the Government published its English Devolution White Paper which, alongside setting out the Government's ambitions in relation to devolution, announced a programme of local government reorganisation (LGR) for two tier council areas and some existing unitary councils.

On 5 February 2025 the Minister of State for Local Government and English Devolution wrote to Leaders of two-tier councils and unitary councils in Devon, issuing a statutory invitation for proposals for a single tier of government in Devon.

Torbay Council submitted an interim plan to Government in March 2025 setting out three options in order of preference:

- 1) for Torbay to remain on its current boundaries as a continuing unitary authority;
- 2) to create a Torbay and South Devon Council based around the catchment areas of the Torbay and South Devon NHS Foundation Trust; and
- 3) for Torbay to join with South Hams, West Devon and Teignbridge to create a new Southern Devon Council.

Government provided feedback on interim plans on 15 May 2025. Included within was a clear

reiteration that proposals must cover whole areas (i.e. the entirety of geographical Devon). Since March 2025, Officers have been working closely with officers from all other Devon councils to evaluate the unitary configurations for the county. Throughout, focus has been maintained on the desire for Torbay to remain on its current footprint as a continuing authority.

Careful appraisal has resulted in a proposal for a four unitary solution for Devon, comprising of:

- 1) Torbay as a continuing authority on its current footprint;
- 2) Plymouth as a continuing authority on an expanded footprint;
- 3) the creation of a new Greater Exeter Authority; and
- 4) the creation of a new Rural Devon Coast and Countryside Authority.

If chosen by Government, the outcome of this proposal would be that Torbay Council remains as a unitary authority, and the rest of the county would be configured into three unitary councils.

At the meeting Councillor David Thomas proposed and Councillor Chris Lewis seconded a motion that was agreed unanimously by the Cabinet, as set out above.

Alternative Options considered and rejected at the time of the decision

To reach the proposal, an options appraisal was conducted. A wide range of unitary configurations were explored in extensive dialogue with the other Devon authorities.

Ultimately for Torbay these were progressively focused down to the following options for full appraisal:

Option 1. Two unitary councils (Devon and Plymouth).

Option 2. Three unitary councils with two variants:

Option 2.1. Three unitary councils (the 4-5-1 Model)

Option 2.2. Three unitary councils (Devon, Plymouth and Torbay)

Option 3. Four unitary councils with two variants:

Option 3.1: Torbay on existing boundaries, an expanded Plymouth and new Greater Exeter and Rural Devon Coast and Countryside authorities.

Option 3.2. An expanded Torbay and an expanded Plymouth and new Greater Exeter and Rural Devon Coast and Countryside authorities.

Through both a financial appraisal and a qualitative assessment of strengths and weaknesses, each option was scored against the six LGR criteria that have been set by the Government to evaluate all of the options.

Option 3.1 received the strongest score. Having been considered in its early stages by the Overview and Scrutiny Board's task-and-finish group, the full appraisal was reviewed by the task-and-finish group on 27 October 2025 with a recommendation made to the Overview and Scrutiny Board to recommend approval of option 3.1. On 5 November 2025, the Overview and Scrutiny Board considered the report from the task-and-finish group. Whilst the Board noted the work of the task-and-finish Group, the Board resolved that as a result of continued

emerging information from neighbouring authorities, it would not make a recommendation through to Cabinet nor Council.

In the event that Full Council determined to support an alternative proposal than that set out at Appendix 1 to the submitted report, there would not be sufficient time to evaluate all of the evidence that sat behind the proposals of other authorities. Therefore, submission of a letter to Government was the only viable alternative in the event that the proposal at Appendix 1 was not approved.

Is this a Key Decision?

No

Does the call-in procedure apply?

No

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

21 November 2025

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

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Record of Decisions

Review of Council Tax Support Scheme 2026/27

Decision Taker

Cabinet on 18 November 2025.

Decision

That the Council be recommended to amend the Council Tax Support Scheme for 2026/27 as follows:

1. the financial support to some of our working age households within our community is increased by aligning the income bands that allocate Council Tax Support discounts for single parents with couples that have children. By making this change it will help to alleviate the cumulative effects of welfare cuts and rising household costs; and
2. income bands will be increased by the September 2025 Consumer Price Index inflation rate, at 3.8%.

That subject to 1. and 2. above Cabinet:

3. notes that all income banded Council Tax Support Schemes in Devon have combined income bands for single parents and couples with children;
4. notes that the Exceptional Hardship Fund will continue at £100,000;
5. notes that pension age households will not be affected as they are part of the national scheme, set by the Government; and
6. gives delegated authority to the Director of Finance, in consultation with the Cabinet Member for Housing and Finance, to make any further adjustments required to the Exceptional Hardship Policy and Fund and the Vulnerable Policy.

Reason for the Decision

The Local Government Finance Act 2012 requires that the Council Tax Support scheme is reviewed annually and where a Council proposes changes to its scheme it must consult on the changes. The Council must approve the scheme for the financial year 2026/27, before 11 March 2026.

Implementation

The decisions in respect of 1. and 2. above will be considered at the Council meeting on 11 December 2025. The decision in respect of 3. to 6. above will come into force and may be implemented on 1 December 2025 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

Council Tax Support is a discount that reduces the amount of Council Tax to pay for

households that have a low income. The Local Government Finance Act 2012 requires that the working age Council Tax Support scheme is reviewed annually, this year annual review resulted in minor changes being made to the 2025/26 Scheme, for self-employed households, not receiving Universal Credit and have a disability, or caring responsibilities. It also included discounting certain payments or settlements made by the UK Government.

At the meeting Councillor Tyerman proposed and Councillor David Thomas seconded a motion that was agreed unanimously by the Cabinet, as set out above.

Alternative Options considered and rejected at the time of the decision

An alternative option would have been to leave the current Scheme unchanged which would have resulted in a lower level of discount.

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

21 November 2025

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Record of Decisions

Budget Monitoring – Revenue and Capital Outturn 2025/26 Quarter 2

Decision Taker

Cabinet on 18 November 2025.

Decision

That Cabinet recommends to Council:

That the revisions to the Capital Investment Plan, as set out in Appendix 1 to the submitted report, be approved.

Reason for the Decision

To ensure the Council operates in a prudent manner and works to maintain a balanced budget.

Implementation

The recommendation of the Cabinet will be considered at the Council meeting on 11 December 2025.

Information

The Budget Monitoring Revenue and Capital Outturn 2025/26 report set out a high-level budget summary of the Council's revenue and capital position for the financial year 2025/26, reviewing budgets and considering year-end forecasts. These forecasts were based on the levels of spend and financial information at the end of quarter 2, up to 30 September 2025.

At the meeting, Councillor Tyerman proposed and Councillor David Thomas seconded a motion that was agreed unanimously by the Cabinet, as set out above.

Alternative Options considered and rejected at the time of the decision

There were no alternative options considered.

Is this a Key Decision?

No

Does the call-in procedure apply?

No

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

21 November 2025

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Record of Decisions

Torbay Waste Transfer Station and Household Waste Recycling Centre - Paignton

Decision Taker

Cabinet on 18 November 2025.

Decision

1. that delegated authority be given to the Chief Executive to continue negotiations with the land owners of the site as edged red in Appendix 1, and any other land, interests or rights subsequently required in consultation with the Cabinet Member for Pride in Place, Transport and Parking and Section 151 Officer on any Heads of Terms to enable the development of Waste Facilities for Torbay Council and associated statutory and non-statutory waste and recycling operations;
2. that, having taken into account the options to acquire the land, in the event that the land is not secured by negotiations, the making of the Compulsory Purchase Order (CPO) for the site be approved under section 226(1)(a) of the Town and Country Planning Act 1990, as outlined below, for land (as shown edged in red at Appendix 1 to the submitted report) and any other land, interests or rights subsequently required to deliver the redevelopment, The Chief Executive be given delegated authority to give effect to this decision, including:
 - (a) the taking of all necessary steps required to secure the making of the CPO and for the subsequent confirmation and implementation of the CPO including the publication and service of all notices, statement of reasons and presentation of the Council's case at public inquiry, if necessary, to secure confirmation of the CPO by the Secretary of State;
 - (b) to carry out any surveys on the Order Land and enter as may be required to deliver the proposed development by CPO(s) which the Council is authorised to carry out either by consent of the relevant landowner or under section 172 to 179 of the Housing and Planning Act 2016;
 - (c) to enter into agreement(s) with any person or body to secure the withdrawal of objections to the CPO(s) and/or to negotiate and agree terms for the acquisition by agreement of any land, interests or rights as may be required for the scheme; and
 - (d) to pay all necessary compensation either as agreed or as determined by the Lands Chamber of the Upper Tribunal in relation to the acquisition of land and other interests or for the overriding or acquisition of rights.

That, subject to 1. and 2. above, Cabinet recommends the Council:

3. that Council delegate to the Chief Finance Officer the approval of the expenditure of monies (including by prudential borrowing if necessary) required to cover the acquisition of the land to enable the development of Waste Facilities for Torbay Council and associated statutory and non-statutory waste and recycling operations Street identified red on the plan attached at Appendix 1 to the submitted report, and any land, interests or rights as may be required for the scheme, either by agreement or by CPO, on the basis that there continues to be a clear business case for the development of waste facilities, which demonstrates how the monies are to be used, and how any prudential borrowing (if necessary) is to be repaid.

Reason for the Decision

Investment in a new or significantly upgraded facility was essential to ensure regulatory compliance, public safety, financial sustainability, and alignment with future waste management strategies.

Implementation

The decision in respect of 1. and 2. will come into force and may be implemented on 1 December 2025 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny). The decision in respect of 3. will be considered at the Council meeting on 11 December 2025.

Information

The current site could not achieve full compliance without substantial capital investment. Upcoming requirements driven by simpler recycling, Extended Producer Responsibility (EPR), flexible plastics, persistent organic pollutants (POPs), food collections for both household and businesses and other central government directives demand additional space that simply cannot be accommodated within the existing footprint the Household Waste Recycling Centre (HWRC) at Tor Park Road.

In addition, the Tor Park Road facility had received multiple Compliance Assessment Report (CAR) notices from the Environment Agency (EA) due to longstanding non-compliance issues. In response, the Council has implemented several remedial measures following discussions with the EA. Whilst these actions had provided the EA with a degree of assurance, they were temporary solutions. The site remained fundamentally non-compliant, and long-term resolution would require significant investment and structural changes.

Incrementally developing the adjacent site in a redundant quarry would allow a phased build out and relocation with the minimum impact on current operations. Every effort would be made to conclude the acquisition of the site by negotiation, but the success of the negotiation process for the acquisition of the land was not guaranteed and therefore a backstop position of a Compulsory Purchase Order (CPO) was needed to ensure that the land and properties could be acquired.

At the meeting Councillor Tyerman proposed and Councillor Jackie Thomas seconded a motion that was agreed unanimously by the Cabinet, as set out above.

Alternative Options considered and rejected at the time of the decision

Operational appraisal modelling identified the extent of land required for redevelopment, and acquisition by negotiation was being pursued. However not pursuing acquisition via CPO if necessary, could result in the Environment Agency issuing further noncompliance notices and eventually fines and hence non-delivery of the preferred scheme was discounted.

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

21 November 2025

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

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Record of Decisions

Compulsory Purchase Orders Delegation Union Square and The Strand

Decision Taker

Cabinet on 18 November 2025.

Decision

Union Square Land Assembly:

1. that delegated authority be given to the Chief Executive to continue negotiations with the owners of the various properties fronting Union Street and Market Street, Torquay, and their tenants, as edged red in Appendix 1 to the submitted report, and any other land, interests or rights subsequently required, in consultation with the Cabinet Member for Place Development and Economic Growth and Section 151 Officer on any Heads of Terms to enable the redevelopment and regeneration of Union Square shopping centre;
2. that, having taken into account the options to acquire the various properties fronting Union Street and Market Street, Torquay, in the event that the land is not secured by negotiations the making of the Compulsory Purchase Order (CPO) for the site be approved under section 226(1)(a) of the Town and Country Planning Act 1990 and section 13 of the Local Government (Miscellaneous Provisions) Act 1976, as outlined below, for land (as shown edged in red at Appendix 1 to the submitted report) and any other land, interests or rights subsequently required to deliver the redevelopment, the Chief Executive be given delegated authority to give effect to this decision, including:
 - (a) the taking of all necessary steps required to secure the making of the CPO and for the subsequent confirmation and implementation of the CPO, including the publication and service of all notices, statement of reasons and presentation of the Council's case at public inquiry, if necessary, to secure confirmation of the CPO by the Secretary of State;
 - (b) to carry out any surveys on the Order Land and enter as may be required to deliver the proposed development by CPO(s) which the Council is authorised to carry out either by consent of the relevant landowner or under section 172 to 179 of the Housing and Planning Act 2016;
 - (c) to enter into agreement(s) with any person or body to secure the withdrawal of objections to the CPO(s) and/or to negotiate and agree terms for the acquisition by agreement of any land, interests or rights as may be required for the scheme; and
 - (d) to pay all necessary compensation either as agreed or as determined by the Lands Chamber of the Upper Tribunal in relation to the acquisition of land and other interests or for the overriding or acquisition of rights.

Strand Redevelopment – Land Assembly:

3. that delegated authority be given to the Director of Regeneration to continue negotiations with the owners of the various properties previously noted fronting The Strand and The Terrace, Torquay and their tenants as edged red in Appendix 2 to the submitted report, and any other land, interests or rights subsequently required in consultation with the Cabinet

Member for Place Development and Economic Growth and Section 151 Officer on any Heads of Terms to enable the redevelopment and regeneration of The Strand and The Terrace;

4. that, having taken into account the options to acquire the various properties fronting The Strand and The Terrace, Torquay, in the event that the land is not secured by negotiations the making of the Compulsory Purchase Order (CPO) for the site be approved under section 226(1)(a) of the Town and Country Planning Act 1990 and section 13 of the Local Government (Miscellaneous Provisions) Act 1976 , as outlined below, for land (as shown edged in red at Appendix 2 to the submitted report) and any other land, interests or rights subsequently required to deliver the redevelopment. The Director of Regeneration, in consultation with the Cabinet Member for Place Development and Economic Growth, be given delegated authority to give effect to this decision, including:
 - (a) the taking of all necessary steps required to secure the making of the CPO and for the subsequent confirmation and implementation of the CPO including the publication and service of all notices, statement of reasons and presentation of the Council's case at public inquiry, if necessary, to secure confirmation of the CPO by the Secretary of State;
 - (b) to carry out any surveys on the Order Land and enter as may be required to deliver the proposed development by CPO(s) which the Council is authorised to carry out either by consent of the relevant landowner or under section 172 to 179 of the Housing and Planning Act 2016;
 - (c) to enter into agreement(s) with any person or body to secure the withdrawal of objections to the CPO(s) and/or to negotiate and agree terms for the acquisition by agreement of any land, interests or rights as may be required for the scheme; and
 - (d) to pay all necessary compensation either as agreed or as determined by the Lands Chamber of the Upper Tribunal in relation to the acquisition of land and other interests or for the overriding or acquisition of rights.

Reason for the Decision

To mitigate risk of the Council's decision to proceed with CPOs for land at Union Square and The Strand, should the land fail to be secured through negotiations.

Implementation

This decision will come into force and may be implemented on 1 December 2025 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

At the Council meeting held on 5 December 2024, the Council approved the recommendations of the Cabinet to acquire land at Union Square and The Strand through negotiations and if the negotiations were unsuccessful in reaching an agreement, in principle, to secure the land by means of Compulsory Purchase Orders (CPO). Whilst the intention of the proposal was clear, the inclusion of 'in principle' could present a risk to the Council. Therefore, Members confirmation of agreement of the CPOs for the two areas as originally intended was sought, to

enable redevelopment of the areas as part of the land assembly proposals.

At the meeting Councillor Chris Lewis proposed and Councillor Tyerman seconded a motion that was agreed unanimously by the Cabinet, as set out above.

Alternative Options considered and rejected at the time of the decision

The options were:

Option 1 – to confirm agreement of the CPOs for land at Union Square and The Strand – this was the preferred option as it mitigates the risk of a potential challenge to the decision to CPO the land.

Option 2 – not to confirm agreement of the CPOs for land at Union Square and The Strand – this was not recommended as this could present a potential risk to the Council of challenge to the decision to CPO the land.

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

21 November 2025

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

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Record of Decisions

Paignton Town Centre Place Vision

Decision Taker

Cabinet on 18 November 2025.

Decision

1. that the Torbay Regeneration Vision: Paignton (also known as Paignton Town Centre Place Vision) be approved, in order 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; and
2. that the document be updated as and when necessary by presenting the revised document and evidence base to Cabinet.

Reason for the Decision

To respond to the recommendation of the Overview and Scrutiny Board and 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; and
- create a future pipeline of investment priorities derived from the evidence used to produce the Visions and from our emerging Economic Plan.

Implementation

This decision will come into force and may be implemented on 1 December 2025 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

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, had created the need for a place vision that links the funding and assets (development sites) together. This would 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. 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.

The development proposals for the sites in Paignton that are currently being worked up have been produced iteratively with the delivery of Paignton and Preston Waterfront Public Realm Improvements which are currently on site, the development of the site proposals for Crossways, emerging masterplan ideas for Victoria Square/Centre and Paignton Gateway which will

incorporate the Station Square public realm enhancements.

The Overview and Scrutiny Board considered the Paignton Town Centre Place Vision report on 5 November 2025 and recommended approval of the Paignton Town Centre Place Vision. At the meeting Councillor Chris Lewis proposed and Councillor Bye seconded a motion that was agreed unanimously by the Cabinet, as set out above

Alternative Options considered and rejected at the time of the decision

Option 1 – Do Nothing – This would have resulted in handing back the One Public Estate (OPE) 8 funding allocated for the purpose of producing a strategy of for Transforming Torbay.

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 were to be 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.

Option 3 – The preferred option - produce vision documents for; Torbay, Brixham Port and Town Centre, Paignton Town Centre and Harbour and Torquay Town Centre and Harbour

Is this a Key Decision?

Yes

Does the call-in procedure apply?

Yes

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

21 November 2025

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Record of Decisions

Draft Torbay Local Plan (Regulation 18) Consultation

Decision Taker

Cabinet on 18 November 2025.

Decision

1. that the Draft Local Plan as outlined in Section 6 and Appendix 1 be approved for Regulation 18 public consultation between 28 November 2025 and 11.59pm on 26 January 2026;
2. that the Local Development Scheme (LDS) be amended to show the timetable in paragraph 2.6 of the submitted report; and
3. that the Divisional Director, Place Strategy (or equivalent post) be authorised to make minor amendments and edits to the Draft Local Plan in consultation with the Cabinet Member for Place Development and Economic Growth.

Reason for the Decision

Local Planning Authorities (LPAs) have a legal requirement (under Section 19 of the Planning and Compulsory Purchase Act 2004(P&CP)) to prepare a local plan setting out strategic priorities and policies to address these. Together with neighbourhood plans, the local plan forms the “Development Plan”, which was the legal starting point for determining all planning applications. The Council was preparing a Plan under the P&CP Act 2004 and 2012 Local Planning Regulations. Plans prepared under this system must be submitted to the Secretary of State for Examination by December 2026.

Implementation

This decision will be implemented immediately.

Information

The Draft Local Plan had been discussed by the Local Plan Working Party at monthly meetings between September 2024 and September 2025. The Draft Local Plan builds on the previous Growth Options (January 2022) and Housing Site Options (October 2022) consultations and was intended as a first full draft for consultation, rather than a finished project. Consultation responses would be used to prepare the Regulation 19 Publication Plan, which sets out the version of the Local Plan that the Council expects to submit for Examination.

At the meeting Councillor Chris Lewis proposed and Councillor David Thomas seconded a motion that was agreed unanimously by the Cabinet, as set out above.

Alternative Options considered and rejected at the time of the decision

The Council previously consulted on Local Plan Growth Options (January-February 2022) and Housing Site Options in January (October-December 2022). Prospective sites and policies have been considered by the Local Plan Working Party whose conclusions have been used to prepare a Draft Local Plan. Although we are proposing to consult on a full Draft Local Plan, the Regulation 18 stage is often called an “issues and options stage”. The next stage, i.e.

Regulation 19 Publication Stage proposed for Summer 2026 was a more formal consultation focussed on soundness and legal compliance issues.

The Local Development Scheme was approved in February 2025 which set out a roadmap to preparing a Local Plan, and different consultation options. Whilst delaying the consultation until 2026 would allow a more finished product to be consulted on. This would shorten the timescales and risk missing the Government's December 2026 deadline for submission. This would mean starting the Local Plan again under the Levelling Up and Regeneration Act (2023) new style plan system. Whilst the Council could decide to delay plan making until the new system comes into force. This would impose significant additional delay and increase the risk of speculative planning applications and costs at appeal. Moreover, the Secretary of State could intervene and direct Torbay Council to consult on its draft Plan (or even take over Plan making); both of which would cause reputational damage to the Council.

Is this a Key Decision?

Yes

Does the call-in procedure apply?

No

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

21 November 2025

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Record of Decisions

Streetlighting Central Management System and Light Emitting Diode (LED) Upgrade Project

Decision Taker

Cabinet on 18 November 2025.

Decision

1. that subject to 2. below, Cabinet approve Option 3 – Telensa Central Management System, as set out in Section 7 of the submitted report, with borrowing for the sum of £2,261.870, including 5% contingency for the purchase and hosted service of Telensa Computer Management System, and 3,431 new LED lanterns to upgrade streetlighting in Torbay; and
2. that Council be recommended to approve prudential borrowing of £2,261.870 including 5% contingency for the purchase and hosted service of Telensa Computer Management System, and 3,431 new LED lanterns to upgrade streetlighting in Torbay.

Reason for the Decision

The proposal would enable the Council to fully maximise the potential of its streetlight assets and to use the asset in a different way. Currently they would be viewed as either on or off, the computer management system of Telensa would allow the Council to set lighting levels and roll out dimming regimes. The proposal importantly allows a degree of managing energy cost spikes that currently the Council has no control over, lights can be dimmed or switched off depending on the necessity of the situation to reduce energy costs in times of need.

Implementation

The decision in respect of 1. above will come into force and may be implemented on 1 December 2025 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny). The decision in respect of 2. above will be considered at the Council meeting on 11 December 2025.

Information

The Council's total spend on electricity and gas between April 2024 to March 2025 was £3,304,966. The energy consumption of our streetlighting made up £777,683 of this total, making it the highest energy consuming asset on the Council asset list, and therefore key to explore solutions to reduce the energy consumption and make financial savings. The current service model was the traditional method of lighting which was now very dated.

The Council's current streetlighting system was too slow and costly to make changes to the streetlights. Therefore, the Council needed to introduce innovative technologies that gave the Council the capacity to react to future events and permitted the Council to implement changes that delivered energy savings through proactive actions.

At the meeting Councillor Chris Lewis proposed and Councillor Bye seconded a motion that was agreed unanimously by the Cabinet, as set out above.

Alternative Options considered and rejected at the time of the decision

Option 1: A business as usual (BAU) approach for our streetlighting inventory.

Under this option, the Council would continue with the current manual streetlighting system and processes. This current system was outdated and limited in its capabilities, particularly in being able to implement energy efficient dimming regimes in both a cost effective and timely manner.

Option 2: To procure and install 3,431 Holophane LED lanterns for the remaining streetlight inventory that have not been upgraded as part of the current streetlighting LED replacement programme. This option would bring the remaining streetlighting inventory up to modern standards in terms of their energy efficiency and could deliver an estimated £151,473 of annual energy savings and 127 tonnes of carbon emissions savings, for a cost of £896,968.

Option 3: Added to all the benefits of option 2, the implementation of the Central Management System solution would provide the Council's Streetlighting Team with the ability to make real time changes to the streetlights and importantly implement a more energy efficient dimming regime in a timely and cost-effective manner. This option would deliver £292,291 of energy savings and save 230 tonnes of carbon emissions, operational savings, create an adaptable system and deliver a range of co-benefits including environmental and health and wellbeing. This was, therefore, the preferred option.

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

21 November 2025

Signed: _____
Leader of Torbay Council on behalf of the Cabinet

Date: _____

Record of Decisions

Licensing Act 2003, Licensing Policy (Statement of Principles)

Decision Taker

Cabinet on 18 November 2025.

Decision

That Cabinet recommends to Council:

That the Licensing Act Statement of Principles (Licensing Policy) 2026 to 2031, as set out in Appendix 2 to the submitted report be adopted with effect from 7 January 2026.

Reason for the Decision

The Council has a statutory obligation as prescribed under Section 5 (1) Licensing Act 2003, which requires that the Licensing Authority publish a statement and review and re-publish the same, at least every 5 years.

Implementation

The recommendations of the Cabinet will be considered at the Council meeting on 11 December 2025.

Information

The Licensing Act 2003 required Torbay Council, under its role as Licensing Authority, to review and publish a 'Statement of Principles' (the Licensing Policy), every five years. The Statement of Principles outlined how the Council would administer applications and regulate licensable activities. It also specified under what circumstances applications may be successful and the measures necessary to promote the licensing objectives.

The Licensing Policy was subject to public consultation from 18 July to 29 August 2025, with minor changes having been made to the Policy following the feedback.

At the meeting Councillor Tranter proposed and Councillor Bye seconded a motion that was agreed unanimously by the Cabinet, as set out above.

Alternative Options considered and rejected at the time of the decision

There are no other options available, as the review of the Licensing Policy is a statutory requirement under the Licensing Act 2003.

Is this a Key Decision?

Yes

Does the call-in procedure apply?

No

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

21 November 2025

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Record of Decisions

Proposals to remove/alteration of existing and the creation of new Hackney Carriage Stands under the Local Government (Miscellaneous Provisions) Act 1976

Decision Taker

Cabinet on 18 November 2025.

Decision

That removal and appointment of Hackney carriage stands, under section 63 of the Local Government (Miscellaneous Provisions) Act 1976, as follows be approved:

Removal of:

- 3 car (24 hour) stand at the Strand, Torquay;
- the 10 car (12 midnight to 6am) stand at the Strand Bus Bay, Torquay;
- the 4 car (6pm – 8am) stand at Torwood Street, Torquay;
- the 3 car (6pm -8am) stand at Torbay Road, Paignton (outside 6-8 Torbay Road);

Amendment of:

- the 8 car (24 hour) stand at Cary Parade, Torquay to operate from 12 midnight to 6am;

Creation of:

- a new 3 car (24 hour) rank at Vaughan Road, Torquay;
- a new 4 car (24 hour) stand at Fleet Street, Torquay;
- a new 4 car (24 hour) stand at the Eastern End of Torbay Road, Paignton (near the junction of Esplanade Road);
- a new 3 car (24 hour) stand at the Western End of Torbay Road, Paignton (outside 10 – 16 Torbay Road; and
- a new 2 car (24 hour) stand at the Western End of Torbay Road, Paignton (outside 18- 20 Torbay Road).

Reason for the Decision

It was necessary to approve the removal and appointment of Hackney carriage stands as prescribed under section 63 of the Local Government (Miscellaneous Provisions) Act 1976, in order to empower Licensing Officers to take enforcement action for any offences committed under the Local Government (Miscellaneous Provisions) Act 1976 or hackney carriage byelaws on the new rank space which had been made available following the changes that had occurred to facilitate necessary public realm works in the area.

Implementation

This decision will come into force and may be implemented on 1 December 2025 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

The redevelopment of the Strand, Torquay and Paignton Station has involved numerous meetings with Highways Safety Engineers, Taxi Licensing, Transport Planning and representatives of the hackney carriage and private hire trade to consider options to provide

alternative ranks following the redevelopment works and ensure that there were a suitable number of hackney carriage stands (ranks) in Torbay. As these stands were to be on the public highway, the consent of the Highways Department was required via Traffic Regulation Orders (TRO). The TRO imposes waiting or parking restrictions on the location to permit only hackney carriages to use the rank. However, they are not hackney carriage stands within the meaning of the Town Police Clauses Act 1847 and the Local Government (Miscellaneous Provisions) Act 1976, hackney carriage byelaws or any other legislative provisions referring to hackney carriage stands. To ensure enforcement can be undertaken by Licensing Officers, these ranks must be formally adopted as hackney carriage stands.

At the meeting Councillor Tranter proposed and Councillor David Thomas seconded a motion that was agreed unanimously by the Cabinet, as set out above.

Alternative Options considered and rejected at the time of the decision

The alternative options were to reject the proposed changes, this was not considered a viable option as the Licensing Authority would not be able to take enforcement action on the new rank spaces. Furthermore, there have been very few objections to the proposals and Torbay Licensed Taxi Association, TULDA and private hire operators have been involved in the design of the ranks. The provision of these new and amended ranks would be for the benefit of the travelling public and the taxi trade. The Paignton Ranks would provide nine additional taxi rank spaces that could be used by any hackney carriage compared to the private rank at Paignton Station which requires a GWR permit to use the rank.

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

21 November 2025

Signed: _____
Leader of Torbay Council on behalf of the Cabinet

Date: _____

Record of Decisions

Independent Reviewing Service (IRO) Annual Report 2024 - 2025

Decision Taker

Cabinet on 18 November 2025.

Decision

That the Independent Reviewing Service (IRO) Annual Report 2024 - 2025 be endorsed and published in accordance with the legislative requirements.

Reason for the Decision

To ensure that the Council upholds its responsibility as Corporate Parents and complies with legislation.

Implementation

This decision will come into force and may be implemented on 1 December 2025 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

The IRO Annual Report sets out an overview of the activity of the Independent Reviewing Officer Service, the staffing structure, developments within the service and the key improvement objectives for the service moving forward.

Furthermore, the Annual Report evaluates the effectiveness and impact of the Independent Reviewing Service; Independent Reviewing Officers play a key role in ensuring that care plans for children were progressed with a central focus on their needs, their ascertainable wishes and feelings and what intervention and support was required to help children achieve their goals.

At the meeting, Councillor Bye proposed and Councillor Tyerman seconded a motion that was agreed unanimously by the Cabinet, as set out above.

Alternative Options considered and rejected at the time of the decision

There were no alternative options considered.

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

21 November 2025

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Record of Decisions

Fostering Annual Report 2024 - 2025

Decision Taker

Cabinet on 18 November 2025.

Decision

That the Fostering Annual Report 2024-25 as set out in Appendix 1 to the submitted report be endorsed and published in accordance with Council's requirements.

Reason for the Decision

It is a statutory requirement established by the National Minimum Standards for Fostering for each Local Authority to produce and publish an Annual Report.

Implementation

This decision will come into force and may be implemented on 1 December 2025 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

The Fostering Annual Report set out Torbay's vision for the Fostering Service, its core principles, its key aims, main priorities and actions, the role of the Fostering Service and its various functions, the Fostering Service organisational structure, recruitment performance information, an outline of the fostering recruitment and marketing strategy and campaign, improvements in terms of foster carer support and retention, information relating to number of initial enquires received in the period of the 1 April 2024 to the 31 March 2025 and the next steps for the service.

The Children and Young People's Overview and Scrutiny Sub-Board considered the Fostering Annual Report 2024-2025 on 17 November 2025 and recommended to Cabinet that the report be endorsed. At the Cabinet meeting Councillor Bye proposed and Councillor Jackie Thomas seconded a motion that was agreed unanimously by the Cabinet, as set out above.

Alternative Options considered and rejected at the time of the decision

There were no alternative options considered.

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

21 November 2025

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Record of Decisions

Nomination to list Plainmoor Football Stadium as an Asset of Community Value

Decision Taker

Cabinet on 18 November 2025.

Decision

That Plainmoor Football Stadium be re-listed on the Council's Register of Assets of Community Value for a further five-year period, commencing from 15 September 2025.

Reason for the Decision

The nomination to list Plainmoor Football Stadium reflects strong public support and demonstrates that residents value the stadium as a community asset. Having assessed the nomination against the statutory criteria under the Localism Act 2011, the nomination was found to meet the requirements for re-listing.

Implementation

This decision will come into force and may be implemented on 1 December 2025 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

The Council has received a nomination to re-list Plainmoor Football Stadium as an Asset of Community Value for a further five-year period. The stadium was included on the Council's register of successful nominations; however, the existing listing expired on 31 March 2025. The asset continues to meet the statutory criteria set out in the Localism Act 2011 and the Assets of Community Value (England) Regulations 2012.

At the meeting Councillor Jackie Thomas proposed and Councillor Tranter seconded a motion that was agreed unanimously by the Cabinet, as set out above.

Alternative Options considered and rejected at the time of the decision

The options were:

Option 1 - Approve the nomination and re-list Plainmoor Stadium as an Asset of Community Value.

Option 2 - Refuse the nomination.

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

21 November 2025

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Meeting: Cabinet and Council **Date:** 2 December and 11 December 2025

Wards affected: All

Report Title: Corporate Parenting Strategy 2026-2028

When does the decision need to be implemented?

This document will be presented to Full Council for approval on 11 December 2025 and following approval will be implemented from 1st January 2026.

Cabinet Member Contact Details: Councillor Nick Bye, Lead Cabinet Member for Childrens Services

Director Contact Details: Nancy Meehan, Director of Children's Services.
nancy.meehan@torbay.gov.uk

1. Purpose of Report

- 1.1. The Corporate Parenting Strategy is a statutory requirement to ensure that our cared for and care experienced children, and young people are central to the responsibilities of the whole council and where applicable, the council's partners. The proposed strategy builds on previous versions and represents the Council's unrelenting intention to fulfil its role to the highest standard thereby ensuring that our children and young people receive the best possible support.
- 1.2. The 2026-2028 Strategy strengthens considerably;
 - the contributions and participation of children and young people in the processes that affect them
 - the status of the Corporate Parenting Function and its Board by the active inclusion of the Leader of the Council and a membership that is acutely focused upon the achievement of its strategic objectives
 - the accountability of the council and the Corporate Parenting Board through the post of Corporate Parenting Lead (Cared For and Care Experienced Children and Young People), who will sit on the Corporate Parenting Board as a contributing participant to primarily inject the views and experiences of children and young people and support, monitor and challenge the progress of the strategy

- the role and function of the six key work strands, each led by a Councillor supported by a nominated officer, that are designed to ensure that the strategy translates into effective practices that positively help our children and young people.

1.3 The Council has recognised care experience as a protected characteristic through its Inclusion Strategy for Torbay for 2025-2030 but has not formally adopted this as part of its Equality Impact Assessments used to inform decisions. This report seeks to address that.

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 stating clearly how cared for and care experienced children and young people will benefit from the revised and strengthened strategy which is entirely consistent with the principles of a *Child Friendly Torbay*.

2.2. The reasons for the proposal, and need for the decision reflects the need for a revised strategy to replace the previous version that expires on the 31 December 2025. In its revised form the strategy will

- place cared for and care experienced children and young people at the heart of everything we do
- emphasise the need for Torbay to be an efficient and enabling council
- strengthen the working together and partnership arrangements of the Council to the benefit of our cared for and care experienced children and young people.

2.3 Adding care experience as a protected characteristic within our Equality Impact Assessments will ensure that we consider how we can support care experience young people as part of our decision making processes in the same way we treat other people with protected characteristics.

3. Recommendation(s) / Proposed Decision

Recommendations to Cabinet:

- 3.1 That the Director of Corporate Services be requested to update the Council's Equality Impact Assessment Templates to include care experience under the list of protected characteristics in line with the Inclusion Strategy for Torbay for 2025-2030.
- 3.2 To approve the amendment to the Terms of Reference for the Corporate Parenting Board, to include the Leader of the Council and the Senior Corporate Parenting Lead (as a contributing attendee) to its membership. This change demonstrates the Council's strengthened commitment to delivering the objectives of the Corporate Parenting Strategy.

That Cabinet recommends to Council:

- 3.3 That the Corporate Parenting Strategy 2026-2028 set out at Appendix 1 to the submitted report be approved.

Appendices

Appendix 1: The draft Corporate Parenting Strategy 2026-2028

Appendix 2: The outcomes of the public consultation.

Appendix 3: The statutory frameworks relating to cared for and care experienced children and young people.

4. Background Documents

- [Record of Decision - Notice of Motion Show Us You Care.pdf](#)
- [Agenda for Council on Thursday, 15 May 2025, 5.30 pm](#)
- [Torbay Inclusion Strategy 2025/30 - Torbay Council](#)

Supporting Information

5. Introduction

- 5.1 The current version of the Corporate Parenting Strategy expires on 31 December 2025, and because of its statutory status the Council is required to replace it. In its revised form the strategy and the Corporate Parenting Board fulfils its legal duties.
- 5.2 The current strategy (2026-2028) enacts the Council's Pledge to children and young people by focussing upon;
- positively supporting them throughout their young lives,
 - assuring their care arrangements,
 - help to enable them to benefit from education and training,
 - promoting their health and the adoption of healthy lifestyles,
 - helping young people achieve independence, and
 - ensuring young people have good quality accommodation in which they can 'put down roots' and live independently and successfully.
- 5.3 Children and young people have clearly told the Council that they believe that these priorities remain relevant to the revised strategy, but they need to be strengthened and shaped by their contributions.
- 5.4 The Council is committed to supporting care experience young people and has implemented a number of changes including the following:

Since 2018, the Council has determined to use its discretionary powers under Section 13A(1)(c) and Section 13A(7) of the Local Government Finance Act 1992 to

define the following individuals as a class of liable persons that will receive a discount from their Council Tax:

- would have been in the care of Torbay Council (being “looked after”) for at least 13 weeks since the age of 14 and in care on their 16th birthday;
- is resident in Torbay; and
- under 25 years old.

5.5 The discount awarded is 100% of the share of the Care Leaver’s liability after any other statutory or local discounts has been deducted.

5.6 At the Cabinet meeting held on 21 March 2023 the Cabinet unanimously approved supporting the campaign to make care experience a protected characteristic. On 15 May 2025 the Council unanimously adopted the Inclusion Strategy for Torbay for 2025-2030 which states:

“We treat care experience as though it is a protected characteristic as we know that people who have been in care face lots of challenges.”

5.7 Whilst the Council is unable to change the Equality Act, it has chosen locally to recognise care experience as a protected characteristic due to the importance of everyone who is a part of Torbay Council being a corporate parent and us wanting to do all we can to support our care experience young people as though they were our own children. This approach has been taken by over 90 local authorities across the Country, in response to the Independent Review of Children’s Social Care (2022), which recommended care experience become a protected characteristic, but this was not adopted by the Government.

5.8 To ensure that this is embedded in our work it is proposed to include care experience under the list of protected characteristics within our Equality Impact Assessments which form part of the Council’s decision-making and governance processes.

6. Options under consideration

6.1 The option to undertake a straightforward update was immediately rejected in favour of significantly strengthening and improving the current strategy by;

- placing children and young people firmly at the heart of all that we do as Corporate Parents,
- seeking ways to enable the most effective contribution and participation of children and young people into every aspect of the strategy,
- learning from the best. To this end, all local authority areas judged through inspection to have outstanding services in this area were either contacted directly or involved in a literature review of their Ofsted reports and other publicly available information. The

findings of these exploratory exercises were used to inform the consultation and the direct communication with children and young people, and

- strengthening governance arrangements.

6.2 The preparatory consultation left no doubt that while the previous strategy was an improvement upon what had preceded it, significant further improvement was required to set plans to achieve outcomes for children and young people that are directly relevant to and improve their lived experiences. For these plans to be successful, trusting relationships between children and young people, the Council and its partners are required which are firmly located on a shared understanding of the plan's solid foundations which make explicit how needs will be met.

6.3 The six strands of the plan, each designed to tackle the fundamental issues that children and young people need to negotiate are governed by an outcome-specific mission statement supported by focused action plans.

It was concluded that:

- a simple roll forward of the current strategy was not viable as it failed to meet the ambition of the council to enable cared for and care experienced young people to become successful, happy, safe and contented young adults.
- progressive plans to achieve the Corporate Parenting Board's aspirations for children and young people requires a governance structure that has authority and the ability to engage the partnership in decisions that enable ambitions to be achieved while ensuring that children and young people's wishes and feelings are at the heart of the process. The revised membership of the Corporate Parenting Board reflects this intent.

7. Financial Opportunities and Implications

7.1. Not to include care experience as a protected characteristic. This option is not recommended as it does not recognise the Council's adopted approach and will not make this part of the Equality Impact Assessment and formal decision making processes.

8. Legal Implications

8.1. This proposal fully complies with legislative requirements and has factored into its thinking the principles behind the Children's Wellbeing and Schools Bill which is in the report stage as it progresses through Parliament. A full list of statute and guidance can be found at Appendix 3.

9. Engagement and Consultation

9.1. At the Cabinet Meeting held on the 16th September 2025 it was agreed that authority be delegated to the Director of Children's Services to launch a public consultation 'when appropriate' to inform the development of the new Corporate Parenting Strategy.

9.2. As such an online survey was carried out from October 13th to November 7th 2025 – the results from this survey can be found in appendix two.

- 9.3. In summary the Corporate Parenting Strategy consultation found broad support for the strategy's direction, especially its focus on participation, education, and wellbeing. Respondents recommended clearer, measurable goals—particularly in education—and stronger multi-agency collaboration. The “Contract of Trust” was generally understood, and feedback emphasized the need for accountability and keeping young people's voices central.

10. Procurement Implications

- 10.1 There are no procurement implications

11. Protecting our naturally inspiring Bay and tackling Climate Change

- 11.1. Nothing in the proposed Corporate Parenting Strategy undermines the Council's protection of Torbay and its commitment to tackle climate change.

12. Associated Risks

- 12.1. The Council would be in breach of its statutory duty to Cared For and Care Experienced children and young people if it failed to revise and implement a Corporate Parenting Strategy 2026-2028 following the expiry of the current strategy in December 2025.
- 12.2. Adding care experience as a protected characteristic is a local choice and does not change the Equality Act legislation. There is a risk that the Council could be challenged if it does not follow its policies regarding this local choice.

13. 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 45	18 per cent of Torbay residents are under 18 years old. 55 per cent of Torbay residents are aged between 18 to 64 years old. 27 per cent of Torbay residents are aged 65 and older.	The Corporate Parenting Strategy recognizes the diverse needs of children and young people in care and care leavers across all age groups. The strategy is informed by demographic data and direct consultation with children and young people of different ages. It commits to providing age-appropriate support, ensuring that the voices of all age groups are heard and acted upon, and that transitions—such as moving into care, changing placements, or leaving care—are managed sensitively and effectively. The strategy will be regularly reviewed to ensure that no group is disadvantaged due to age, and that support is tailored to the evolving needs of children and young people as they grow and develop. Ongoing engagement and data monitoring will ensure that the	Ongoing engagement and data monitoring via the development of action plans will ensure that the impact on all age groups is understood, addressed and evaluated.	Corporate Parenting Board – Timescales TBA.

		impact on all age groups is understood and addressed.		
Carers	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.	Carers (including foster carers, kinship carers, and adoptive parents) are vital to the success of the Corporate Parenting Strategy. The strategy recognizes the diverse needs of carers and commits to supporting them through accessible information, training, and involvement in decision-making. Consultation with carers has informed the strategy's priorities, and ongoing engagement will ensure their voices continue to shape service delivery. The strategy aims to advance equality of opportunity for all carers, including those from minority groups, and to mitigate any potential negative impacts by providing targeted support and regular review. Monitoring arrangements will ensure that the impact on carers is assessed and addressed throughout the life of the strategy.	Ongoing engagement and data monitoring via the development of action plans will ensure that the impact on all carers is , addressed and evaluated.	Corporate Parenting Board – Timescales TBA.
Disability	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.	No Differential Impact		

Gender reassignment	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.	No Differential Impact		
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.	No Differential Impact		
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.	No Differential Impact		
Race	In the 2021 Census, 96.1% of Torbay residents described their ethnicity as white. This is a higher proportion than the	No Differential Impact		

	South West and England. Black, Asian and minority ethnic individuals are more likely to live in areas of Torbay classified as being amongst 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.	No Differential Impact		
Sex	51.3% of Torbay's population are female and 48.7% are male	No Differential Impact		
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.	No Differential Impact		
Armed Forces Community	In 2021, 3.8% of residents in England reported that they had previously served in the UK armed forces. In Torbay, 5.9 per cent of the population have previously served in the UK armed forces.	No Differential Impact		
Additional considerations				

Socio-economic impacts (Including impacts on child poverty and deprivation)		The Corporate Parenting Strategy aims to address the socio economic challenges faced by cared for and care experienced children and young people in Torbay. By providing targeted support and services, the strategy seeks to mitigate the effects of child poverty and deprivation, ensuring that all children and young people have the opportunity to achieve positive outcomes. This includes access to education, healthcare, and other essential services that contribute to their overall well-being and development. The strategy will also focus on improving the socio-economic conditions of families and communities, recognising that a supportive environment is crucial for the success of children and young people. By working collaboratively with partners in education, police, health services, and the community and voluntary sector, the strategy aims to create a holistic approach to addressing socio-economic disparities and promoting social inclusion. Furthermore, the strategy will include measures to monitor and evaluate the impact of these initiatives, ensuring that they are effective in reducing child poverty and deprivation. This will involve collecting and analysing	To mitigate the socio economic impacts related to the Corporate Parenting Strategy, several targeted actions and interventions can be implemented. These activities aim to address the challenges faced by cared for and care experienced children and young people in Torbay, ensuring they have the opportunity to achieve positive outcomes: promoting inclusive practices across all areas of the strategy is essential. This involves working collaboratively with partners in education, police, health services, and the community and voluntary sector to create a holistic approach to addressing socio-economic disparities and	The Children's Services department will be responsible for implementing the mitigation activities outlined. The timeframe for implementation will align with the overall timeline for the development and execution of the Corporate Parenting Strategy action plans.
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data on key indicators, such as educational attainment, health outcomes, and access to services, to identify areas for improvement and make necessary adjustments.

promoting social inclusion. By fostering a supportive environment, we can improve the socio-economic conditions of families and communities, which is crucial for the success of children and young people

The ongoing monitoring and evaluation of the impact of the initiatives within the final strategy will be vital. This will include collecting and analysing data on key indicators such as educational attainment, health outcomes, and access to services. By identifying areas for improvement and making necessary adjustments, we can ensure that the initiatives are effective in reducing child poverty and deprivation. This will be undertaken via

			the development of an action plan.	
Public Health impacts (Including impacts on the general health of the population of Torbay)		By committing to this Strategy, Torbay will be committing to the supporting all of our cared for children and care experienced young people in order to meet their needs, and to achieve their best outcomes; by doing this, we will have a significant, positive impact on the longer term health outcomes for cared for children and care experienced young people	As above	As above
Human Rights impacts		Links to the Convention on the Rights of the Child: This consultation honour the rights of cared for and care experienced children and young people in terms of participation and non discrimination.	As above	As above
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.	This Strategy is a fundamental part of Torbay's Child Friendly commitment.	As above	As above

14. Cumulative Council Impact

- 14.1 The cumulative impact on the Council for implementing the Corporate Parenting Strategy is multifaceted and significant. This strategy aims to enhance the Council's role as a supportive, responsive, considerate, and sensitive corporate parent. By doing so, it will positively influence the lives of cared for and care experienced children and young people in Torbay.

15. Cumulative Community Impacts

- 15.1. The cumulative community impact of the Corporate Parenting Strategy will be far-reaching - the strategy will foster a supportive environment by working collaboratively with partners in education, police, health services, and the community and voluntary sector. This holistic approach will help to promote social inclusion, reduce socio-economic disparities, and ensure that all children and young people have the opportunity to achieve positive outcomes.



Corporate Parenting Strategy 2026 – 2028

A contract of trust

TORBAY COUNCIL

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1. Foreword

We are passionate and absolutely committed to wanting Torbay and its residents to thrive. Central to this vision is making sure that everyone can play their part in supporting Torbay's children and young people and making Torbay 'child friendly.'

We are so proud of our children and young people, and we are committed to do all we can to support them to benefit from the many opportunities that the Bay has to offer. In all we do, we want our children to feel personally supported, safe and benefiting from the advice and practical encouragements that will enable them to become successful young adults equipped to take their place in the world. We want them to have a collective voice so that we can understand and respond to their issues, priorities, stresses and successes.

We are committed to being the best parents by caring deeply for our children and young people and ensuring that our promises made in The Pledge as it is set out below are known and understood by our children, young people and our workforce and, most importantly, are fulfilled.

The Pledge :

We, as your corporate parents, pledge to support, empower, and respect you. This pledge is built on your voices, your experiences, and your aspirations. It reflects our commitment to listen, act, and stand beside you—always.

1. Respect and Empowerment

- *We will treat you as individuals, not labels.*
- *We will listen to you, involve you in decisions, and explain things clearly.*
- *We will respect your privacy and ensure you are not singled out or bullied.*

2. Health and Wellbeing

- *We will support your physical and mental health through regular check-ups and access to services.*
- *We will help you develop a Personal Health Plan tailored to your needs and choices.*
- *We will celebrate your achievements and support your resilience and self-worth.*

3. Education and Learning

- *We will help you stay in your preferred school or college and explain any changes.*
- *We will develop a Personal Education Plan to help you succeed.*
- *We will support your learning journey with encouragement and understanding.*

4. Relationships and Identity

- *We will support your relationships with family, friends, and siblings.*
- *We will plan visits and family time around your preferences.*
- *We will help you build a strong sense of identity and belonging.*

5. Independence and Future Opportunities

- *We will guide you as you grow, offering support when needed and space when wanted.*
- *We will help you develop life skills and access opportunities in education, employment, and training until at least age 21 and where applicable up to 25 years.*
- *We will celebrate your talents and support your goals.*

6. Participation and Voice

- *We will ensure your voice is heard in all decisions that affect you.*
- *We will work with you individually or through groups like the Children in Care Council.*
- *We will review this pledge annually to ensure it reflects your evolving needs and priorities.*

This pledge was shaped through consultation with cared for children and care experienced adults in Torbay. It reflects real experiences and is aligned with restorative practice values and inclusive language.

The content of the Pledge has strongly informed this strategy, and we will ensure that its spirit and intent is carried forward into how we work and engage with Torbay's cared for and care experienced children and young people.

We would additionally like to take this opportunity to thank our incredibly dedicated foster carers and staff for the commitment they demonstrate to our cared for and care experienced children and young people every single day. We are committed to being great corporate parents, to ensure that each of our children and young people has every opportunity to live happy and fulfilling lives.

The Corporate Parenting Board

2. Corporate Parenting Vision

The Children and Young People's Plan sets out Torbay Council's objectives and priorities for all services that directly affect children and young people across the communities which make up Torbay. Its overriding objective and common purpose are ***to ensure that all of our cared for and care experienced children and young people are safe, happy and healthy in order that they can reach their full potential.***

In the context of Corporate Parenting this objective becomes an ambition ***to ensure that our cared for and care experienced children and young people are:***

- safe, happy and healthy in order that they can reach their full potential; and
- supported to have all the opportunities that good parents afford their children.

We are committed to being an effective, caring and ambitious corporate parent and we will work effectively with our partners such as health, education, the police and the voluntary sector to show this through:

- our positive and unconditional support,
- our engagement, communication and collaboration with cared for and care experienced children and young people,
- our openness to challenge and our sense of accountability to cared for and care experienced children and young people,
- our focus,
- our language, and
- our actions.

We will ensure that our cared for and care experienced children and young people are at the heart of all that we do and receive the same standard of care that any good parent would provide to protect and support them to benefit from a range of good and enjoyable experiences and to cope with the dangers and risks of everyday life. We will celebrate and share in their experiences and achievements, no matter how big or small, and we will remain ambitious for them and will work hard to support them in reaching their full potential. We will do everything we can to make sure that our cared for and care experienced children and young people are set up for life. Equally importantly, and at every step along the way we will talk frequently with our children and young people, we will respect and understand them and wherever it is possible and right to do so, we will act upon their views and wishes. We will make sure we tell them what we have done even when like in all families, we may not always be in full agreement. We will give our cared for and care experienced children and young people the ability to influence and importantly to challenge the Corporate Parent so that they can be sure that we will do everything in our power to ensure this strategy works for them and helps them achieve their goals and improve their lives.

We want Torbay to be a 'Child Friendly' place, a place that champions our cared for and care experienced children and young people and where they can grow and thrive and live happily and safely.

3. Introduction

This strategy is more than words on a series of pages. It represents the Council's responsibilities and accountabilities to each of its cared for and care experienced children and young people. It forms a ***'Contract of Trust'*** with those for whom it has a relationship bound in statute and moral obligation. It reflects a solemn determination to ensure that the intent of this important strategy translates to timely and positive action that enables each cared for and care experienced child and young person to have their needs met and their aspirations encouraged while being supported to live happily, safely and securely. It is the expectation of this strategy that each child and young person will actively participate in discussion and debate with their workers and understand and

contribute to the decisions that are made which affect their lives. Through these personal connections confidence and ultimately trust will flourish and grow, and the children and young people will experience positive relationships that they can constructively use to navigate the challenges that will face them.

“I want my say in decisions”.

- Cared for young person

“Being a care leaver faces you up to not having a family around you like most of your mates. It is hard and lonely sometimes.”

- Care experienced young person

“Don’t just talk to us. Hear what we have to say and understand what it means”

- Cared for young person, specific consultation session

The image contained within this introduction, is a photograph/illustration submitted by one of our care experienced young people. It symbolises powerfully the many diverse hands of friendship and support required by each cared for and care experienced child and young person as they grow into their communities with the support of the professionals with whom they form relationships.



So, what precisely is corporate parenting? It is a term enshrined in statute that incorporates all of the responsibilities that we have as a Council to ensure that our cared for and care experienced children and young people are provided with the best possible care and protection. This is about more than just keeping children and young people safe. It is about every department of the Council and each of our partners working towards the common purpose set out in our objectives to enhance every aspect of their lives and by working with each child and young person ensuring that they are equipped with the right support to achieve their dreams. It needs to be said that our children and young people who participated in the consultation process do not like the term *corporate parent* but

said they were prepared to accept it as it is used in law, but they want to work together to consider the term they would like us to use in our internal discussions.

This Corporate Parenting Strategy outlines our aspirations to become the kind of corporate parent Torbay wants to be and how the Council will work alongside its partners, including education, police and health services, to achieve this ambition. It requires everyone, from officers to elected Members to GPs and to teachers, not only to recognise their role as corporate parents but also to understand how they work together to achieve the very best outcomes for each cared for and care experienced child and young person. The effectiveness of the strategy will properly be judged against this exacting standard.

The detail of the strategy sets out the commitment of our wider partnership to these objectives, and achieving our ambitions through strong strategic, corporate and political leadership and meaningful performance management. We will maintain an absolute commitment to the ongoing engagement and involvement of children and young people in the development and implementation of our strategy and associated action plans, and effective collaborative working with our partners across Torbay. The mission statements and priorities set out within this strategy reflect not only the Pledge and the local and national priorities for cared for children and care experienced young people, but also the priorities that have been developed as a direct result of our engagement and consultation with children and young people.

Each mission statement and priority has elected Member support and is delivered through the work of the Corporate Parenting Strands that are defined within the Corporate Parenting Board governance structure. The Strategy also demonstrates how the Corporate Parenting Board is held accountable for the delivery of the action plans underpinning our comprehensive corporate parenting principles and priorities, including by direct contact with children and young people and through their dedicated representative, the Senior Corporate Parenting Lead (Cared For and Care Experienced Children and Young People). This is a new post created as part of this strategy development to ensure that the voices of our cared for and care experienced children and young people are heard and understood in each of the service development, practice delivery and Corporate Parenting Board accountability processes.

Cared for and care experienced children and young people also receive services as part of this strategy that are partly or wholly delivered by partners. It is therefore an expectation that the governance arrangements relevant to those organisations and individuals working with the children and young people will ensure proper scrutiny and liaison where appropriate with the Corporate Parenting Board.

4. The Statutory Context

Legal Duties

Under the Children Act 1989, a child is cared for by the Council if they are:

- Provided with accommodation for a continuous period for more than 24 hours,

- Subject to a care order,
- Subject to a placement order.

When a child or young person becomes cared for, the Council becomes their Corporate Parent. In February 2018, the Department for Education published Statutory Guidance for Local Authorities and outlined the key principles of Corporate Parenting and the statutory responsibility that **all** elected Members and council officers have in terms of the wellbeing of cared for and care experienced children and young people.

We are also the corporate parent for those young people who are care experienced. The Children (Leaving Care) Act 2000 outlines the legal definition in terms of who qualifies as a care experienced young person. Specifically, this is defined as a young person aged sixteen or above who has been cared for by the local authority for a relevant period of time since their fourteenth birthday, and for those who have been cared for on or after their sixteenth birthday for a period of time. The expectations in terms of the services and support that local authorities must offer is contained within the Children (Leaving Care) Act 2000, the Care Leavers (England) Regulations 2010 and the Children and Social Work Act 2017. The Council continues to provide support to care experienced young people until they are 25 under the extended duties contained within the Children and Social Work Act 2017.

This strategy lays a responsibility upon elected members, senior officers and all staff across the Council to share a common vision, a conscious sense of collective responsibility and a demonstrable commitment to work collaboratively with our cared for and care experienced children and young people. These qualities will enable the desire to develop and deliver a range of quality services to our children and young people to come a reality.

5. Principles and Priorities

Corporate Parenting Principles

We will ensure that we meet the needs of our children and young people, and we will use these principles, the spirit of which is enshrined in the Pledge to guide every element of our approach.

On behalf of our cared for and care experienced children and young people, we will always:

- act in their best interests and promote their physical and mental health and wellbeing,
- actively encourage our children and young people to express their views, wishes and feelings,
- demonstrably seek to fully understand and take account of their views, wishes and feelings by working in accordance with the Council's restorative principles,
- in collaboration with the children and young people, help them gain access to, and make the best use of, services provided by us and our partners to meet their needs,
- promote high aspirations and seek to secure the best outcomes for them,
- ensure that they are safe and have stability in their home lives, relationships, education and work,
- prepare them for a successful transition to young adulthood and secure independent living.

Priorities

We have identified a number of priorities in ensuring we are the best corporate parents we can be. We will focus on these priorities and continue to talk to children and young people, to make sure they remain the right ones.

Set out below are the Priorities that reflect the spirit of the relevant parts of the Pledge that we have made to our children and young people. They will be used to develop outcome-focused action plans that will specifically state what will be done, by whom and by when so that all involved will know how the priorities will be delivered in practice.

Priority 1: We will work with you

“Come when you say you will, don’t cancel on us and get to really know us”-Cared for young person.

Mission Statement: Every cared for and care experienced child and young person will have a positive, respectful and trusting relationship with a worker with whom they have regular contact and derive benefit from shared communication, advice and guidance and support.

Child Friendly Mission Statement: You will have a worker who you see often, who listens to you, helps you, and treats you with kindness and respect. You can talk to them about anything, and they will give you advice, support, and be there for you when you need them

- We will come when we say we will, we will be prepared for our meeting, and we will listen to you and understand what you are saying.
- Your views will always be given priority, and we will be honest about what we can do and what is not possible.
- We will explain your rights and entitlements using language that is easily understood.
- We will use Language that Cares.
- We will respect your privacy and do everything we can to ensure that you are not singled out or bullied at school, college, or in any other setting.
- We will use our training to be thoughtful and understanding about the challenges you face.
- We will celebrate your achievements with you in the ways that you would like.

Priority 2: We will ensure your living arrangement (placement) is safe and meets your needs

“Unless our homes are good enough for you to live in, they are not good enough for us”-Care experienced young person.

Mission Statement: Every cared for and care experienced child and young person will benefit from a safe and secure living arrangement that enables each child and young person to grow physically and psychologically with support from carers and professionals while enjoying positive contacts with their families whenever this is possible.

Child Friendly Mission Statement: You will have a safe and comfortable place to live, where people look after you and help you grow. The adults who care for you will support you and make sure you feel happy and secure. Whenever possible, you’ll also be able to keep in touch with your family and the people who are important to you.

- We will work with you and your carers to ensure your home is the best it can be.
- We will work together to keep you safe and protected.
- We will work with you and your carers to ensure that you have opportunities that you enjoy and enable you to have your voice.
- We will plan visits in advance and involve you in those plans and we will not change them unless it is absolutely unavoidable.
- We will help you to stay in contact with any family you may have if you want that and explain the reasons if this is not possible.

Priority 3: We will support you to fulfil your potential

“What has happened to us makes education, training and work hard for us. Be patient and help others to be patient with us too” Cared for young person.

Mission Statement: We will work tirelessly in conjunction with our education colleagues to ensure that every cared for or care experienced child and young person benefits from their full entitlement to education and training with no avoidable gaps and are supported in every way to achieve their best.

Child Friendly Mission Statement: Together with your teachers and lecturers we will do everything we can to help you learn and do well at school, college, or in training. We’ll make sure you don’t miss out on any chances to learn, and we’ll support you in every way so you can achieve your goals and be the best you can be.

- We will ask you about what your goals are and support you to achieve them.
- We will work with you to develop a Personal Education Plan of the things you do in school, college or alternative provision, so you are encouraged and helped to do well.
- We will work closely with your school, college or provider involving you directly whenever possible, and offer you easy to understand reasons for any changes.
- We will encourage and support you to take up opportunities in education, employment and training until the age of at least 21, in ways that suit you.
- We will do everything we can to create work and training opportunities for you.

Priority 4: We will ensure that your physical, emotional, mental health needs are met

“Follow through on health issues to make sure we get what we need.” Care experienced young person.

Mission Statement: Every cared for and care experienced child and young person will benefit from a relentless focus on ensuring that their physical, emotional and mental health needs are met without delay by the appropriate specialists wherever they may live.

Child Friendly Mission Statement: Together with our colleagues in health we will make sure you get the help you need to feel healthy and happy, both in your body and your feelings. If you need to see a doctor, nurse, or someone to talk to, we will help you get support quickly, no matter where you live.

- We will work together to help to support your sense of well-being and personal identity.
- We will develop with you a plan (called a Personal Health Plan) to support you to be healthy and make informed good choices about your lifestyle to keep you emotionally, mentally and physically fit and well.
- We will support you to access regular health and dental checks and help you make any appointments or access treatment you may need without avoidable delay.

Priority 5: You will be supported to develop into an independent, confident and responsible adult

“Don’t dump us into independence and expect us to survive. We need lots of help even if we say we don’t. Be there for us” Cared for young person.

Mission Statement: We will work tirelessly to ensure that each cared for and care experienced child and young person participates fully in planning and the work undertaken to support them to make the transition to becoming a secure, safe, confident and happy young adult equipped with the necessary life skills for success.

Child Friendly Mission Statement: We will help you be part of making plans for your future, so you can become a confident, happy, and independent adult. We’ll support you to learn the skills you need for life and make sure you feel safe and ready for what comes next.

- We will support and work with you so that you build an understanding that challenges and uncertainty are part of life and growth, and help you develop skills and strategies for dealing with them.
- We will work with you to ensure you have support and advice, so that you become confident and skilled in making good choices and less likely to take worrying risks or be open to exploitation by others.
- We will work with you to develop the life skills we all need to achieve your goals and have the best opportunities for the future.

Priority 6: We will support you to secure good quality housing that you can call home and put down roots.

“All we ask for is somewhere decent to live so we can move on in life” Care experienced young person.

Mission Statement: We will ensure that each cared for or care experienced young person is prioritised and supported to secure without avoidable delay safe, stable and sustainable accommodation that is suitable for their assessed needs.

Child Friendly Mission Statement: We will make sure you have a safe and stable place to live that suits what you need. If you need to move, we’ll help you find a good home as quickly as possible, so you feel settled and supported

- We will work to secure a range of suitable accommodation to meet the needs of our cared for and care experienced young people.
- We will continue to support young people with rent guarantees.

- We will consider how young people can be further prioritised for social housing.
- We will work relentlessly to prevent any young person from becoming intentionally homeless.
- We will continue to support the Council's established 'staying put' arrangements with fostering families when it is right for the young person.

In respect of all of these priorities and pledges, we will actively engage and consult with our children and young people, in taking forward the corporate parenting principles outlined above. We will make sure that we take what we learn from children and young people and embed this rich material in the partnership workforce development and training framework, to make sure that we as corporate parents share this learning.

Restorative Practice

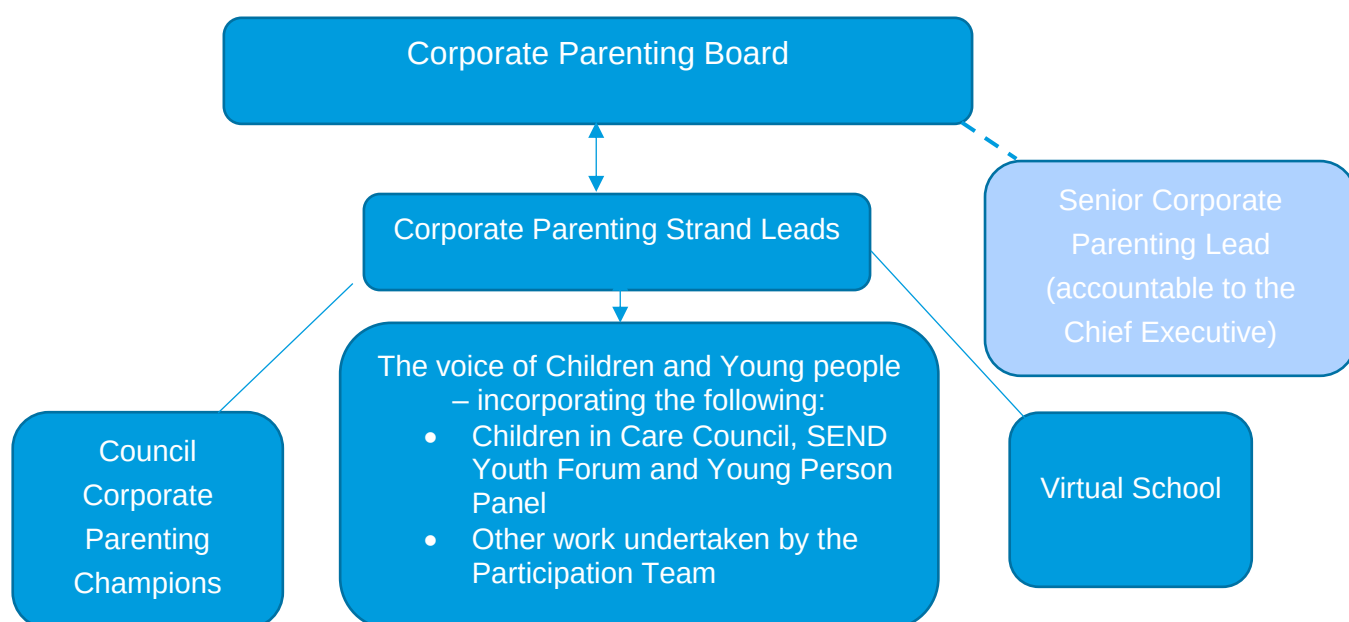
Torbay is committed to working with children and families in a restorative way. What this means is that we will value and place importance on the relationships we build with children, young people and families and always treat them with respect and dignity.

To Torbay's cared for and care experienced children and young people, we pledge that we will always try to work with you, as opposed to making decisions about you without involving you, or doing things for you without involving you. This means regularly seeking your views and reflecting these views in all assessments, plans or other forms of communication written with and about you.

6. Governance

The Council's Community and Corporate Plan sets out our aspirations for the community of Torbay including children and young people. The Council's objective is to ensure that all children and young people are safe, happy and healthy in order that they can reach their full potential.

As this strategy makes clear corporate parenting is the responsibility of the Council as a whole and of its partners. The diagram below illustrates how the various elements combine to ensure that the accountable Corporate Parenting Board has a clear line of sight to the work being carried out with cared for and care experienced children and young people.



Corporate Parenting Board

The three key principles govern the work of the Board are (1) 'small is beautiful' reflecting the importance of keeping the Board as small as possible to maximise its effectiveness and efficiency and (2) a commitment to focusing upon the needs of cared for and care experienced children and young people and (3) capturing the voices of children that are critical to informing and assisting in evaluation of the strategy's development, effectiveness and progress.

Membership: *The membership of the Board will comprise politicians, senior professional from partner agencies and a representative of the foster care association.* Children and young people are represented by the dedicated full time, care experienced officer, the Corporate Parenting Lead who works across the partnership to gather views and to advocate on behalf of children and young people while performing a key role in ensuring that the Board delivers the strategy and its associated action plans. They will attend all meetings but will be an active participant to support the Board, rather than a member.

Purpose of meeting: To review the progress of the strategy and its action plans, and to monitor the progress of the associated action log. It therefore provides critical operational oversight and professional challenge to those responsible for Corporate Parenting activities. Reports to the meeting are documented using a template which requires the author to explicitly state which priorities of the strategic plan, strand priority action plans or requirements of the Pledge apply. Minutes of every meeting are produced in child and young person friendly ways and distributed to all Board members. Bi-annually, overall progress is reported to Cabinet and to Children's Overview and Scrutiny. A publicly available annual report is produced, similarly adapted to child-friendly form, accompanied by a revised strand priority action plans if amendment is required. The annual report will also be presented to Cabinet.

Meeting frequency and support: Every 2 months forming a key element within the Council's Constitution. It will take place at a suitable venue and will be supported corporately by Governance Support.

Corporate Parenting Strand Leads

In line with the priorities outlined above, we have established six Corporate Parenting Strand Leads: Emotional Health and Wellbeing, Participation and UASC, Housing, Education and Employment & Fostering. Each Strand Lead is led by an elected Member who is a member of the Corporate Parenting Board, who each have their own job description. The Strand Lead's meetings also include Lead Officer support and key officers and partner representatives. Strand Leads take their strategic direction from the Corporate Parenting Board and the associated mission statements in respect of their area of focus. They monitor and evaluate the operational implementation of strand priorities, and use the meeting to scrutinise and explore relevant performance data and information, identifying barriers to progress before feeding the information into their reports to the Strategic Board and if necessary into proposed amendments to the strand priority action plans.

Virtual School

Torbay Virtual School provides the framework through which the educational needs of our cared for and care experienced children and young people are met working closely with educational providers, carers, social care and health practitioners, and children and young people. The work of the Virtual School is overseen by a Governing Body and led by the Virtual School Headteacher.

We absolutely believe it is crucial and right that every cared for and care experienced child and young person (including those in custody) has a full and enriching education. We know that a failure to do so will have avoidable life affecting impacts for the children and young people concerned. Educational attainment and progress for our children is subject to regular and rigorous review to determine the effectiveness of the arrangements put in place for them via their Personal Education Plan and where necessary we will use all available resources in support of learner's right to have the education that they deserve. The Virtual School also produces an annual report for the consideration of the Governing Body, Corporate Parent Members Group and Full Council that will contain a detailed analysis of educational progress, development and barriers to progress, and recommendations to achieve further improvement for children and young people.

The Corporate Parenting Lead

It is the Council's belief that cared for and care experienced young people deserve and will benefit from a dedicated support professional who because of their personal lived experiences will have the ability to understand and work closely and alongside children and young people. Advocating for their voices will be an important function together with a key role to actively hold the Council to account for its delivery of the strategy and its priority action plans. Sitting at Corporate Parenting Board meetings will mean that for the first time children's and young people's voices will be expressed and heard at every meeting and decisions will always be made taking into account the views and experiences of cared for and care experienced children and young people. When it is appropriate, the Corporate Parenting Lead will support children and young people to attend Board meetings to enable direct participation in debate and discussion.

Council Corporate Parenting Champions

All departments across the Council and our wholly owned companies will have designated officers as Corporate Parenting Champions. The Champions come together on a quarterly basis together with the Senior Corporate Parenting Champion, to help to shape their department's role in ensuring that we are good corporate parents and to inform and influence Council-wide initiatives to enhance our Corporate Parenting Offer.

The established aims of this group are:

- To become an authority who thinks first about our corporate parent role and ensures that it is fully embedded in all we do as an authority.
- To provide a corporate parenting offer for our children.
- To provide a corporate parenting offer for foster families.

- To raise awareness of the Council's corporate parenting responsibilities and to lead or encourage action in furtherance of those responsibilities.

Children and Young People's Panel

Torbay will establish a Children and Young People's Panel, consisting of a diverse group of young people who can represent all the children within Torbay, including but not limited to representatives from different educational providers, children and young people with SEND, cared for children and care experienced young people. This would not only be a means of bringing together the existing participation groups as a way of centralising feedback from children and young people but would also support us in being able to expand the representation within these groups and reflect the voice of a wider range of children and young people.

In addition, this will create a sense of community and collaboration for our cared for and care experienced children and young people as they unite to advocate for themselves and have their voices heard.

Participation Officers

Torbay's Participation Officers endeavour to support and promote positive participation with children, young people and parent/carers, and going forward will work collaboratively and dynamically with the Senior Corporate Parenting Lead (Cared for and Care Experienced Children and Young People). They will obtain the views and lived experiences of children and young people and enter into discussion, debate and consultation about all aspects of the plan to ensure that the Corporate Parenting Strategy is effective as possible in terms of reach and impact. Together they will be a force to enable children and young people's voices to be heard and understood by the corporate parents and will work relentlessly to hold to account the Corporate Parenting Board members for delivering the Corporate Parenting Strategy, its mission statements and priorities.

7. Talking to us

The Corporate Parenting Strategy has emphasized how we value and see as crucial communication with children and young people. We believe that learning from their experiences and understanding their views and opinions are the richest sources of information to support policy and service development and service delivery to the highest standards.

We have emphasized throughout this strategy how we will work closely with children and young people and take their experiences of care and leaving care very seriously, whether this has been something positive or something which has been more difficult for them to manage. We will learn from those experiences and use them to make the strategy and services better. However, we recognize that although we benefit greatly from communicating directly, we do not reach all children and young people. We are committed to doing so and a key task of the Senior Corporate Parenting

Lead (Cared For and Care Experienced Children and Young People) will be to develop ways to involve those who have not yet been spoken with to include them in the processes in ways in which they feel comfortable. In doing so, we expect that social workers, Personal Advisors, carers, teachers, support workers and Independent Reviewing Officers will be enlisted to help, advise and play an active part. The broadest understanding of children and young people will help the corporate parents grow and develop in line with what children and young people say.

Corporate Parenting Strategy - Consultation

An online survey was carried out from October 13th to November 7th, accessible via the Council's consultation page on its website. The survey was promoted through the Participation team for distribution to children and young people and shared directly with key partner agencies—including Health, Police, Schools, and the voluntary and community sector (VCS). Additionally, fostering families received the survey, and it was circulated to children's services staff through the Director of Children's Services newsletter.

Feedback was gathered both through the online consultation and via direct email submissions. All feedback received has been incorporated into the results presented below.

In addition to the above two consultation meetings took place with cared for and care experienced children and the outcomes of these meetings directly affected the drafting of the strategy.

Here are the key insights from the aggregated responses:

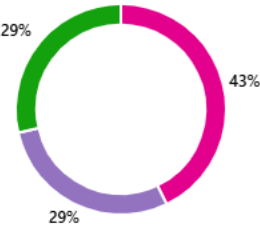
- The strategy is widely seen as reflecting what children and young people need, with most respondents rating it as 'Mostly' or 'Yes, definitely.' However, there is a strong call for clearer, measurable ambitions—especially in education, with suggestions for specific targets and strengthened partnerships with schools.
- The most valued elements of the strategy are 'Participation and voice,' 'Education and learning,' and 'Health and wellbeing,' each highlighted by nearly all respondents. This underscores the importance of inclusion, educational outcomes, and holistic support.
- Recurring suggestions for improvement include: enhancing multi-agency collaboration (especially between education, health, and social care), increasing transparency and accountability (such as through clearer governance and feedback mechanisms), and making the strategy more accessible and actionable for both professionals and young people.
- Most respondents feel they understand the main aims of the Corporate Parenting Strategy either 'Quite well' or 'Very well', and the majority believe the strategy mostly reflects what children and young people need.
- The concept of the "Contract of Trust" is generally seen as clear and meaningful, but a few respondents are less certain.
- The most common themes in suggestions for improvement are: increasing accountability, ensuring the voices of young people are central, and strengthening the focus on education as well as highlighting the importance of multi-agency collaboration for delivering the strategy, especially around physical and mental health priorities to reflect shared responsibility and oversight.

These insights highlight the importance of clear accountability, meaningful participation of young people, and a strong educational focus in the strategy.

The following presents a summary of the responses to the quantitative questions:

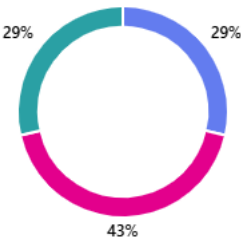
1. Are you responding as a:

Child or young person	0
Carer or foster carer	3
Care experienced adult	0
Staff member	2
Other (please specify)	2



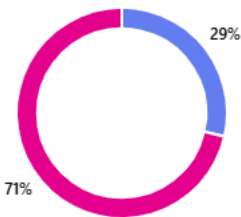
3. How well do you understand the main aims of the Corporate Parenting Strategy?

Very well	2
Quite well	3
Not very well	2
Not at all	0



4. Do you feel the strategy reflects what children and young people need from their corporate parents?

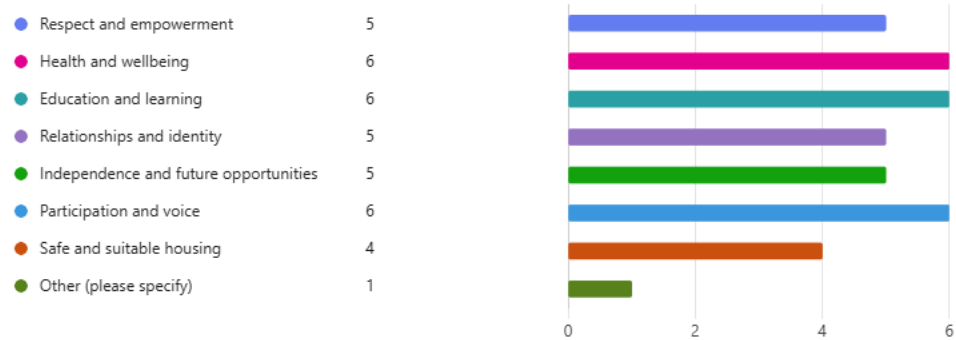
Yes, definitely	2
Mostly	5
Not really	0
Not at all	0
Not sure	0



5. The strategy talks about a "Contract of Trust." Do you feel this is clear and meaningful?



6. Which parts of the strategy do you think are most important? (Tick all that apply)



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APPENDIX 3: Corporate Parenting-Legislation and relevant departmental advice and statutory guidance

Corporate parenting refers to the responsibilities of local authorities and other service providers to ensure that looked-after children and care leavers (cared for and care experienced children & young people) receive secure, nurturing and positive experiences.

This concept is outlined in the Children and Social Work Act 2017, which emphasises the role of local authorities in supporting these children. The implementation of the legislation is supported by a range of advice and statutory guidance as set out below:

- **Care planning, placement and case review guidance:**

<https://www.gov.uk/government/publications/children-act-1989-care-planning-placement-and-case-review>

- **Planning transition to adulthood for care leavers:**

<https://www.gov.uk/government/publications/children-act-1989-transition-to-adulthood-for-care-leavers>

- **Roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services:**

<https://www.gov.uk/government/publications/directors-of-childrens-services-roles-and-responsibilities>

- **Promoting the health and well-being of looked-after children:**

<https://www.gov.uk/government/publications/promoting-the-health-and-wellbeing-of-looked-after-children--2>

- **Promoting the education of looked-after children:**

<https://www.gov.uk/government/publications/promoting-the-education-of-looked-after-children>

- **Care Leaver Strategy: a cross departmental strategy for young people leaving care:**

<https://www.gov.uk/government/publications/keep-on-caring-supporting-young-people-from-care-to-independence>

- **Working together to safeguard children:**

<https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>

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