

# Business Plan 2021-2022

DRAFT v7 – for approval by Cabinet

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# One Torbay: Working for all Torbay

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As a partnership leading Torbay Council, our ambition is a thriving Torbay, turning the tide on poverty despite the challenges of a global pandemic. We are delivering investment in our economy, our climate and our people.

In April 2020, across the country, people were told to stay at home and, for most of our staff, that is what they did. As an organisation, however, we continued to operate to provide existing and new services to our communities. Thanks to our investment in technology there was a seamless transfer from working in the office to working from home. We worked across organisations and sectors to provide assurance, practical assistance and financial support. Across Torbay, voluntary organisations, businesses, communities and neighbourhoods stepped up and together we responded to the Covid-19 pandemic.

Our day-to-day work has also continued with our improvement programme in Children's Services making a difference in the lives of our children and young people. We have set up a Strategic Housing Board with an independent Chairman to drive delivery of our Housing Strategy. We have also established TorVista Homes to maximise the supply of social and affordable housing in Torbay whilst also helping to meet our wider strategic housing needs. TorVista has recently achieved Registered Provider status which means it is able to access additional funding to increase the supply of social and affordable homes.

We have been allocated funding from both the Towns Fund and the Future High Street Fund which will see us revitalise Torquay and Paignton. As part of our plans, we purchased the Debenhams building in Torquay and served a Notice of Compulsory Purchase on Crossways in Paignton.

A new wholly owned Council company – SWISCo – was established in summer 2020 which is providing a range of frontline services as part of our vision of improving Torbay. The work of the grounds maintenance teams was enjoyed by residents and visitors alike when we were able to meet again in our parks and gardens.

We have ambitious plans for the coming year and into 2023. Our Children's Partnership Early Help Model will provide better integration between services, promoting more joined up support for families. Fostering a community-led approach to Early Help will provide a sense of a child friendly Torbay where communities are provided with the support they need to help each other.

We will build on the success of the Torbay Help Line as we develop a single route of referral for all adult social care requests.

Our plans for regenerating our town centres and seafront areas are being put into place with projects such as redevelopment of The Strand in Torquay and replacement of the festoon lighting in Paignton and Torquay.

At the same time, we will work to increase the levels of skills within our community, supporting people into employment.

We will be working with all our partners and our communities to develop a new carbon neutral action plan for Torbay. In particular, we want to set out how our tourism offer can be shaped to make the most of the natural beauty of Torbay – developing the eco-tourism offer. Hand-in-hand will go our work to enhance the biodiversity in Torbay.

Our work to continue to strengthen links with the community, enabling and empowering us to all act together will be an ongoing theme over the coming year. This will be through both community-led projects, encouraging a diverse base of suppliers and using the skills across our workforce to provide support to projects and initiatives within the community.

This Business Plan sets out in much more detail what we have achieved, together, over the past year and the priorities that we want to deliver over the next year, into 2023. We fundamentally want to do things differently, working with individuals, communities and partners. Together we can create One Torbay: Working for all Torbay.



**Councillor Steve Darling**

Leader of the Council



**Councillor Darren Cowell**

Deputy Leader of the Council  
and Cabinet Member for Finance

# Our Ambition

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We want Torbay and its residents to thrive.

We want Torbay to be a place where we have turned the tide on poverty and tackled inequalities; where our children and older people will have high aspirations and where there are quality jobs, good pay and affordable housing for our residents.

We want Torbay to be the premier resort in the UK, with a vibrant arts and cultural offer for our residents and visitors to enjoy; where our built and natural environment is celebrated and where we play our part in addressing the climate change emergency.

## Our Mission

In achieving our Ambition, we will be a Council that supports, enables and empowers our residents, our communities and our partnerships, and we will do this by an approach of:

- Enabling our communities
- Using reducing resources to best effect
- Reducing demand through prevention and innovation
- Taking an integrated and joined up approach

## Four Visions

The Council's Community and Corporate Plan sets out four visions to the achievement of our Ambition, namely:

### **Thriving People**

We will turn the tide on poverty

- Protect and involve children and young people
- Reduce levels of deprivation in the Bay
- Improve the delivery, affordability and quality of housing
- Make greater use of our natural assets and cultural offer

We will have high aspirations for all of our residents

- Support healthy, physically active lives for all
- Promote good mental and physical health, reducing the occurrence of preventable illnesses
- Reduce reliance on addictive substances

We will build safer communities

- Work with partners to tackle crime, including exploitation, and its effects
- Work with partners to reduce offending and reoffending and its impacts
- Work with partners to tackle domestic abuse and sexual violence and its effects

## **Thriving Economy**

We will create an environment in which businesses and jobs can grow and where we have a local economy which is successful and sustainable

- Capitalise on the unique strengths of our economy
- Focus on areas of significant deprivation
- Build community wealth
- Support the creation of University College South Devon
- Close the educational attainment gap and broaden the skills base within the workforce
- Protect and accelerate the development of employment space to accommodate business growth

We will be the premier tourist resort in the UK

- Regenerate and re-invent our town centres
- Capitalise on our unique heritage

## **Tackling Climate Change**

We will become a Carbon Neutral Council and work with other to create a carbon neutral community

- Increase recycling rates
- Reduce Torbay's carbon footprint
- Encourage a sustainably developed built environment
- Implement re-wooding and rewilding
- Address flooding risks
- Improve communications and transport connectivity and sustainability

## **Council Fit for the Future**

We will create a culture of partnership between the Council and communities

- Use technology to drive change
- Promote community resilience
- Become an enabling Council

This Business Plan sets out what has been achieved over the last 12 months in respect of each of the Visions, and details what we seek to achieve going forward. The Council or its wholly owned companies (including TDA, SWISCo and Tor Vista Homes) will deliver the actions within this Plan in accordance our mission and approach set out in the Community and Corporate Plan.

# Thriving People

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## Last year's achievements

We've supported and worked with Torbay Food Alliance (made up of community and voluntary sector organisations) which was set up as a direct response to the Covid-19 pandemic, with a common goal to ensure that no-one in Torbay went hungry during the crisis.

Our Children's Services Learning Academy launched in September 2020 so that we can develop our social workers of the future, and we have now partnered with South Devon College to support our Community Care workers to undertake the Level 4 apprenticeship in 'Working with Children, Young People and Families'. Both are part of our "grow your own" initiative offering various routes into social work.

Part of the adult social care precept was used to fund a range of community and voluntary sector projects including:

- helping local communities take their own social action in their neighbourhoods,
- developing the support for the learning disability community,
- supporting the Torbay Helpline, and
- developing much needed mental health services.

The Autumn for All Ages programme currently includes fifteen care homes engaging in visits and activities with early years providers across the bay. Once lockdown restrictions were imposed the majority of this stopped, but some settings and childminders continued to contact care home residents for chats and updates online or to 'window wave' or chat through a safety barrier.

We approved a record number of new fostering families in the past year, bringing the total number of fostering households in Torbay to 86. Giving a child a home in the place where they grew up, means they get to stay in Torbay and remain in their school with their friends.

Backed up by financial investment, we have made significant changes in the management and practice around Children's Services. We are now seeing improvements in the outcomes for our children as well as delivering an overall financial benefit.

We have introduced Family Group Conferences which are attended by children, young people and their parents, in which they get to play a full part in deciding, with key professionals, what support services they will receive. The aim is to build, strengthen and repair relationships between children and their families.

We have made significant improvements within Children's Services, with our Government-appointed Commissioner describing the service we provide to children as "unrecognisable" from where it was. As a result, we are no longer under the scrutiny of a children's appointed commissioner and are supported by an improvement advisor.

We are delivering £8 million of investment in Torbay's schools, including St Cuthbert Mayne School, Paignton Academy, Brunel Academy and Burton Academy.

We have established a new Strategic Housing Board, which held its first meeting on 1 March 2021 with Alistair Allender as its independent chairman. The Board will work collaboratively to identify issues, gather data, explore solutions and implement change; sharing learning and experience to assist the Council to deliver its Housing Strategy.

## Case Study

Over the past year, the Council supported and facilitated the Torbay Food Alliance - a consortium of 12 food banks and community voluntary organisations as a response to the Covid-19 pandemic.

The Alliance united around a common goal: to ensure that no-one in Torbay goes hungry during the crisis.

It brought together community food resources and fundraising efforts, providing co-ordinated support to people who struggled to access food, helping the poorest and most vulnerable in Torbay.

Building on this approach we are now co-operatively developing a strategic food partnership for Torbay, which will take a long-term collaborative approach - creating a resilient local food system. We will tackle food system issues and work in partnership to explore creative, innovative solutions to establish a vibrant resilient food system, where good, healthy and sustainable food is available to all.

The food partnership is multi-sector, with a systems-approach that involves and connects key actors across all parts of the food system. It will take a strategic and co-operative approach to good food governance, with the following priorities:

- Tackling food poverty, diet-related ill-health and access to affordable healthy food – prioritising the immediate issue of school holidays,
- Supporting the creation of a vibrant, prosperous and diverse sustainable food economy,
- Tackling the climate emergency through an end to food waste, and
- Build public awareness, active food citizenship and a local good food movement.

This example of our co-operative approach embodies how we are committed to the principles of co-operation, social responsibility, solidarity and equality.

## Our focus for the next two years

The last year has been dominated by the Covid-19 pandemic and the response to it. As we move into the next phase of living with Covid-19 we can anticipate new challenges that we need to address. Equally the pandemic has strengthened partnerships and accelerated new ways of working that will continue to benefit our residents.

The Children's Partnership Early Help Model has been developed and well-received and with its package of initial deliverables it will go live on 4 May 2021.

The new but established Early Help Implementation Board has made strong strategic links made with the 0-19 Partnership to avoid duplication and is aligned with the Council's Sufficiency Board to ensure accountability.

The model itself is predicated on partnership locality teams / networks with key links to the voices, needs and desires of the local communities. The networks / teams will be focussed on maximising resources in the three localities of Torquay, Brixham and Paignton, and across Torbay itself, as well as identifying local needs or gaps and suggesting how community strengths may address them.

The model also includes the intention to work with the Community Hubs via Adult Services to build in services for families of children and young people, increasing the access to and visibility of services, supported by a range of identifiable “spokes” to the hubs in the community. The Early Help Implementation Board is overseeing these developments and has incorporated the principles and intent of the Torbay Promise in an enhanced Early Help Plus offer to families in a defined geographical area, providing particular support to the first 1001 days of an infant’s life.

We will continue to strengthen and develop our responses to child exploitation with partnership arrangements in place to both identify and safeguard victims of exploitation and a strong commitment to disrupting perpetrators of exploitation.

Children deserve a safe place to grow up and live and therefore we are making a commitment to support children so that they have access to local parks, local leisure, learning, play and culture. We want children to be part of their local community. We recognise that there are real challenges around housing and poverty and we will work with housing colleagues to support families to live in good quality accommodation. This would involve a different way of working that becomes a more family friendly approach. We have established a Housing Board and will to bring together the people and place aspect of housing. we want to work with housing associations and private landlords and build on existing arrangements, how they support families and recognising additional care needs.

We will embed a culture of recognising and responding to our cared for and care experienced young people as corporate parents. We want to enhance our role and accountability and have expanded the vision of Corporate Parenting to look at how we support this in the community, through building support in the community and increasing relationships with local business to expand this support across the whole of Torbay.

We will focus on the mental and physical health of our residents as we emerge from Covid-19 restrictions and will continue to build on our relationship with schools and South Devon College to provide supportive environments for children and young people. We will also co-produce a strategy with people with Learning Disability, focussing on independence, health and employment

We will further strengthen and develop our responses to child exploitation with partnership arrangements in place to both identify and safeguard victims of exploitation. There is a strong commitment to disrupting perpetrators of exploitation.

We will be developing an exploitation strategy with full partnership involvement to give us clear steer and direction in making Torbay a safer place for children, families and communities with a zero tolerance of exploitation. The strategy will not only protect children and families but will ensure that those children approaching their 18th birthday will have identified packages of support into adulthood where they have continued risk of exploitation.

We will deliver against the Housing Strategy, in particular on delivering housing on the sites we have already identified, with a focus on social and affordable housing and improving access to temporary housing. It is important that when people find themselves in need we can provide suitable emergency accommodation for them or better still prevent them from losing their home. Work will focus on ensuring sufficient properties are available and that we have mechanism in place to enable people to move on to permanent homes as quickly as possible. Access to affordable accommodation is an imperative to prevent homelessness.

The Future Front Door project, part of the Adult Social Care Improvement Plan, will develop a single route of referral for all adult social care requests, creating one clear picture of demand and capacity for commissioned services. The aim is to create a deeper connection to our community and further support the established integrated approach of health and social care. We will develop a holistic approach to the future use of community centres, based around mutual support and shared experience, to extend the wider community benefits.

A strategic food partnership for Torbay will be developed which will take a collaborative approach to create a more resilient local food system, which is good for both people and the planet. The partnership will look to enable access to cheap, healthy food, fairly.

## Our Priority Actions for 2021-2022

| Priority Action   | Cabinet Portfolio                          | Senior Officer   | Indicative Date                             |
|---|--|--|---|
| 1. Deliver and update our Housing Strategy Action Plan, including working with developers to encourage sites to be brought forward, to ensure a five-year housing land supply, thereby protecting our green spaces. | Economic Regeneration, Tourism and Housing | Assistant Director – Planning, Housing and Climate Emergency | In progress with work ongoing to April 2022 |
| 2. Continue to work to enable work to start on stalled development sites across Torbay.   | Economic Regeneration, Tourism and Housing | Assistant Director – Planning, Housing and Climate Emergency | In progress with work ongoing to April 2022 |
| 3. Identify and implement temporary traveller stopping sites within Torbay.   | Economic Regeneration, Tourism and Housing | Assistant Director – Planning, Housing and Climate Emergency | In progress with completion by May 2022     |
| 4. Plan and establish a programme for delivery of Extra Care Housing.   | Adults and Public Health                   | Director of Adult Services                                   | In progress with                            |

| Priority Action   | Cabinet Portfolio                          | Senior Officer                                      | Indicative Date                             |
|---|--|---|---|
|   |  |   | completion by July 2021                     |
| 5. Develop a sufficiency strategy approach to reduce the need for temporary accommodation.  | Economic Regeneration, Tourism and Housing | Assistant Director – Community Services             | In progress with completion by July 2021    |
| 6. Working with Registered Providers across Torbay, facilitate the availability of social and affordable accommodation to enable people to move on from temporary accommodation including ‘next steps’ accommodation. | Economic Regeneration, Tourism and Housing | Assistant Director – Community Services             | In progress with completion by July 2021    |
| 7. Plan and deliver a programme of work to improve the standard of accommodation in the private rented sector through, empowering residents, enforcement and an area-based intervention program.                      | Corporate and Community Services           | Assistant Director – Community Services             | In progress with completion by June 2021    |
| 8. Building on the Torbay Community Helpline, implement a new “front door” to adult social care.  | Adults and Public Health                   | Director of Adult Services                          | In progress with completion by October 2021 |
| 9. Deliver the vision for adult social care, including the development of a local outcome framework (in line with the anticipated, revised Adult Social Care Outcomes Framework).                                     | Adults and Public Health                   | Director of Adult Services                          | In progress with completion by April 2022   |
| 10. Build on our positive relationship with schools as we develop programmes to deliver out educational disadvantage strategy focussing on raising attainment whilst strengthening emotional and well-being support.  | Children’s Services                        | Assistant Director – Education, Learning and Skills | In progress with completion by July 2022    |
| 11. Deliver aspirational and efficient services for children and young people with special educational needs and disabilities.  | Children’s Services                        | Assistant Director – Education, Learning and Skills | In progress with completion by July 2022    |
| 12. In collaboration, finalise and progress the Torbay Mental Health and Suicide Prevention Alliance Action plan with work-streams including:   | Adults and Public Health                   | Director of Public Health                           | In progress with completion by April 2022   |

| Priority Action  | Cabinet Portfolio                | Senior Officer                                      | Indicative Date                             |
|--|----------------------------------|---|---|
| <ul style="list-style-type: none"> <li>• developing community and voluntary sector mental health network/s</li> <li>• supporting implementation of the community mental health framework</li> <li>• improving access to information for the public and professionals to support mental resilience to the effects of pandemic.</li> </ul> |                                  |   |   |
| 13. Agree recommendations from the Torbay On The Move appreciative inquiry.  | Adults and Public Health         | Director of Public Health                           | September 2021                              |
| 14. Seek funding for Safer Towns Initiative to improve perception and safety in Torquay town centre and surrounding area.  | Corporate and Community Services | Assistant Director – Community Services             | June 2021                                   |
| 15. Deliver the new integrated Domestic Abuse and Sexual Violence Strategy.  | Adults and Public Health         | Director of Public Health                           | In progress with completion by April 2022   |
| 16. Work with schools to ensure a zero-tolerance approach to bullying (in all its forms).  | Children’s Services              | Assistant Director - Education, Learning and Skills | In progress with completion by July 2022    |
| 17. Reposition our night-time economy through the implementation of the Evening and Night Time Economy Strategy.   | Corporate and Community Services | Assistant Director – Community Services             | In progress with completion by October 2021 |
| 18. Work with the community and voluntary sector to assess the capacity, role and future of our community centres.   | Adults and Public Health         | Director of Adult Services                          | In progress with completion by January 2022 |
| 19. Develop a strategic food partnership for Torbay to take a collaborative approach to create a more resilient local food system.   | Adults and Public Health         | Director of Adult Services                          | In progress with completion by              |

| <b>Priority Action</b> | <b>Cabinet Portfolio</b> | <b>Senior Officer</b> | <b>Indicative Date</b> |
|------------------------|--------------------------|-----------------------|------------------------|
|                        |                          |                       | September 2021         |

## Outline Actions for 2022-2023

| <b>Outline Action</b>  | <b>Cabinet Portfolio</b> | <b>Senior Officer</b>      |
|--|--------------------------|----------------------------|
| 20. Completion of Torre Marine extra care housing.   | Adults and Public Health | Director of Adult Services |
| 21. Agree the definitive approach for the re-procurement of the commissioned elements of the Lifestyles Service.   | Adults and Public Health | Director of Public Health  |
| 22. Complete procurement of the Multiple Complex Needs Alliance.   | Adults and Public Health | Director of Public Health  |
| 23. Continue the work with the community and voluntary sector to enhance our community centres so that they can continue to provide a vital role within their communities. | Adults and Public Health | Director of Adult Services |
| 24. Build on our relationship with Torbay and South Devon NHS Foundation Trust to see the delivery of the new hospital.  | Leader of the Council    | Chief Executive            |

# Thriving Economy

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## Last year's achievements

Since the start of the Covid-19 pandemic, we have paid out £93 million of grants to businesses across Torbay which were impacted by the pandemic.

Working across the public and private sectors, we launched our Wealth Building Programme, encouraging Torbay's larger companies and anchor institutions to invest more in the local economy. This will build on the community cohesion evident during the lockdowns and amplify the Keep It Local initiative.

The English Riviera UNESCO Geopark was awarded another four years membership of the expanding Global Geoparks Network. We are one of 161 Geoparks in 44 countries supported by United Nations Educational, Scientific and Cultural Organisation.

The new beach hut style public toilets at Preston Green were opened as part of a £2 million investment. Working with Healthmatic, and in partnership with the Beach Hut Users Group and local NHS, they include a defibrillator to support emergency service response times.

We have been offered a Town Deal for Torquay and will submit detailed business cases to unlock an incredible £21.9m investment from the Towns Fund to drive economic regeneration in the town.

As part of our plans to regenerate Torbay's town centres, we have purchased a prime retail site on the Strand at Torquay. The buildings are expected to be vacated by Debenhams in the near future and we will be seeking to obtain planning permission for a mixed-use development which will benefit economic and housing growth.

The Notice of Compulsory Purchase has been served on Crossways in Paignton and planning application for its demolition has been submitted.

We have been allocated Future High Street Funding for Paignton which will kick start regeneration around the town centre in Paignton Station Square, Torbay Road, the Victoria Centre and Crossways.

## Case Study

TDA works closely with local businesses to understand their growth ambitions and what barriers are preventing that growth. One of the frequent challenges that businesses face is finding the right type of space for their business within the local area. In mid-2019 TDA sought permission from the Council to develop 1200 square metres of new employment space at Torbay Business Park in Paignton. The Council agreed and provided loan finance for TDA to develop this space. Despite the pandemic the scheme was 50% let on completion in March 2020 and is now fully let with the tenant businesses in new good quality space.

## Our focus for the next two years

Before the pandemic Torbay was beginning to take greater steps to address the economic challenges that the community faces. The Council has worked with partners locally to attract

significant funding to provide momentum to the town centre transformation plans especially in Paignton and Torquay and there will be a focus until 2024 on the development and delivery of the projects that will bring about change across our towns and create the space and opportunities for Torbay to thrive.

With funding secured for the programmes in Paignton and Torquay there will be a focus on how key projects that will provide similar opportunities in Brixham can be delivered. The Council will continue to work with partners including the Town Council to identify investment opportunities and, in particular, to bring forward an extension of the fish market and town centre regeneration.

While the pandemic has hit many local businesses hard, there is a steady interest for more space from businesses, growing local businesses and businesses who want to be in Torbay. The Council will work with partners, including Neighbourhood Forums, to identify employment space and will take an active role in bringing schemes forward to support business and employment growth.

The physical regeneration of the place will be supported through work to help local businesses connect with markets and customers. The Council will commission support to help businesses in the visitor economy and independent retail businesses improve their digital presence so that visitors and residents are more aware of the range of fantastic local businesses and better able to buy locally. Torbay's tourism sector is very important, the Council has taken a lead role regionally in championing the need for support for tourism across the Heart of the South West and will continue to make the case for government to support the sector's recovery with a development plan that will help Torbay and other places demonstrate to international and domestic visitors the world class natural environment and the emerging cultural offer of Torbay.

Together with the public sector partners, the Council will deepen Torbay's commitment to a local wealth building programme working with South Devon College and the Torbay and South Devon NHS Foundation Trust to understand the collective buying power of these organisations and supporting local businesses in raising their awareness of opportunities to supply the public sector and improving their ability to bid. Using "social value" consistently across this partnership will create more employment opportunities for local people.

Supporting people into employment and raising the overall level of skills within our community is another key theme. Torbay's economy has some strengths and is better positioned to support people's career ambitions than is commonly understood whether through the visitor economy, construction or through electronics and photonics. The Council will work with its partners to extend the Ready for Work project and to create better routes into these key sectors for young people as well as those considering career changes or outside of the labour market.

Bringing these themes together we will work with Torbay Together partners to continue making the case to Government and other investors on why Torbay is a great place for them to invest and where their investment makes a difference for this place and this community.

## Our Priority Actions for 2021-2022

| <b>Priority Action</b>   | <b>Cabinet Portfolio</b>                   | <b>Senior Officer</b>                                      | <b>Indicative Date</b>                       |
|--|--|--|--|
| 25. Completion of purpose-built manufacturing facility at Claylands, Paignton.   | Economic Regeneration, Tourism and Housing | Director of Economic Strategy (TDA)                        | August 2021                                  |
| 26. Achieve 75% occupation at EPIC   | Economic Regeneration, Tourism and Housing | Director of Economic Strategy (TDA)                        | By March 2022                                |
| 27. Identify the opportunities for the regeneration of Brixham Town Centre.  | Economic Regeneration, Tourism and Housing | Director of Economic Strategy (TDA)                        | In progress with completion by December 2021 |
| 28. As part of the Economic Repositioning Plan, implement Build Torbay which will raise awareness of opportunities in the construction sector locally and increase the supply of, and skill levels, of local people into the sector. | Economic Regeneration, Tourism and Housing | Director of Economic Strategy (TDA)                        | September 2021                               |
| 29. Commence work on the redevelopment of 12-14 The Strand (former Debenhams building).  | Economic Regeneration, Tourism and Housing | Director of Asset Management, Investment and Housing (TDA) | In progress with completion by December 2021 |
| 30. Undertake the harbour public realm improvements as part of Torquay Town Deal.  | Economic Regeneration, Tourism and Housing | Director of Economic Strategy (TDA)                        | In progress with completion by October 2021  |
| 31. Continue with design work on Edginswell Station project as part of Torquay Town Deal.  | Director of Place                          | Director of Economic Strategy (TDA)                        | In progress with work ongoing to March 2022  |
| 32. Agree the potential programme of works for the restoration of the Pavilion, Torquay.   | Economic Regeneration, Tourism and Housing | Director of Place  | In progress with completion by December 2021 |

| <b>Priority Action</b>  | <b>Cabinet Portfolio</b>                | <b>Senior Officer</b>            | <b>Indicative Date</b>                       |
|---|---|----------------------------------|--|
| 33. Update the English Riviera UNESCO Global Geopark Management Plan.   | Infrastructure, Environment and Culture | Director of Place                | June 2021 – March 2022                       |
| 34. Replace the ornamental/festoon lighting at Paignton and Torquay Seafront.   | Infrastructure, Environment and Culture | Chief Operating Officer – SWISCo | In progress with completion by July 2021     |
| 35. Identify capital investment to improve the ornamental/festoon lighting at locations other than Paignton and Torquay Seafront. | Infrastructure, Environment and Culture | Chief Operating Officer – SWISCo | In progress with completion by December 2021 |
| 36. Review event space investment options at Paignton Green and Torre Abbey Meadows.  | Infrastructure, Environment and Culture | Director of Place                | In progress with completion by December 2021 |
| 37. Obtain Blue Flag status on at least six beaches.  | Infrastructure, Environment and Culture | Director of Place                | By May 2021                                  |
| 38. Endeavour to create a Beach Management Forum  | Infrastructure, Environment and Culture | Director of Place                | May 2021 – July 2022                         |
| 39. Develop and implement a Changing Places policy in order to promote, create and maintain changing places toilets.              | Adults and Public Health                | Director of Adult Services       | In progress with completion by December 2021 |
| 40. Agree and commence delivery of the Heritage Strategy Action Plan  | Infrastructure, Environment and Culture | Director of Place                | September 2021                               |
| 41. Develop an emerging strategy for the future of Oldway Mansion and apply for grant funding.                                    | Infrastructure, Environment and Culture | Director of Place                | In progress with completion by October 2021  |
| 42. Develop an emerging strategy for the future of the Parkfield estate in Paignton.  | Infrastructure, Environment and Culture | Director of Place                | May – October 2021                           |

| <b>Priority Action</b>  | <b>Cabinet Portfolio</b>                   | <b>Senior Officer</b>                                      | <b>Indicative Date</b> |
|---|--|--|------------------------|
| 43. Submit Torbay's application for Levelling Up Funding and ensure delivery of projects.                                 | Economic Regeneration, Tourism and Housing | Director of Economic Strategy (TDA)                        | Autumn 2022            |
| 44. Acquire Crossways Shopping Centre in Paignton to facilitate the regeneration of the area.                             | Economic Regeneration, Tourism and Housing | Director of Asset Management, Investment and Housing (TDA) | By October 2021        |
| 45. Commence delivery of projects as part of the Getting Building fund (Lymington Road and enabling works at Edginswell). | Economic Regeneration, Tourism and Housing | Director of Asset Management, Investment and Housing (TDA) | June 2021              |

## Outline Actions for 2022-2023

| <b>Outline Action</b>  | <b>Cabinet Portfolio</b>                   | <b>Senior Officer</b>               |
|--|--|-------------------------------------|
| 46. Review existing Beach and Promenade Bye Laws and consider applying for updated Bye Laws.                           | Infrastructure, Environment and Culture    | Director of Place                   |
| 47. Secure funding to enable the extension of the fish market at Brixham Harbour.                                      | Economic Regeneration, Tourism and Housing | Director of Economic Strategy (TDA) |
| 48. Commence delivery of regeneration projects in Brixham Town Centre.   | Economic Regeneration, Tourism and Housing | Director of Economic Strategy (TDA) |
| 49. Continue delivery of Torquay Town Deal projects, namely the Pavilion, Coastal Pinch Point and Torquay Town Centre. | Economic Regeneration, Tourism and Housing | Director of Economic Strategy (TDA) |
| 50. Commence work at Station Square, Paignton as part of the Future High Streets programme.                            | Economic Regeneration,                     | Director of Economic                |

| Outline Action  | Cabinet Portfolio                          | Senior Officer   |
|---|--|--|
|   | Tourism and Housing                        | Strategy (TDA)   |
| 51. Commence work at Torbay Road, Paignton as part of the Future High Streets programme.                            | Economic Regeneration, Tourism and Housing | Director of Economic Strategy (TDA)                        |
| 52. Commence delivery of projects within the Edginswell employment space.   | Economic Regeneration, Tourism and Housing | Director of Asset Management, Investment and Housing (TDA) |
| 53. Support the Council's tenants at the Living Coasts site in Torquay and help them identify a long-term solution. | Economic Regeneration, Tourism and Housing | Director of Place  |
| 54. Build the business case for the Northern Arm, Brixham   | Infrastructure, Environment and Culture    | Director of Place  |

# Tackling Climate Change

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## Last year's achievements

We continue to offer energy saving advice and some grants to improve homes through Exeter Community Energy.

During the summer, we used funding from the Emergency Active Travel Fund to widen pavements and create shared spaces for cyclists and pedestrians. This was to help maintain social distancing and to reduce overcrowding on public transport.

We established SWISCo, a new wholly owned company to provide a range of frontline services such as waste, recycling, highways, street scene and grounds maintenance services. SWISCo's vision is to improve and sustain where we live and work by transforming service delivery.

Since 1 July 2020, more than 5 million waste and recycling collections have been made and we are now looking to increase our recycling rate to 50% by 2023.

The team at SWISCo have worked throughout the pandemic to maintain the parks and open spaces throughout Torbay. They have sowed Urban Flower seed mix in seasonal flower beds across Torbay, including Abbey Park and Higher Furzeham, Brixham. The displays were stunning as well as having huge benefits for pollinating insects.

We have secured just over £3m from the Environment Agency for a new sea defence wall at Paignton and Preston. The proposed wall will help protect over 350 properties from rising sea levels and increased storms.

## Case Study

In May 2020, our gardeners completed the planting of annual flower seeds in some of the flower beds around Torbay. Whilst the beds at first appeared just to have bare soil, by the summer the seeds bloomed into an array of bright colours from 14 different species including marigolds, poppies and cornflowers.

Particularly impressive were the flower beds in the Italian Gardens on Torquay seafront with residents and visitors alike enjoying the vibrant, long lasting annual display. The use of this type of planting provides a habitat for bees and butterflies as part of our commitment to improve biodiversity across Torbay.

## Our focus for the next two years

We want to Torbay to thrive now and for future generations which is why we will continue to play our part in addressing climate change.

Over the course of the coming year, we will deliver immediate action to tackle climate change and refresh and develop longer term plans to work towards creating a carbon neutral Council and wider Torbay by 2030.

We will deliver our recently launched Carbon Neutral Torbay Initial Action Plan which focusses on short term actions that will be delivered in 2021/2022. The Council will also develop a new carbon neutral Council programme, focussing on working towards decarbonising our estate, operations and services. We have just nine years to deliver carbon neutrality which will be a highly challenging target to meet. It will require all directorates and services to work together. We will establish a cross directorate officer group to better coordinate and accelerate action.

We will also work with the community to co-design a new carbon neutral Torbay action plan for 2022 onwards – working towards achieving carbon neutrality by 2030. We will develop these plans in 2021 through significant community-led engagement including climate conversations and the establishment of a new climate community partnership/group. As the international and national spotlight is focussed on climate change during the 26<sup>th</sup> UN Climate Change Conference of the Parties (COP26) (hosted in Glasgow), we will ensure that the local spotlight is also on the part we can all play in tackling climate change. Initiatives will include plastic-free Torbay, developing an eco-beaches project and promoting community litter picking. We will work with the Torbay Business Improvement District Company to develop an eco-tourism offer across Torbay.

We will work to enhance the biodiversity, and tackle species decline, across Torbay, through our tree planting programme (which will also have a positive impact on our carbon neutral approach) and reviewing how our grass verges can be used to encourage wild flowers and other bee-friendly options.

Over the longer term, we will implement our new Council and Torbay wide carbon neutral plans. Actions have not yet been identified, however, they are likely to prioritise rapid acceleration of a range of actions to scale up and accelerate programmes to decarbonise our homes, businesses and transport networks, actions to generate more renewable energy and to green Torbay.

We want to support Torbay to recover from COVID-19 by building back greener. A lot of the actions we will take to tackle climate change can also create a range of economic and social benefits like job creation, new training opportunities and help us tackle health and social issues such as fuel poverty and poor quality housing. We will maximise these opportunities over the next two years and beyond.

## Our Priority Actions for 2021-2022

| Priority Action  | Cabinet Portfolio                       | Senior Officer   | Indicative Date |
|--|---|--|-----------------|
| 55. Obtain planning permission for the development of two solar farms in Torbay. | Infrastructure, Environment and Culture | Director of Asset Management, Investment and Housing (TDA) | By October 2021 |

| <b>Priority Action</b>  | <b>Cabinet Portfolio</b>                | <b>Senior Officer</b>                                      | <b>Indicative Date</b>                              |
|---|---|--|---|
| 56. Finalise and adopt Local Cycling and Walking Infrastructure Plan alongside the Local Transport Action Plan and commence delivery of at least £120,000 of walking and cycling/E bike projects. | Infrastructure, Environment and Culture | Assistant Director - Planning, Housing & Climate Emergency | In progress with completion by April 2022           |
| 57. Working with the Environment Agency, communities and businesses, identify a solution to reduce the number of properties at risk from flooding along Paignton and Preston sea fronts.          | Infrastructure, Environment and Culture | Assistant Director - Planning, Housing & Climate Emergency | In progress with work ongoing through to March 2023 |
| 58. Deliver effective tree planting schemes as part of a new three-year funded i-tree 2 initiative, including community participation and the launch of a supportive Tree Warden scheme.          | Infrastructure, Environment and Culture | Chief Operating Officer – SWISCo                           | June 2021 – March 2022                              |
| 59. Help residents to recycle more of their waste, focussing initially on their food waste and then through the introduction of a new charged-for garden waste collection service.                | Infrastructure, Environment and Culture | Chief Operating Officer – SWISCo                           | In progress with work ongoing to March 2022         |
| 60. Continue to deliver energy saving advice to homes in fuel poverty and establish an advice portal to help residents across Torbay to make energy efficient changes to their homes.             | Infrastructure, Environment and Culture | Assistant Director - Planning, Housing & Climate Emergency | In progress with work ongoing to March 2022         |
| 61. Install £1.8m of energy and carbon saving measures at Torbay Leisure Centre   | Infrastructure, Environment and Culture | Director of Place  | In progress with completion by March 2022           |
| 62. Bring electric vehicle charging points to selected car parks in Torbay and develop a plan for longer term implementation  | Infrastructure, Environment and Culture | Assistant Director - Planning, Housing & Climate Emergency | Autumn/Winter 2021/22                               |
| 63. Commence delivery of the new Carbon Neutral Council Programme, including  | Infrastructure, Environment and Culture | Assistant Director - Planning, Housing &                   | In progress with completion by April 2022           |

| <b>Priority Action</b>   | <b>Cabinet Portfolio</b>                | <b>Senior Officer</b>                                      | <b>Indicative Date</b>                    |
|--|---|--|---|
| finalising a new Carbon Neutral Council Policy and Action Plan.  |   | Climate Emergency  |   |
| 64. Co-design with our communities and partners (across the public, private, community and voluntary sectors) a new Carbon Neutral Torbay Action Plan. | Infrastructure, Environment and Culture | Assistant Director - Planning, Housing & Climate Emergency | In progress with completion by April 2022 |
| 65. Develop a new Open Spaces Strategy to ensure there is a clear approach to how we manage our open spaces.   | Infrastructure, Environment and Culture | Director of Place  | June 2021 – March 2022                    |
| 66. Issue a guidance document setting out how policies in the Local Plan relate to climate change and how they should be complied with.                | Infrastructure, Environment and Culture | Assistant Director - Planning, Housing & Climate Emergency | By April 2022                             |
| 67. Set up an Enhanced Partnership between the Council and local bus operators alongside a Bus Services Improvement Plan                               | Infrastructure, Environment and Culture | Assistant Director - Planning, Housing & Climate Emergency | Winter 2021/22                            |

## Outline Actions for 2022-2023

| <b>Outline Actions</b>  | <b>Cabinet Portfolio</b>                | <b>Senior Officer</b>                                      |
|---|---|--|
| 68. Deliver prioritised actions as identified in the Carbon Neutral Council Action Plan, including short and long term plans to explore how to decarbonise our estate, operations, services and council fleets.         | Infrastructure, Environment and Culture | Assistant Director - Planning, Housing & Climate Emergency |
| 69. Deliver prioritised actions as identified in the Carbon Neutral Torbay Action Plan, including exploring how to accelerate programmes of support the decarbonisation of our homes, businesses and transport networks | Infrastructure, Environment and Culture | Assistant Director - Planning, Housing &                   |

| Outline Actions  | Cabinet Portfolio                       | Senior Officer   |
|--|---|--|
|  |   | Climate Emergency  |
| 70. Continue delivery of walking and cycling initiatives as outlined in the finalised Local Cycling and Walking Infrastructure Plan.       | Infrastructure, Environment and Culture | Assistant Director - Planning, Housing & Climate Emergency |
| 71. Widen delivery of electric vehicle charging points.  | Infrastructure, Environment and Culture | Assistant Director - Planning, Housing & Climate Emergency |
| 72. Implement proposals set out in the Bus Services Improvement Plan.  | Infrastructure, Environment and Culture | Assistant Director - Planning, Housing & Climate Emergency |
| 73. Continue to deliver effective tree planting schemes as part of i-tree initiative, including the planting of over 350 over three years. | Infrastructure, Environment and Culture | Chief Operating Officer – SWISCo                           |
| 74. Maximise the subsidy from the Decarbonisation Fund for replacing heat sources using fossil fuels.                                      | Infrastructure, Environment and Culture | Assistant Director - Planning, Housing & Climate Emergency |

# Council Fit for the Future

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## Last year's achievements

We handed over the keys of the Tea Rooms at Oldway Mansion to a group of volunteers. Working with the Friends of Oldway is just one of many examples of how the council is working with the local community to improve the area. Last year more than 100 volunteer gardeners came forward when an appeal was put out for help with maintaining the grounds at Oldway Mansion.

We have worked with Groundwork South to encourage local people to come forward and volunteer in their parks and green spaces.

Despite the Covid-19 restrictions, we held our second Community Conference with 119 participants taking part on Zoom. We were able to celebrate the fantastic community and partnership response to the pandemic and heard about the opportunity for investment through LocalMotion.

We are using a range of communications channels to reach as many of our residents as possible. One of these is Facebook Live and, over the past year, we have run four 'Ask Us' events. These popular events have seen residents ask us questions on our response to Covid-19 and our proposals for our Budget for 2021/22.

We are continuing with our Council Redesign Programme so that we can modernise, simplify and standardise how we work so we can support the communities of Torbay and build a resilient Council. We are working to build a co-operative partnership with our communities.

Over the past year and with the Covid-19 pandemic providing a further catalyst, the Council has moved to agile working. This has included the roll out of a new telephony system meaning that the contact centre can provide support to residents remotely, as well as laying the foundations for the move to Microsoft 365 which has, for instance, meant that our Children's Services and Legal teams can continue to safeguard children through the court system.

## Case Study

On Thursday 18 June we hosted a Facebook Live "Ask Us about Covid-19" with a number of our partners. We wanted to provide our community with the opportunity to ask us questions about how we have been, and were continuing to respond to the pandemic.

Along with Cllr Steve Darling, the Leader of Torbay Council, the panel included:

- the Director of Public Health for Torbay;
- the Assistant Director for Education, Learning and Skills at Torbay Council;
- the Chair and Chief Executive for Torbay and South Devon NHS Foundation Trust;
- a representative for Torbay Police and
- the Lead Officer for the Torbay Community Development Trust.

The format enabled questions to be answered covering a wide range of areas as well as compliments being received around how our schools were opening safely and the great partnership working that had taken place during the initial Covid-19 lockdown. We also received

feedback that people would like to see more of these events in the multi-agency/partnership format.

Within 24 hours of the event starting, it had reached 36,271 Facebook accounts. This is the highest reach the council has received on all the Ask Us events we have held. During the event, there was a peak of 185 people watching at the same time with 192 comments received, 182 reactions and at least 36 shares.

## Our focus for the next two years

We will seek to further strengthen our relationship with the community and voluntary sector, with a focus on developing a relationship of equals with everyone in our community. We will continue to work to develop trust and embed the principles of co-operation into all of our work, recognising the breadth of the community, voluntary and social enterprise sector within Torbay.

Torbay’s communities have really come together during the Covid-19 pandemic and we’ve established a stronger relationship and understanding of what we can achieve together. This includes individuals supporting their neighbours, small groups working on a common goal and larger voluntary sector groups.

Community led projects will be developed using the strengths of local people and services with the learning used to roll out neighbourhood regeneration across the bay. For instance, within the Melville Project we will work on community and neighbourhood regeneration, with a focus on addressing key social problems via community engagement and co-production. The project will provide an opportunity to address issues such as poor private sector rented housing, use of public space and poverty, mental health, and concentrated substance misuse problems.

We will explore how the Council can use the skills of its workforce to make a difference in communities through opening up volunteering opportunities for its teams. Building on the Ward Facilitator scheme, we want to make sure our staff are connected to our communities as part of our overall approach to how we improve the Council’s engagement across Torbay. We will also explore the Cities of Service model of social action, whereby as a whole community we focus our efforts and activities on the things which matter the most to us.

Our Social Value Policy will seek to encourage a more diverse base of suppliers, promote fair employment practices, maximise opportunities for Torbay organisations to participate in our supply chains and promote greater environmental sustainability.

## Our Priority Actions for 2021-2022

| Priority Action   | Cabinet Portfolio     | Senior Officer  | Indicative Date                             |
|---|-----------------------|-----------------|---|
| 75. Ensure greater focus on being an active partner on a regional basis, including working as part of the Integrated Care System and leading the delivery of the Heart of the South | Leader of the Council | Chief Executive | In progress with work ongoing to March 2022 |

| Priority Action   | Cabinet Portfolio                          | Senior Officer                           | Indicative Date                               |
|---|--|--|---|
| West Coastal Productivity Plan, as we build a positive national profile.  |  |  |   |
| 76. In accordance with the Events Strategy, facilitate the use of Council land for community events.  | Infrastructure, Environment and Culture    | Director of Place                        | May 2021 onwards                              |
| 77. Implement a Customer Relationship Management system with the first iteration going live in January 2022 and developments over time to increase digital services and encourage channel shift whilst building a supportive digital advocacy service. Funding for this action is to be sought once a preferred supplier is identified. | Corporate and Community Services           | Assistant Director of Corporate Services | In progress with completion by January 2022   |
| 78. Agree a robust three-year financial plan to ensure a sustainable future for Torbay Council.   | Finance                                    | Director of Finance                      | In progress with completion by September 2021 |
| 79. Use the Community Fund to support individuals, not-for-profit organisations and small businesses that want to undertake projects which improve the lives of Torbay's residents, as well as the environment of Torbay itself.  | Corporate and Community Services           | Chief Executive                          | In progress with completion by April 2022     |
| 80. Through the Community Wealth Building Board, develop a joined-up procurement approach for anchor organisations to make it simpler for local businesses bid for work.  | Economic Regeneration, Tourism and Housing | Director of Economic Strategy (TDA)      | In progress with completion by January 2022   |
| 81. Implement the Performance and Risk Framework to enable the Council to deliver against its priorities and put in place appropriate mitigation against the risks to its ambitions.  | Leader of the Council                      | Chief Executive                          | In progress with work ongoing to March 2022   |
| 82. Continue to work with the community to deliver the Melville Project aimed at addressing issues of poor housing, use of public open  | Adults and Public Health                   | Director of Adult Services               | In progress with completion by April 2022     |

| Priority Action   | Cabinet Portfolio                       | Senior Officer   | Indicative Date                              |
|---|---|--|--|
| space and concentrated substance misuse problems.   |   |  |  |
| 83. Review and update <a href="http://www.torbay.gov.uk">www.torbay.gov.uk</a> with a focus on enabling users to self-serve and providing information and data which empowers users.  | Corporate and Community Services        | Assistant Director – Corporate Services                      | In progress with completion by December 2021 |
| 84. Deliver improvements within the Planning Service ensuring improved responsiveness and accessibility together with a proactive approach.   | Infrastructure, Environment and Culture | Assistant Director – Planning, Housing and Climate Emergency | In progress with completion by December 2021 |
| 85. Develop and deliver the Workforce Plan for the Council with the aim of being an employer of choice within Torbay with inclusive and flexible work practices, leading by example through initiatives such as Kick Start. | Corporate and Community Services        | Chief Executive  | In progress with completion by April 2022    |
| 86. Work across the Council and with our partners to ensure we are the best Corporate Parents possible.   | Leader of the Council                   | Chief Executive  | In progress with work ongoing to March 2022  |

## Outline Actions for 2022-2023

| Outline Action  | Cabinet Portfolio                | Senior Officer                           |
|---|----------------------------------|--|
| 87. Develop the Customer Relationship Management system in order to increase digital services and encourage channel shift to the provided web portal and, concurrently, develop the digital advocacy service to avoid digital exclusion.                | Corporate and Community Services | Assistant Director of Corporate Services |
| 88. Prepare the groundwork for a 'care co-op' that would provide a better solution in Torbay for the delivery of services to meet the needs working age adults (primarily those needs pertaining to independent living, integrated into the community). | Adults and Public Health         | Director of Adult Services               |
| 89. Embed the Performance and Risk Framework ensuring that the Council is using appropriate data and analysis to drive service change and policy development.   | Leader of the Council            | Chief Executive                          |

| Outline Action   | Cabinet Portfolio                          | Senior Officer                           |
|--|--|--|
| 90. Using the feedback our customers, continue to develop <a href="http://www.torbay.gov.uk">www.torbay.gov.uk</a> to enable digital access to more services.                    | Corporate and Community Services           | Assistant Director of Corporate Services |
| 91. Work with partners, including the Torbay Community Development Trust and the Integrated Care Organisation, to jointly develop and implement a volunteer strategy for Torbay. | Corporate and Community Services           | Chief Executive                          |
| 92. Submit bids to the Community Renewal Fund and the UK Shared Prosperity Fund.   | Economic Regeneration, Tourism and Housing | Director of Economic Strategy (TDA)      |
| 93. Embed our approach to long term financial planning.  | Finance                                    | Director of Finance                      |

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For more information please contact [engagement@torbay.gov.uk](mailto:engagement@torbay.gov.uk)

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