

## **ACTION PLAN**

The Action Plan sets out a high-level programme for the Council's economic development activities.

Torbay Council will produce an annual update on the programme, provide greater detail on planned activity and the progress on outcomes for each of the workstreams.

This Action Plan captures potential costs to Torbay Council on a scale of '£' indicators:

- A single '£' represents under £25k
- Two '££' represents up to £100K
- Three '£££' represents up to £500k
- And '££££' represents over £501k.

The timeline is set out as 'Short, Medium or Long term.'

- Short terms relate to projects that will be completed within 12 months.
- A medium timescale equates to delivery in 1-3 years.
- A long term is over 4 years to completion.

**Focus 2022-2030**

**i) Supporting innovators, entrepreneurs and business owners**

<b>High Level Actions</b>	<b>Our role</b>	<b>Our partners</b>	<b>Costs, resources and funding</b>	<b>Challenges and risks</b>	<b>Timeline Short/Medium/Long</b>	<b>Monitoring and measurement</b>
We will help to boost innovation throughout the economy by providing advice and signposting to our business community, including commercialising knowledge from universities and government, and supporting firms of all sizes in all sectors.	The Council has a key role in supporting and enabling business growth.  We will continue to support the Hi-Tech Cluster.	South Devon College.  HotSW LEP.  Business community.	£.	Challenge is to secure public funds to support businesses and the time required to signpost enquiries and attendance at partner meetings.  Key risk is meeting potential demand from Torbay's businesses.	Long.	Number of companies assisted.  Financial value of innovation grants won by companies supported.  Jobs created.
We will provide business support services to Torbay's start-ups and scale-up businesses.	The Council supports companies of all sizes through signposting or providing advice.	HotSW LEP.  South Devon College.	£.	Reaching smaller companies and providing a valuable programme is the major challenge.	Long.	Number of companies assisted. No. of new businesses started. No. Individuals supported in business start-ups.  Financial value to companies supported.  Jobs created.
We will provide workspace, to encourage innovative companies to grow, base & develop in Torbay.	The Council will lead & support the delivery of new workspace.	Co-working space providers. Serviced office providers. Developers.	£££.	Torbay needs to be able to attract and house entrepreneurs in high quality facilities.	Medium.	Progress will be measured on a project-by-project basis.  Jobs and businesses created/attracted to Torbay.

<p>We will use the findings of the DBI research to identify services which will help our under-represented business communities to engage with local business support networks.</p>	<p>The Council supports the development of an inclusive economy.</p>	<p>Torbay Business Forum.  Torbay Champions.</p>	<p>£.</p>	<p>Our key challenge is ensuring that all under-represented communities can access local business support networks.</p>	<p>Short.</p>	<p>Number of companies assisted.  Research projects / Data collection through short surveys etc.</p>
<p>We will target prospective businesses inward investment opportunities which we can accommodate in the employment space we have available.</p>	<p>We have responsibility for inward investment. With the current lack of employment land, we will research companies using intelligence from our existing business base to identify potential investors.</p>	<p>Torbay Hi-Tech Cluster.  Department for International Trade.</p>	<p>£.</p>	<p>Our biggest risk is the lack of employment land available in Torbay.</p>	<p>Medium.</p>	<p>Number of companies attracted to Torbay.  New Jobs created.</p>

## ii) Building on our Economic Specialisms

High Level Actions	Our role	Our partners	Costs, resources and funding	Challenges and risks	Timeline Short/Medium/Long	Monitoring and measurement
We will provide business support to companies to enable them to start, grow and prosper. As part of this, we will contribute to quality workplaces with a healthy, skilled, and motivated workforce.	The Council supports companies of all sizes through signposting or providing advice.	Torbay Business Community and business networks.  HotSW LEP.	£.	Macro-economic factors such as Covid-19, leaving the EU and its resulting change in regulations provide risks we need to account for when supporting businesses.  Reaching smaller companies and providing a valuable programme is the major challenge.	Medium.	Number of companies assisted.  Jobs created.
We will work with local businesses to identify barriers which restrict recruitment. We will work with the business community to identify initiatives that will address this.	The Council has a role in enabling companies to work productively and profitably.	South Devon College.  Job Centre+.  Torbay Business Community.	£.	Finding skills to meet business demand is a growing challenge across the country.	Short.	Number of people employed.  Unemployment levels.  Vacancy rates.
We will work with Health partners to assess the economic opportunities associated with the role of medical innovation in	With an ageing population there is potential to explore different	Health partners.	££.	The project will need broad buy in from the local community if we are to secure new opportunities.	Long.	Number of people employed.  Vacancy rates.

<p>delivering service transformation. There is an opportunity to develop Torbay as a test bed for new products and services that can be assessed in a clinical test environment to determine the impact and benefits.</p>	<p>opportunities during the life of the strategy.</p>					
<p>We will work with Torbay's tourism sector to identify and deliver initiatives and events which can support the move to a year-round economy. This will improve economic outcomes for the sector.</p>	<p>We will work with the Tourism sector to deliver the Destination Management Plan.</p>	<p>Tourism businesses.</p>	<p>££.</p>	<p>The project will need support from the sector and media to ensure that new initiatives receive public support.</p>	<p>Medium.</p>	<p>Number of visitors.</p>
<p>We will seek to address the challenge regarding the limited amount of employment land we have available to support economic growth, We will seek to expand the amount of land available for employment, and to safeguard it from other uses.</p>	<p>The Council will identify opportunities to increase employment space and meet the demands of the business community.</p>	<p>Developers and Landowners.</p>	<p>£££.</p>	<p>The Council needs to acquire and/or redevelop employment land and protect that which is already designated in order to help facilitate economic growth.</p>	<p>Medium.</p>	<p>Amount of employment land available.</p> <p>Development Plan wording of "reasonable prospects" test for changing the use of employment land (Strengthened wording to Local Plan Policy SS5).</p>

iii) Helping our community to reach their economic potential and build an inclusive economy

High Level Actions	Our role	Our partners	Costs, resources and funding	Challenges and risks	Timeline	Monitoring and measurement
<p>We will work with key skills stakeholders in Torbay to ensure that business needs are understood, and that provision is focused on ensuring that our young peoples are equipped with the skills Torbay businesses need.</p> <p>We will update evidence of employment land need to support the Local Plan and Development Management in bringing forward sufficient employment space and safeguarding existing and allocated land/space.</p>	<p>The Council has a key role in enabling the skills agenda so that business needs are met, and our community can achieve their potential.</p>	<p>South Devon College.</p> <p>Job Centre+.</p> <p>Schools.</p> <p>Business community.</p> <p>Anchor Institutions.</p>	£.	<p>Enhancing the skills agenda will need support from a range of agencies. Coordinating this is a risk.</p>	Long.	<p>Improved NVQ attainment.</p> <p>Reduced vacancy rates.</p> <p>Businesses reporting that they can recruit to vacant posts.</p>
<p>We will bring employers and education providers together to ensure education and training meets employers' needs.</p>	<p>The Council has a partnering role.</p> <p>The Council has local knowledge &amp; understanding local business needs.</p>	<p>South Devon College.</p> <p>Schools.</p> <p>Training providers.</p> <p>Business Community.</p>	£.	<p>The main challenge is to ensure that Torbay businesses are engaged and participating in activities, particularly in key growth sectors.</p>	Medium.	<p>Key indicators will include number of primary and secondary schools/college and businesses engaged in delivery.</p> <p>For the Construction sector the number of Employment and Skills Plans established on all Torbay Council contracts</p>

<p>We will work with businesses and the public sector to identify how a package of support could be developed so that we can attract or retain highly skilled work.</p>	<p>The Council has a planning role in ensuring high quality housing and employment space is available.</p>	<p>Employers and Developers (to attract jobs, housing and quality environment).</p>	<p>££.</p>	<p>Attracting new highly skilled workers and retaining talented is currently a challenge to Torbay.</p>	<p>Long.</p>	<p>Key metrics will be agreed within the strategy and will focus on attracting and securing new high skilled workers.</p>
<p>We will promote the delivery of apprenticeships to the Torbay business community.</p>	<p>The Council has a partnering role encouraging businesses to establish apprenticeship roles and supporting lead agencies to offer apprenticeship training qualifications.</p>	<p>Chamber of commerce. HotSW LEP. South Devon College and private training providers.</p>	<p>£.</p>	<p>The key risk is change to Apprenticeship policy. At present this is not foreseen.</p>	<p>Short.</p>	<p>Key metrics will include the number of apprenticeships secured and the number of companies actively supporting apprenticeships locally.</p>
<p>We will deliver Build Torbay to support the Construction sector in Torbay. The Council was awarded Towns Fund in 2020 – which is investing £21.9m in regeneration projects to create spaces to thrive by improving Torquay’s built environment and public realm.</p>	<p>The Council has responsibility for maintaining the fabric of our environment. We want to ensure our community has the skills to support this.</p>	<p>Build Torbay works in partnership with Tier 1 contractors, sub-contractors, engineers and consultants.</p>	<p>£££.</p>	<p>Without skills being available we run the risk of Towns Fund projects facing delivery problems.</p>	<p>Medium – Long.</p>	<p>Town Deal project delivered on time and budget.</p> <p>Increase in the number of Apprenticeships.</p> <p>Number of schools and individual pupils being engaged with construction careers advice and guidance, and employer contact.</p>

<p>We will promote the Community Wealth Building Memorandum ensuring that our business and institutions consider where we buy goods, the people that are employed, the assets they own, and the powers that they have, to bring about positive change and maximise the local economic opportunities.</p>	<p>The aim of community wealth building is to use local economic assets to develop the economy in ways that have tangible benefits for its citizens, communities, organisations and businesses. This will have considerable benefit for Torbay residents.</p>	<p>All Key stakeholders and Anchor Institutions.</p>	<p>££.</p>	<p>The community wealth building approach will need broad support from the Torbay community and institutions.</p>	<p>Short.</p>	<p>Level of Progressive procurement undertaken proactively engaging and enabling businesses and social organisations based in these neighbourhoods to compete to supply goods and services.</p> <p>Level of Progressive procurement: working with existing suppliers based in these neighbourhoods to encourage, support and, ultimately, require them to work with the Big Local /resident-led partnership to recruit residents into secure jobs paid at or above the Living Wage Foundation living wage.</p>
<p>We will review opportunities through the Levelling Up Fund, UK Shared Prosperity Fund and other Government initiatives.</p>	<p>The Council has a key role working with partners to secure national funding to support economic growth.</p>	<p>All key stakeholders and anchor institutions.</p>	<p>£.</p>	<p>Our challenge is to prepare a compelling package to attract government funding.</p>	<p>Short.</p>	<p>Amount of funding secured.</p>
<p>We will work with stakeholders to develop bespoke support for the over 50s which enhance their economic opportunities.</p>	<p>The Council has a role in helping our communities to secure new economic opportunities</p>	<p>South Devon College. Job Centre +. Community and</p>	<p>£.</p>	<p>Working with key stakeholders such as the South Devon College, Job Centre + and DWP we will explore options</p>	<p>Medium.</p>	<p>Number of people employed.</p>



	potential of our over 50s population.	Voluntary groups.  Business Community.		that will support the economic opportunities.		
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**iv) Maximising the economic value of nature capital**

High Level Actions	Our role	Our partners	Costs, resources and funding	Challenges and risks	Timeline	Monitoring and measurement
We will explore how Torbay's natural capital can offer new opportunity for economic growth. We want to positively and sustainably use our natural environment to help secure economic growth. This will include reviewing marine opportunities and potential growth in sectors such as Viticulture.	Torbay has outstanding natural capital we want to ensure that we can establish sustainable economic outcomes that drive our economy.	Key stakeholders.  Local businesses.	£.	We will explore opportunities that will enhance the local environment and increase economic growth.	Long.	Increase in GVA.  Job Creation.
We will deliver improvements to our High Streets using Towns Fund and Future High Street Funding secured from Government.	We have secured £21.9m for Torquay town centre from the Towns Fund and £13.36m from the Future High Streets Fund for Paignton.	English Riviera BID.  Businesses.	£££.	Improvements will kick start the exciting transformation of Paignton and Torquay town centres. Both schemes have detailed risk registers.	Short.	Retail Vacancy rates.  Footfall data from platforms such as Town and Place and AI.
We will explore the potential to establish a maintenance centre for the South West's fishing fleet.	We will explore the economic hub for the sector.	Marine and Maritime partners.  Torbay Harbour Authority.  Fishing sector.	£££.	Risk surrounds industry enthusiasm and ability to see the potential economic benefits of a regional hub in Torbay.  The availability of suitable land and space.	Medium.	Support for the Hub results in formal project development.

### Cross Cutting Theme – Tackling the Climate Emergency

High Level Actions	Our role	Our partners	Costs, resources and funding	Challenges and risks	Timeline	Monitoring and measurement
The Council is committed to becoming Carbon Neutral by 2030. We will proactively deliver initiatives which reduce our carbon emissions.	Torbay Council is committed to addressing the Climate Emergency as a key priority.	All stakeholders.  Business Community.  Torbay's Communities.	£££.	Key risk is not taking action early enough to mitigate the impact of Climate change.	Long.	Torbay's average annual average Carbon emissions.
We will encourage our businesses and stakeholders to reduce their carbon footprint through updated and more effectively implemented planning policy/ influencing.	The Council has a partnering role in encouraging stakeholders to take measures to reduce their carbon footprint.	Businesses. English Riviera BID. Devon Chamber. Health partners.	£.	Improvements are dependent on stakeholders seeking to reduce their carbon footprint.	Short.	Key metrics will include the number of businesses engaged and the extent of reductions they make to their carbon footprint.