

## **ACTION PLAN**

The Action Plan sets out a high-level programme for the Council's economic development activities over the next 3 years.

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 will be determined by the level of resources available to deliver the Action Plan.

The Action Plan captures potential costs (annually) 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

High Level Actions	Our role	Our partners	Costs, resources and funding	Challenges and risks	Timeline Short/Medium/Long	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.</b>	We will continue to support the Hi-Tech Cluster	South Devon College Growth Hub	£	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 by SetSquared or similar
	We will further develop relationship with Universities	Business community	£			Number of learners of Photonics and Opto-electronics courses
	We will further embed SetSquared or similar support into Torbay		££			EPIC occupancy rate
	We will develop a R&D grant programme to boost development of new products, processes and services		££			Financial value of innovation grants won by companies supported
						Number of jobs created
						Number of R&D grants provided
						Number of new products, processes and services
<b>We will provide business support services to Torbay's start-ups and scale-up businesses and to improve resource efficiency.</b>	We will strengthen the local entrepreneurial ecosystem supporting businesses at all stages to	Growth Hub	££	Reaching smaller companies and providing a valuable programme is the major challenge	Long	Number of new businesses started
		South Devon College				Number of aftercare visits undertaken
						Number of businesses receiving decarbonisation grants

	start, sustain and grow in hi tech sectors					Number Individuals supported in hi tech business start-ups
	We will deliver an Aftercare Programme to support the growth of our key businesses		£			Number of jobs created
	We will commission a decarbonisation programme to improve business resource efficiency		££			Number of jobs safeguarded
	We will enable our business community to sell their goods and services to our anchor institutions		£			
<b>We will provide workspace to encourage innovative companies to grow, invest &amp; develop in Torbay.</b>	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	New workspace enabled
					Medium	

<p><b>We will support our under-represented business communities to engage with local business support networks.</b></p>	<p>We will establish a new business network for ethnic minority businesses and support the network as part of the wider business environment</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>Number of companies engaged  Number of events networking events held  Research projects / Data collection through short surveys etc.</p>
<p><b>We will target prospective inward investment opportunities which we can accommodate in the employment space we have available.</b></p>	<p>We will focus our inward investment activity on targeting hi growth, tech-based businesses</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      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
<b>We will provide business support to companies in our key sectors to enable them to start, grow, improve resource efficiency and prosper.</b>	The Council will support companies of all sizes through signposting to available business support services and advice	Torbay Business Community and business networks  Growth Hub  Torbay Hi-Tech cluster	£	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	Medium	Number of new businesses created.  Number of jobs created.
	We will commission business support aligned to the needs of our key sectors, prioritising the hi tech sector			££	Reaching smaller companies and providing a valuable programme is the major challenge	
<b>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.</b>	The Council has a planning role in ensuring enough high quality affordable housing and employment space is available through the	South Devon College  Job Centre+  Torbay Business Community	£££	Finding skills to meet business demand is a growing challenge across the country	Short	New workspace enabled  New affordable housing units built  Number of employers attending  Number of potential jobs on offer  Number of job seekers

	delivery of the Housing Strategy					Unemployment levels Vacancy rates
	We will deliver or enable an annual jobs fair		£			
<b>We will work with our Medical and Healthcare sector to better understand the needs the growth needs of this sector</b>	We will convene a new medical and healthcare cluster group	Medical and Healthcare partners.	£	The project will need broad buy in from the local community if we are to secure new opportunities.	Long	Growth needs identified
	We will establish clear economic growth needs with this sector		TBC			
<b>We will work with Torbay's visitor economy sector to deliver the Destination Management Plan</b>	We will work with the visitor economy sector to deliver the Destination Management Plan	English Riviera Tourism BID Visitor economy businesses	££	The project will need support from the sector and media to ensure that new initiatives receive public support	Medium	Increased number of day visitors Increased number of staying visitors Jobs created Increased footfall

We will develop a programme to support the development and promotion of the visitor economy and aligns to the Events and Cultural Strategy

£

We will develop and deliver a grant programme to help businesses bid to host international business events and conferences

£

**We will work with our creative industries sector to better understand the needs the growth needs of this sector**

We will convene a new creative industries cluster group

Creative sector partners

£

The project will need broad buy in from the local community if we are to secure new opportunities.

Long

Growth needs identified

We will establish a set of clear economic

TBC

	growth needs from this sector.					
<p><b>We will address the challenge regarding the limited amount of employment land we have available to support economic growth, We will work to expand the amount of land available for employment, and to safeguard allocated land from other uses.</b></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 identified in the Local Plan</p>
	<p>We will ensure the Local Plan adequately protects employment sites and enables them to be developed</p>		<p>£</p>			<p>S106 funding allocated to employment sites</p>
	<p>We will explore using S106 funding to address site viability to aid bringing sites forward</p>		<p>£</p>			<p>Updated Employment Land Review produced</p>
	<p>We will support the</p>		<p>£</p>			

development  
of an  
Employment  
Land Review  
to accurately  
reflect  
demand for  
employment  
space

### 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
<b>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.</b>	We will support the development of the Local Skills Improvement Plan (LSIP)	South Devon College Job Centre+ Schools	£	Enhancing the skills agenda will need support from a range of agencies. Coordinating this is a risk	Long	LSIP produced and reflective of Torbay's skills needs
	We will develop and implement a sector pathway programme	Business community Anchor Institutions Training Providers	££			Improved NVQ attainment
<b>We will bring employers and education providers together to ensure education and training meets employers' needs.</b>	We will work with the local business community to better engage with schools to inspire our young people.	South Devon College Schools Local Education Board	£	The main challenge is to ensure that Torbay businesses are engaged and participating in activities, particularly in key growth sectors  We need to ensure our future workforce are equipped to deliver the needs of businesses and they deliver carbon neutrality	Medium	Number of secondary schools/college and businesses engaged in delivery
	We will support the Careers Hub and ensure all secondary schools have Enterprise Advisors.	Training providers Business Community	£			For the Construction sector the number of Employment and Skills Plans established on all Torbay Council contracts The number of new modules/courses developed to improve resource efficiency
	We will work to connect businesses and		£			Each secondary school to have an Enterprise Advisor

sector leads with school leaders to raise the profile of our key sectors

Number of sector leads identified

**We will promote the delivery of apprenticeships to the Torbay business community.**

We will deliver an annual apprenticeship fair.

Chambers of commerce

£

The key risk is change to Apprenticeship policy. At present this is not foreseen

Short

Number of apprenticeships offered

We will promote apprenticeships as a route into employment

Business Forum  
ERTBID

£

These will be hard to reach and innovative solutions will be needed

Number of schools attending apprenticeship fair

We will work with careers advice providers to find solutions to up skilling and help people develop their careers.

Careers Hub  
South Devon

££

College and private training providers

Careers Service

**We will help those who are in work to access training opportunities to further develop their career**

We will develop and deliver a digital skills programme to help people progress in work.

South Devon College and training providers

££

Long

Number of people gaining a qualification

Number of learners

We will develop and deliver a tailored programme to address barriers to accessing training and education

££

We will deliver numeracy courses to help people progress their career

££

<p><b>We will promote the Community Wealth Building Memorandum ensuring that our businesses 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.</b></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 (a separate action plan is agreed</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>Medium</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</p>
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	annually by the CWB Board that contains detailed actions and KPIs)					Living Wage Foundation living wage
<b>We will support economically inactive people to enhance their economic opportunities particularly those in the most disadvantaged communities in Torbay</b>	We will deliver an employment support programme to help those furthest from the labour market to find work	Job Centre + Community and Voluntary groups	££	With reducing unemployment, those needing support will need more support to address key barriers	Medium	Number of people engaged  Number of people finding employment (paid or voluntary) or further training  Number of learners
	We will deliver life skills courses to improve adult numeracy.		££			
<b>We will work with stakeholders to develop bespoke support for the over 50s which enhance their economic opportunities.</b>	We will commission an employment support programme that targets (but is not limited to) over 50s	South Devon College. Job Centre + Community and Voluntary groups  Business Community	£££	Working with key stakeholders such as South Devon College and Job Centre + we will explore options that will support the economic opportunities	Medium	Number of people moved into employment

**iv) Maximising the economic value of nature capital**

<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</b>	<b>Monitoring and measurement</b>
<b>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.</b>	The Destination Management Plan (DMP) has priorities linked to maximising the benefits from the UNESCO Geopark Designation and coastline	Key stakeholders  Local businesses	££	We will explore opportunities that will enhance the local environment and increase economic growth	Long	KPI’s within the DMP
<b>We will deliver improvements to our town centres, using Towns Fund and Future High Street Funding alongside other public and private investments.</b>	We have secured £21.9m for Torquay town centre from the Towns Fund and £13.36m from the Future High Streets Fund for Paignton. We will seek further funding to increase pace of delivery	Businesses  Government  Investors	£££	Improvements will kick start the exciting transformation of Paignton and Torquay town centres. The volatility of market prices and the public sector funding position are risks	Short	Retail Vacancy rates  Footfall data from platforms such as Town and Place and AI  Town Investment Plan delivered

<p><b>We will explore the potential to establish a maintenance centre for the South West's fishing fleet.</b></p>	<p>We will work with an investor to establish whether Brixham could become the location for a new fishing fleet maintenance centre</p>	<p>Marine and Maritime partners  Torbay Harbour Authority  Fishing sector</p>	<p>£££</p>	<p>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</p>	<p>Medium</p>	<p>Investment secured  Jobs created</p>
<p><b>We will deliver Build Torbay to support the Construction sector in Torbay.</b></p>	<p>As a commissioner of services and leader of key projects the Council will ensure our community has the skills to benefit from the investment planned</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 capital projects facing delivery problems</p>	<p>Medium – Long</p>	<p>Number of schools events delivered  Number of tier 1 contractors supported  Number of students enrolled on construction courses  Number of employment and skills plans developed and implemented  Number of awareness raising events delivered</p>

## 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
<b>Torbay and the Council is committed to becoming Carbon Neutral by 2030. We will proactively deliver initiatives which reduce our carbon emissions.</b>	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 total Carbon emissions per year
	We will commission a programme to help raise awareness of energy efficiency measures	Torbay Climate Partnership				
<b>We will encourage our businesses and stakeholders to reduce their carbon footprint through updated and more effectively implemented planning policy/ influencing.</b>	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
	We will develop and deliver a resource efficiency programme		££			