

SWISCo

A Torbay Council Company

Annual Report 2025/26





Foreword

SWISCo is central to delivering Torbay Council's Corporate Plan priorities, particularly in supporting the ambition of creating a clean, safe and attractive environment that residents and visitors can be proud of. As a key delivery partner SWISCo's work underpins living, working and investing in Torbay—through reliable waste and recycling services, well-maintained highways and public spaces, and the stewardship of our parks, coastline and natural environment.

The year 2025/26 has been one of continued progress and growing confidence for SWISCo. Across the business, we have strengthened service delivery, expanded our operational capability and continued to invest in the people, equipment and systems that support our work on behalf of Torbay Council and local communities.

This report highlights strong performance in core services, including 97% of recycling and waste collections completed on time, further development of the Brighter Bay initiative, and measurable progress across parks, highways, street cleansing and enforcement. Investment in vehicles, plant, digital systems and specialist equipment has improved efficiency, strengthened resilience and helped deliver visible improvements across the Bay.

Just as importantly, SWISCo has continued to build a stable and positive organisational culture. Staff retention remains strong, sickness absence and agency use are below target, and the business has maintained a clear focus on staff wellbeing, communication and development. Health and safety arrangements have also continued to mature, with stronger governance, more regular briefings and a more embedded safety culture across the organisation.

As SWISCo continues to evolve, the organisation remains focused on delivering reliable, efficient and high-quality services while contributing positively to the wider Torbay story. The progress set out in this report reflects the commitment of colleagues across the business and provides a strong foundation for the next phase of improvement, innovation and service growth.



2025/26 in Numbers

- **97%** of recycling and waste collections completed on time
- **1148 (58%) roads** cleared of weeds so far in the weed free streets initiative
- **27,313 tonnes** of household residual waste collected
- **128km** patrolled on foot each week by the Enforcement Team
- **Over 1,500** fly-tipping reports received and responded to
- **3 days** average time to resolve unauthorised encampments with vehicles
- **83** abandoned tents removed, supporting cleaner and safer public spaces
- **5,200** trees inspected to support public safety and tree management
- **45** new street trees planted
- **Over 40 miles** of footpaths and bridleways maintained
- **12** volunteer groups supported

OB1 - To recognise and deliver against all the particular needs of all the SWISCo customer groups and be regarded as the supplier of choice.

- Recycling and Waste ran at a combined average of 97.0 % on time (Recycling 95.7% and Waste 98.3%). This is slight increase from last years. December and January were again the lowest Recycling collection rate with 91.5% and 90.79% respectively. This has impacted SWISCo Collection rates.
- Fly-tipping remains one of the most frequently reported issues through the Report IT app. In 2025/26, SWISCo maintained a strong response despite increased demand, receiving more than 1,500 reports. Around 150 cases required investigation by the Enforcement Team, and 1,285 incidents were successfully dealt with. Although overall response times were slightly longer than in 2024/25 due to evidential investigations, first action continued within 24 hours during the working day.
- SWISCo continues to share performance dashboards with the Board and Shareholders. In addition to the existing performance dashboards, a dedicated Health and Safety dashboard has been introduced to strengthen oversight and support the review of SWISCo's health and safety management.
- A continued focus has been placed on proactive and accessible communication, ensuring information is provided in formats appropriate to customer needs and accessibility standards, with improved forward visibility of work programmes. A communication and engagement plan is being incorporated into capital and developmental works to support transparency, expectation management and customer satisfaction.
- The Report App and web portal continue to be a well-used method for the public to contact SWISCo. Enquiries submitted through these channels have now exceeded those received by phone. This shift has enabled quicker and more efficient responses, with teams deployed automatically through the system.





OB1 - To recognise and deliver against all the particular needs of all the SWISCo customer groups and be regarded as the supplier of choice.

- Brighter Bay Initiative saw SWISCo complete all grass-cutting routes, with additional resources directed to weed control. The Brighter Bay 'Final Mile' initiative operated on a fortnightly cutting schedule from April to October 2025 and resumed in March 2026.
- The report function on the SWISCo website has proved to be a vital communication tool for residents. The volume of enquiries through this channel on the app and website has steadily grown and from November 2025 has overtaken the enquires received by telephone. This has enabled us to act quicker as the on-line reporting flows directly to the service areas.
- Information governance continued to improve throughout 2025/26 and remains a key performance measure that SWISCo consistently achieves. It is also monitored through the performance dashboard, reflecting the organisation's strong response rates. Stage 1 corporate complaints achieved a 100% response rate within target over the last 12 months.
- Following the success of last year's volunteer programme, SWISCo has continued to support Friends Groups and the valuable work they undertake within their communities. SWISCo offers an online enquiry form for requesting litter-picking equipment to support community-led clean-up activities. SWISCo supplies the materials and arranges collection of the litter. During the last year, 16 separate requests were approved, with some groups carrying out regular litter picks. Volunteer programmes are now established at Berry Head and Cockington.
- Service performance is a core element of the dashboard. The dashboard covers; waste, street cleansing, grounds maintenance and highways repairs, 2 new service areas have recently been added, including enforcement and highway lining.

OB2 - To drive efficiency, innovation and best practice throughout our business to ensure best value for our customers.

- Over the past year, SWISCo has secured a further £2.5 million Parent Company loan to support asset replacement across the business. This investment will reduce reliance on leased vehicles, deliver long-term cost savings, and lower repair and maintenance costs associated with the ageing fleet.
- In 2026/27, SWISCo will continue to explore alternative fuel solutions as part of its wider fleet improvement programme. This will include working with Torbay Council's Commercial Services team to procure electric vehicles where they are operationally suitable and offer best value.
- SWISCo's fleet has now been fitted with new telematics, providing greater visibility of driver behaviour and helping identify opportunities to improve operational efficiency. The system will also support performance monitoring and provide valuable evidence when defending claims.
- At the start of 2026, SWISCo invested in state-of-the-art safety features for its HGV fleet to further strengthen fleet safety standards. These enhancements help protect both staff and the public, while supporting safer day-to-day operations across the service.



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How can I find out what jobs are available?

SWISCo Internet
www.swisco.co.uk/vacancies-ssl

Gov.UK:
www.gov.uk/search/apprenticeships

SWISCo HR email address
hrswisco@torbay.gov.uk

SWISCo

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Join our SWISCo Team



Join our SWISCo

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team

TEAM OBJECTIVE
EFFICIENT
SAFETY
CLEAR GOALS
TEAM
INNOVATION
PROFESSIONAL
THINK POSITIVELY
DEPENDABLE

OB2 - To drive efficiency, innovation and best practice throughout our business to ensure best value for our customers.

- During 2025/26, SWISCo strengthened financial management by equipping service managers with bespoke dashboards for each service area, improving visibility of performance and supporting more informed, timely decision-making.
- Throughout 2025/26, SWISCo strengthened its external engagement by working with suppliers and service providers, attending the LATCO conference in Birmingham in early 2026 supporting to build new connections. SWISCo is also exploring a return to LATCO in 2027, with the ambition of securing its own session
- SWISCo have ensured to maintain a presence at career events and job fairs across the Bay.

OB3 - To ensure a positive staff culture within the business

- Sickness absence remained well controlled during 25/26 at 3.78%, remaining below the 4% target. Short-term absence accounted for 3.56% and long-term absence 0.22%, indicating overall stability in attendance levels.
- SWISCo has reduced its reliance on agency staff in 2025/26, with usage falling from 10.27% in 2024/25 to 9.54%, remaining below the 15% target. This reflects a more stable workforce, improved retention and the structured conversion of agency workers to permanent contracts after 12 weeks.
- SWISCo has taken a proactive approach to recruitment, with the HR team attending job fairs and careers events and working with Council departments and Government agencies to provide tailored work experience opportunities for schools and colleges, including supported placements for individuals with additional needs.
- JCNC meetings with unions and staff briefings have taken place throughout the year, helping colleagues across the business to feel informed, valued and listened to. In addition, the senior management team has carried out regular welfare checks with staff working across the Bay, further supporting workforce wellbeing and engagement.





OB3 - To ensure a positive staff culture within the business

- The Mental Health First Aider programme has continued to develop, with 11 trained members of staff now providing support and guidance to colleagues across the organisation. Their names and contact details are communicated widely to ensure the service remains visible and readily accessible to those who may require support. This internal provision is further complemented by Red Poppy, a specialist external support service available to all employees free of charge through MyView.
- Collaboration between managers across all service areas and the HR department continues to strengthen, ensuring new starters receive the appropriate materials, including induction manuals and access to Big Induction meetings.
- SWISCo ensures that employees who require additional support with literacy or IT are identified and assisted as needed. When systems are introduced or updated, the IT department assesses user capability and provides alternative methods, training and direct support where required to ensure all staff can access digital processes.
- SWISCo staff retention remained a clear organisational strength in 2025/26, with an annual turnover rate of 9.5%, significantly better than the national average of 15–17%. This strong performance points to a stable, engaged workforce, reduced recruitment pressure, and a robust organisational structure. It also suggests that current approaches to leadership, wellbeing, and operational support are helping to sustain high levels of retention.



OB3 - To ensure everyone goes home safely

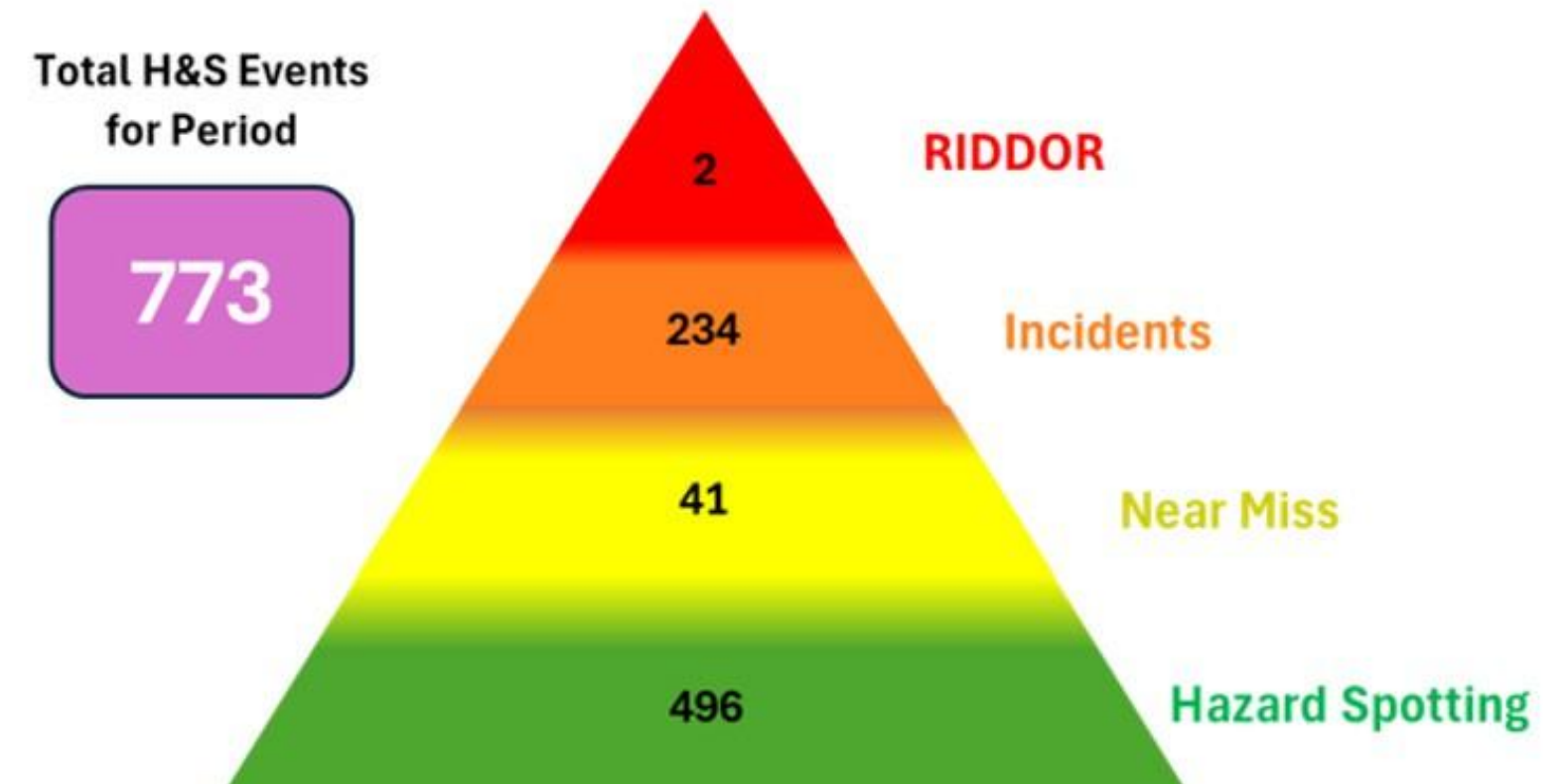
- Over the past year, SWISCo has strengthened leadership capability in health and safety, with over half of managers now NEBOSH qualified, representing a significant increase in formal safety competence at management level. Refresher first aid training is scheduled to take place shortly, alongside a review of first aid provision to ensure the organisation maintains an appropriate number of trained personnel. Mental health support has also continued to develop, with 11 trained mental health first aiders currently in place and a clear ambition to expand this provision further, particularly among operative-level staff. Collectively, these measures reflect a broader and more integrated approach to health and safety, encompassing both physical and mental wellbeing, while recognising that capability-building remains an ongoing priority.
- Reporting, escalation and governance have continued to strengthen. Hazard reporting is being actively reinforced through forums, committee meetings and team briefings, with some areas already showing improvement, including the transfer station. The new briefing arrangements are expected to support further progress. The IRP is now one of the best-attended meetings, with consistent engagement from managers across all teams, and actions are formally recorded, circulated and reviewed at subsequent meetings.
- Further progress has been made in strengthening systems, record-keeping and performance visibility. A new LOLER/PUWER system is being developed to consolidate equipment records and improve the management of required inspections. While health surveillance certificates remain within Evotix, equipment records are being transferred to a more suitable dedicated system. In parallel, the H&S dashboard has been reviewed and refreshed with clearer reporting, using SWISCo data benchmarked against HSE industry statistics to provide a more transparent and comparable view of performance.

OB4 - To ensure everyone goes home safely

- SWISCo's Health and Safety Surveillance has continued to develop over the past 12 months, with the clearest shift being from periodic, compliance-driven activity toward a more continuous, embedded, and visible safety culture. A major operational change is the move from an annual health surveillance programme to a rolling programme, with the provider now visiting once or sometimes twice a month. This is intended to identify new starters earlier, spread appointments more evenly across the year, and reduce disruption to services. The surveillance scope is also comprehensive, covering hearing, breathing, skin irritation, HAVs, and safety-critical medicals.
- In addition, staff engagement and day-to-day communication on safety have improved in 25/26, with the introduction of fortnightly health and safety briefings across all teams. These sessions involve managers meeting with staff to deliver toolbox talks or review the H&S dashboard, with the dual aim of keeping safety highly visible and making teams feel listened to and valued. Supporting this, QR signs are being installed around depots to make access to relevant information easier, and the expectation is that toolbox talk activity will increase because the briefings are now diarised rather than ad hoc. Taken together, these changes indicate a push toward more frequent communication, easier access to safety materials, and stronger consistency in how safety messages are delivered.

March 2026)

Safety Triangle



OB5 - To understand the influence that SWISCo has on the Torbay Story

- SWISCo is a signatory to the Armed Forces Covenant and has demonstrated its ongoing commitment through practical action and engagement. The organisation has recently applied for the Silver Award, reflecting sustained support for serving personnel, veterans, reservists, and their families. As part of its commitment to social value and the Armed Forces Covenant, SWISCo supports the Torbay Armed Forces Day through charitable sponsorship and direct operational assistance. This includes providing barriers, bins, and fencing, ensuring event areas are kept clean and tidy, and deploying operational teams to support event setup and delivery, helping to create a safe, well-managed, and successful community event.
- During 2025/26, SWISCo hosted a rolling programme that included 2 long-term specialist work placements from Coombe Pafford School and several group day visits from young people with significant learning and physical disabilities from Mayfield School. In addition, 6 apprenticeships were offered in 2025, comprising 4 in business administration and 2 in mechanical engineering.
- In 2025 thanks to the quality of service provided by SWISCo and the work of various local Friends Groups, 6 of our Parks were awarded the Green Flag and 2 were awarded the Green Heritage Award in the Green Flag Award scheme which is the international benchmark for well-managed parks and green spaces in the UK and other countries.





OB5 - To understand the influence that SWISCo has on the Torbay Story

- At the beginning of 2026, SWISCo's Street Scene Team began working with local communities to develop a long-term plan for the rejuvenation of playgrounds across Torbay. Through close collaboration with Ward Councillors, Community Builders and Community Partnerships, the team is ensuring that local views help shape future proposals.
- During 2025/26, SWISCo supported a range of local and national charities. Fundraising buffets were organised throughout the year, with proceeds donated to Defence Medical Welfare Service, PRIDE and Rowcroft.
- SWISCo has played an active role in the ongoing Torre Abbey development, providing landscaping advice supported by Heritage Lottery funding. This has included the long-term legacy bulb planting project, funded through a bequest, liaison with community builders and Friends groups, and the early development of an integrated management plan for Berry Head National Nature Reserve.
- In addition, SWISCo is a partner in the Heritage Lottery-funded Parks project, which has recently secured first-phase funding to assess Chapel Woods. This will be the first step in restoring the woodland and its historic features.

OB6 - To limit the environmental impact of our business

- Throughout 2025/26 SWISCO's approach has continued to remain committed to minimising the environmental impact of our operations while delivering high-quality frontline services. Environmental sustainability is embedded within SWISCO's service planning, operational delivery, and decision-making, ensuring compliance with statutory requirements and alignment with local and national environmental priorities.
- In 2025/26, SWISCO invested in modern, fuel-efficient refuse vehicles and plant equipment. SWISCO also continued to optimise collection rounds and service routes to reduce fuel usage and mileage. In addition, planned maintenance programmes have been implemented to keep vehicles operating efficiently and to help minimise emissions.
- Reducing waste and maximising resource recovery remains a core focus for SWISCO. During 2025/26, work continued to expand and promote recycling, food waste and green waste services, while improving the segregation and handling of materials to increase recycling rates and reduce contamination. This approach supports wider circular economy principles through initiatives focused on reuse and waste minimisation, alongside ongoing efforts to reduce the volume of material sent to Energy from Waste at Plymouth MVV.
- SWISCO continued enhancing the environmental value of green infrastructure through more sustainable ground's maintenance practices, including reduced chemical use, alongside biodiversity-focused initiatives such as habitat creation, tree planting and the development of pollinator-friendly spaces. Alternative mowing regimes have also been introduced where appropriate, balancing environmental benefits with community expectations. Natural assets across parks and open spaces continue to be protected and improved. This work is further supported by the modernisation of fleet management to improve operational efficiency and reduce environmental impact.



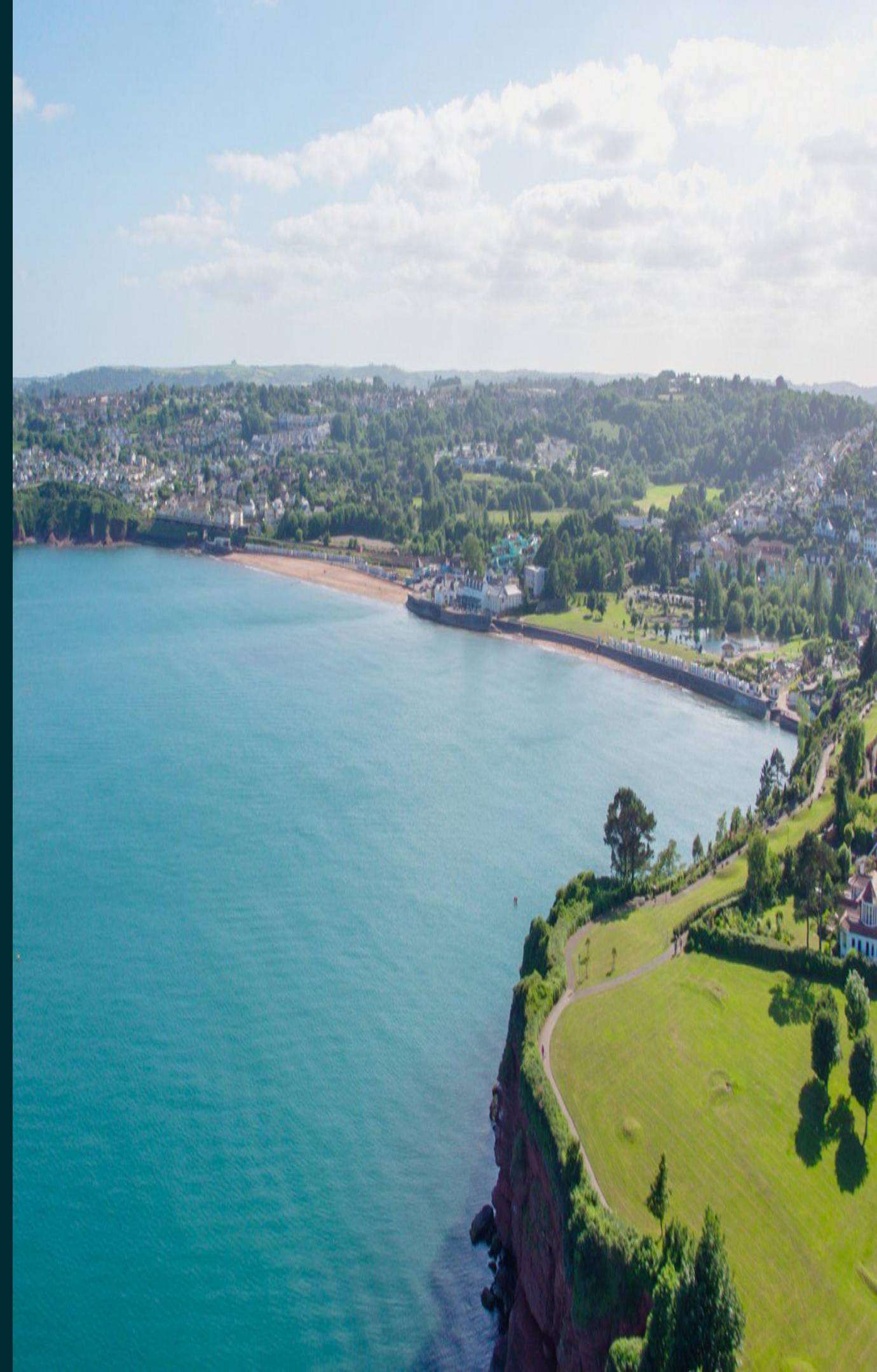


OB6 - To limit the environmental impact of our business

- Under Energy and Infrastructure, SWISCo have been improving the environmental performance of our operational estate through targeted investment in energy-efficient lighting and systems across facilities. Alongside this, SWISCo are closely monitoring and managing use of energy at depots and other operational sites. SWISCo are additionally exploring opportunities to support renewable energy generation and to invest in low-carbon infrastructure, helping to reduce emissions and strengthen the sustainability of our estate over time.
- Environmental considerations are embedded in day-to-day service delivery through ongoing efforts to reduce operational waste, minimise material use and cut reliance on single-use products. Greater use of digital systems and processes is also helping to reduce paper consumption. Sustainability criteria are being integrated into procurement and commissioning activity to ensure environmental benefits are delivered alongside value for money.
- SWISCo actively supports environmental awareness and positive behaviour change by working with residents, schools and community groups to promote waste reduction and recycling in partnership with Devon Waste Partnerships. This is complemented by support for initiatives such as Operation Brighter Bay, which help improve cleanliness and strengthen environmental pride, while also encouraging the responsible use of public spaces and a shared sense of environmental stewardship.
- Throughout 2025/26 SWISCo maintained a strong focus on compliance, monitoring and continual improvement, with full adherence to environmental legislation, permits and regulatory requirements. Performance metrics and reporting frameworks were used to monitor environmental impact and identify opportunities for improvement. Sustainability has been embedded within business planning, risk management and service transformation programmes to support long-term environmental performance.

GR1 - Expand the services delivered on behalf of the Council to maximise opportunities for efficiency

- The transfer of land management responsibilities from the former TCCT to SWISCo presents a clear strategic opportunity to drive operational efficiency, strengthen governance and optimise service delivery across Torbay's green infrastructure portfolio.
- The integration has already enabled a more joined-up approach to the management of parks, horticulture, countryside and coastal land, bringing previously separate functions into a single operational structure. This alignment reduces duplication of effort, simplifies reporting lines and supports more effective deployment of staff, vehicles and equipment across the estate. By coordinating these services under one organisation, SWISCo can plan and deliver works at scale, improving productivity while maintaining service standards.
- Operational efficiencies are also being realised through the retention of experienced staff, including former TCCT Rangers, alongside the continuation of established management plans and conservation practices. This ensures continuity of knowledge while avoiding the inefficiencies typically associated with service disruption or re-learning. At the same time, bringing these teams into a single structure allows for greater flexibility in resource allocation, enabling staff to be deployed where demand is highest across the estate.
- The integration of the services strengthens coordination with partners, volunteers and community groups. By having a single point of accountability and a consistent operating model, SWISCo can streamline engagement, reduce duplication in communications and ensure that external contributions are aligned with operational priorities. This enhances the overall effectiveness of partnership working while reducing administrative overhead.





GR1 - Expand the services delivered on behalf of the Council to maximise opportunities for efficiency

- Throughout 2025/26 SWISCo has continued to develop its partnership with the Car Parks, Harbours, Beaches and Facilities team, creating stronger operational alignment across a broader range of public services. This closer working relationship has created opportunities to explore how services delivered on behalf of the Council can be expanded to improve coordination, strengthen accountability and make more effective use of organisational capacity.
- A more integrated approach across these service areas offers clear benefits for both the Council and SWISCo. It creates opportunities to make better use of management oversight, operational resources, fleet, equipment, systems and support functions, while improving consistency in the planning and delivery of frontline services. Closer collaboration also strengthens the ability to align priorities, respond more effectively to seasonal and operational pressures, and identify efficiencies through shared working arrangements.
- This developing relationship is providing a strong foundation for further consideration of how SWISCo can expand the services it delivers on behalf of the Council to maximise efficiency. In doing so, there is potential not only to achieve greater value for money, but also to deliver a more joined-up, resilient and customer-focused operating model. Continued progress in this area will support the Council's wider ambition to streamline service delivery while maintaining a clear focus on performance, responsiveness and public value.

GR2 – Increase 3rd Party Income

- SWISCo's Waste and Recycling team has continued to see year-on-year growth in service uptake, with 2025/26 proving to be one of the busiest years to date. This growth was achieved while navigating operational challenges that required further optimisation of existing collection routes to create additional capacity. The team also supported businesses affected by the Simpler Recycling changes that came into effect on 31 March 2025, helping them to adapt to the new requirements and maintain compliant recycling arrangements.
- SWISCo has continued to support relevant businesses by providing the recycling collection services required to meet their operational needs and compliance obligations.
- Now providing collection services to more than 812 businesses, and continuing to grow, the service has built on the strong foundations established in previous years. This reflects SWISCo's commitment to reliable collections, supported by fast and effective after-sales service from the back-office team.
- Collection charges and rates were held at the same level for a third consecutive year, reflecting a clear commitment to retaining and supporting local businesses during a period of continued economic challenge. At the same time, SWISCo has sought to maintain an appropriate balance between affordability for customers and generating sufficient income to sustain the business, support future growth and enable reinvestment.
- Between 1 April 2025 and 1 April 2026, SWISCo's systems recorded approximately 27,597 scheduled general waste container lifts resulting in around 2186.06 tonnes of material sent for energy recovery.
- During the same period, 9,484 scheduled dry mixed recycling container lifts were completed, generating around 116.46 tonnes of material for recycling.
- A further 5,842 scheduled glass recycling container lifts were carried out 121.72 tonnes sent for recycling.
- In addition, 5,033 scheduled food waste recycling container lifts were completed resulting in around 183.86 tonnes being sent for processing through anaerobic digestion.
- During the year, SWISCo secured additional contracts with Beverley Holidays, the Powis Group of Hotels and Eaton Patisserie, further strengthening the commercial customer base and generating valuable additional income.
- 2025/26 saw SWISCo support a total of 16 events during the year with a total value of £13,726.66.
- The year also marked an important step forward in the expansion of SWISCo's commercial waste and recycling service beyond Torbay, with scheduled collections introduced for Newton Abbot Racecourse for the first time.
- SWISCo's external income has continued to grow, with income excluding materials rising from £2.06m in 2023/24 to a forecast £2.34m in 2025/26. Including materials, external revenue increased from £3.18m to £3.49m over the same period, indicating a positive upward trend in underlying income.





2025/26 Highlights: Parks

- SWISCo continues to enhance the Bay's environment, reflecting the dedication of its Parks and Grounds Maintenance teams, community groups and Friends groups. This collective effort was celebrated in Southwest in Bloom, with all three towns achieving Gold, alongside a further gold award at national level.
- In 2025, six of our parks were proudly awarded Green Flag status and a further two received Green Heritage Awards under the Green Flag Award scheme, the internationally recognised benchmark for well-managed parks and green spaces in the UK and beyond.
- 2025 saw more Hanging Baskets, Barrier planters and three-tiered planters which provided a sensational display that looked absolutely stunning there are more planned for 2026 in Fleet Walk, Torbay Road and Victoria street.
- SWISCo has enhanced the equipment available to the Parks and Grounds Maintenance teams, including the successful deployment of robotic mowers on highway island verges to further improve grass-cutting standards and reduce risk to operatives.
- In 2026, SWISCo will continue to deliver workshops with Friends groups, further strengthening these valued partnerships and building on the strong outcomes achieved alongside community and Friends groups.
- Tree management and planting activity supported public safety, statutory duties and long-term environmental enhancement across Torbay's parks, streets and open spaces. In total, 368 Tree Preservation Order (TPO) cases were managed, helping to protect Torbay's most valued trees.
- Targeted planting is making a real difference by expanding Torbay's tree canopy and strengthening climate resilience. Two Miyawaki mini forests (around 1,500 trees) have been planted at two primary schools, boosting biodiversity, improving air quality and delivering lasting carbon benefits.

2025/26 Highlights: Street Cleansing

- In 2025 the weed management programme has continued to develop with the team working hard to keep the programme on track, residents feedback has remained positive, supported by ongoing updates from those who have engaged. Building on from the foundation set in 2025, 2026 will see SWISCo continue to manage weed concerns by using a combined preventative, mechanical and reactive treatment method, this being delivered on a planned ward by ward basis. Two complementary weed control products will be used alongside the mechanical weed removal compact sweepers, with SWISCo now having a fleet of four available. These vehicles have been selected to maximise manoeuvrability and access across Torbay's varied road network. Manual weed removal will continue in narrow lanes, around street furniture, pedestrian crossings and other constrained locations where vehicle access is limited.
- The Big Belly Solar Compacting Bins have proven highly successful, attracting a large number of positive comments across social media and even earning a mention on BBC Radio 2. Throughout 2025 the network of bins has expanded with Brixham Harbour and Babbacombe Downs along with Torbay Road, this has created further efficiencies in the collections program
- The introduction of E Barrows for our seafront orderlies has increased the capacity of waste they can collect while completing their daily rounds and in addition this has allowed them to carry with them additional cleaning products and spot weed treatments to enhance the level of service, they are able to deliver.
- The Ranger team have been working hard to deliver a Brighter Bay. As part of the Brighter Bay initiative graffiti removal on street furniture has been a priority, with a daily task being scheduled to identify and remove graffiti from utility boxes and other items of infrastructure. The Hot Wash service has expanded to include the new Strand paved area, and a schedule has been put in place to provide an annual service to outlying shopping areas outside of the town centre.
- At the start of 2026, the rangers began collaborating with local schools to help develop play parks across the Bay, launching a design competition that received strong support from ward councillors. Work has commenced on essential repairs to existing play parks, alongside a broad community consultation programme to develop a long-term play park master plan. The aim is to secure funding not only to maintain current facilities but also to enhance and expand the existing provision.





2025/26 Highlights: Enforcement

- Over the past 12 months, the enforcement team has further strengthened its capability by completing CSAS training, enabling closer alignment with the police and providing enhanced powers and access to support. Throughout 2025 the management of unauthorised encampments continued to be a priority, and the team have maintained a site recovery timescale of 3 days throughout this period. During 2025 the team have also expanded the unauthorised encampment work to include tented encampments with the same success, working closely with the Rough Sleeper Team to identify any cases where additional support is required to ensure that this is delivered through the appropriate agencies.
- The enforcement team has proactively strengthened its daily coordination with parking enforcement, delivering a proactive and effective response to parking-related issues. A recent initiative has focused on the enforcement of offences in the vicinity of schools during morning patrols, helping to promote safer access for families and strengthening public confidence; this work has been well received by schools and members of the public.
- A new system will be implemented, with a planned go-live date of 1st June 2026, representing a positive step forward for the service. It will improve operational efficiency by providing enhanced support for officers issuing FPNs, supported by a local administrative team to further strengthen the customer-facing aspects of the process.
- At Brixham Harbour, new barriers have been installed, controlled-entry procedures have been introduced, and training has been delivered to key personnel, strengthening site security and supporting safe operations.
- In 2026, the Brixham Harbour security team will be restructured to strengthen service standards and provide even greater support for harbour operations.

2025/26 Highlights: Highways

- The highways Operations Team carried out around 3400 pothole and defect repairs in 2025/26 along with around 860 carriageway patches. The new mini planer has now been brought into service and is now being used to improve the quality of patching works.
- An increased carriageway reconstruction and resurfacing allocation from government has meant that there was an increase to the major maintenance programme over the previous year, this allowed the final sections of Goodrington Road, Paignton to be reconstructed along with roads in central Brixham and a section of Torquay Road, Paignton. With resurfacing work Meadfoot Road and Parkhill, Torquay, a section of Totnes Road, Paignton, Milton Street, Brixham were completed, along with a further 11 smaller road sections and residential streets around the Bay.
- A surface dressing programme was completed in the autumn 2025 providing preventative maintenance to the northbound carriageway of A380 Hamelin Way, the full length of Marldon Road, Torquay and to 5 residential streets within the Broadsands area of Paignton.
- Implementation of 6 'Phase 1' School 20mph schemes was completed in time for the start of the new school year in 2025 and a further 5 'Phase 2' sites were taken forward, 2 of which were implemented in March 2026. In addition, works were carried out within 2 of the 'Phase 1' schemes to improve the condition and visibility of the school crossing patrol sites.
- Unexpected issues with ground movement caused emergency closures of Sands Road, Paignton and Ilsham Marine Drive, Torquay. The Contracts and Engineering Team managed urgent repair works for Sands Road, which was extremely challenging given the ground conditions and set up a temporary traffic arrangement to re-open Ilsham Marine Drive, whilst enabling further monitoring of the ground stability to continue.
- The Brighter Bay funding has continued 2025/26 and a further 9km of major traffic routes have undergone line refreshment works through our external contractor including A3022 Brixham Road, A379 Dartmouth Road, Paignton and Belgrave Road and Newton Road, Torquay. The 'in house' line marking team have also been continuing to address remaining safety issues, enforcement issues and new lining works and have added Hyde Road and Great Western Way, Paignton to the list of major routes refreshed this year.
- 2025/26 was the first year that the Department for Transport introduced Transparency reporting to monitor the performance of highway authorities. The work of the team to prepare this report earned Torbay Council the full allocation of highways maintenance funding and rated Torbay at an overall 'amber' performance rating, which compared well with other authorities in the Southwest. [Local road maintenance ratings 2025 to 2026 - GOV.UK](#)
- The highways team was also successful in providing a Business Case, in partnership with Torbay Council's Climate Team, to secure funding to implement the 'Telensa' Central Management System (CMS) for its street lighting network, which will convert all remaining older streetlamps to new LED lanterns and enable all 13,000 lighting units to be centrally managed. This will provide a significant saving in street lighting energy costs to Torbay Council and a significant reduction to the authority's carbon footprint. The roll out commenced in early 2026 and is expected to be completed by late 2026.





2025/26 Highlights: Recycling and Waste

- Recycling and waste collections continued to perform strongly during 2025/26, achieving a combined on-time collection rate of 97.0%. This included recycling collections at 95.7% and waste collections at 98.3%, demonstrating the continued reliability of core frontline services and the effective delivery of household collection operations across Torbay
- The garden waste service continued to grow, adding 1,150 subscriptions this year. Direct debit remained a popular payment option, with many existing customers choosing it at renewal.
- Recycling services for flats were expanded, with a further 4,000 properties added to the food recycling collection service. A dedicated vehicle for collecting food and glass from flats improved access to previously difficult locations and made the service more reliable for residents. As a result, food waste tonnage rose by 7% in 2025/26.
- Recycling education continued, with 12 schools taking part in sessions held either in schools or during visits to the Energy from Waste facility in Plymouth. These sessions help children understand how their actions affect the environment and encourage good recycling habits.
- The Business Waste service also grew, expanding collections beyond the Torbay area. Several large school and commercial contracts were secured, reinforcing SWISCo's reputation as a trusted local service provider.
- Significant improvements were made at the waste transfer station and recycling centre to strengthen resilience against the rising industry-wide risk of fire. This included a dedicated fire detection and suppression system that is monitored 24 hours a day. These upgrades provide reassurance for both residents and employees.
- The Household Waste Recycling Centre (HWRC) remained extremely well used, welcoming more than 120,000 visits. Residents recycled over 6,500 tonnes of material through their visits.

2025/26 Highlights: Countryside and Conservation

- SWISCo has successfully taken on the management of Torbay's countryside, coastal and conservation estate, marking a significant milestone in the delivery of joined-up green infrastructure services across the Bay. This transition reflects the organisation's capability to integrate complex landholdings while maintaining high environmental standards and continuity of care.
- The transfer has brought a wide and diverse estate under unified management, including country parks, nature reserves, woodlands, coastal land, farmland, conservation grazing sites and sections of the Southwest Coast Path. This provides a stronger platform for coordinated service delivery and long-term stewardship of Torbay's most valuable natural assets.
- A key priority throughout the transition has been maintaining continuity of service. Experienced staff, including former TCCT Rangers, have transferred into SWISCo, ensuring that site-specific knowledge, established relationships and day-to-day management standards have been retained.
- Importantly, existing management plans, conservation priorities, statutory designations and volunteer programmes have all been maintained. This has ensured that protected sites and sensitive habitats continue to be managed in accordance with best practice and regulatory requirements, with no loss of environmental focus.
- Bringing the former TCCT estate into SWISCo's portfolio has additionally strengthened the organisation's ability to support Torbay Council's wider climate and ecological objectives. The combined service is better positioned to deliver landscape-scale improvements, expand habitat networks and respond proactively to climate challenges.
- Partnership working remains a cornerstone of the service, with ongoing collaboration alongside environmental organisations, community groups and volunteers. This ensures that local insight, public engagement and conservation expertise continue to shape the management of these nationally and locally important sites.
- Looking ahead, SWISCo will build on this strong foundation to further enhance the quality, resilience and accessibility of Torbay's green spaces. The integration of the former TCCT estate represents a significant opportunity to deliver long-term value for residents, visitors and the environment through a unified and sustainable approach to land management.

