

Clerk: Lisa Antrobus  
Telephone: 01803 207013  
E-mail address: [governance.support@torbay.gov.uk](mailto:governance.support@torbay.gov.uk)  
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Governance Support  
Town Hall  
Castle Circus  
Torquay  
TQ1 3DR

Dear Member

## **CABINET - MONDAY, 14 JULY 2025**

I am now able to enclose, for consideration at the Monday, 14 July 2025 meeting of the Cabinet, the following reports that were unavailable when the agenda was printed.

<b>Agenda No</b>	<b>Item</b>	<b>Page</b>
<b>13.</b>	<b>Council Business Plan 2023-2027 - Refresh 2025</b>	<b>(Pages 3 - 46)</b>

Yours sincerely

Lisa Antrobus  
Clerk

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# Council Business Plan 2024-27

**Investing in our future. Delivering the basics well.**

Refresh 2025

## Introduction

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Our Council Business Plan is the delivery plan for our Community and Corporate Plan. Whilst the Community and Corporate Plan sets the council's vision, objectives and priorities for the next twenty years, the Council Business Plan is a more focussed delivery plan of what the council will undertake through until 2027.

The business plan sets out, against each theme of the Community and Corporate Plan, the priority actions which the council will take, together with the key milestones for delivering those actions. It also includes key performance indicators to help us measure our progress towards the outcomes we are seeking to achieve. Our Corporate Performance Report sets out our progress towards achieving our priority actions and our progress towards our ambitions.

We know that whilst Torbay is a fantastic place to live, work and visit we still face big challenges, and that some parts of Torbay suffer from nationally significant levels of poverty. This business plan brings together the key actions we will be undertaking over the next four years to tackle those challenges and improve Torbay for all.

The business plan focuses on transformational activity we will be undertaking, but the council will continue to deliver its day-to-day business in providing important services to our customers. As part of this we will continue to explore and implement ways to improve the delivery of these vital services and identify efficiencies where possible. We will also continue to play our part regionally and nationally in representing and promoting Torbay to ensure our residents get the investment and services they deserve.

As agreed when the Council Business Plan was approved, the Plan is kept under regular review with additional milestones and projects added as options appraisals and action plans are developed. This is the first review of the Council Business Plan.

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# Community and People

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We want people across Torbay to celebrate success and feel part of their community.

Torbay will be recognised as a child friendly place. We want all residents, including our children and young people, to feel and be safe and to live well within their communities.

Everyone will have access to support, information, advice and guidance so they can meet their aspirations. With the best possible education and training, people will be enabled to fulfil their potential. We will support people to live independently.

Our communities will be encouraged and supported to bring about positive change for the good of Torbay. People will have a better sense of ownership of the services and activities available to them. We will minimise barriers for community service delivery whilst maintaining our duty of care and legal requirements. We will build strong working relationships with our community police.

## Our priorities

We will:

- Ensure our town centres are safe and welcoming for all (C1)
- Keep children safe in their communities and provide safe environments for our young people to thrive in (C2)
- Ensure early intervention is effective and targeted (C3)
- Provide the best care and support available so that residents are empowered to achieve what matters most to them (C4)
- Provide clear signposting for those needing our help (C5)
- Support and encourage community action (C6)
- Improve wellbeing and reduce social isolation (C7)

## The outcomes we want to see

- All residents are supported to live independent, healthy, active lives, without the need for long-term services
- Young people in receipt of services from children's services are prepared for adulthood
- People with care and support needs feel empowered and can access good or outstanding quality and tailored care and support
- Carers are identified quickly and provided with the information, advice and support services they need
- People feel they belong to their local area
- Gaps in healthy life expectancy between affluent and deprived areas of Torbay are reduced
- People feel that their physical and mental wellbeing is as good as possible

## Priority C1: Ensure our town centres are safe and welcoming for all

### Action C1.1 Deliver Operation Town Centres

Milestones:

Submit application for membership of Community Safety Accreditation Scheme .....	June 2025
Review and refresh multi-agency anti-social behaviour processes and procedures in conjunction with Police .....	July 2025
Implement new multi-agency anti-social behaviour governance framework for town centres under Community Safety Partnership .....	July 2025
Establish Evening Night-time Economy working group .....	July 2025
Develop and build the Safer Torbay brand.....	July 2025
Undertake Residents' Satisfaction Survey .....	September 2025
Deliver the Castle Circus and Torquay Town Centre Improvement Program .....	December 2025
Develop sustainable approaches of existing projects such as MVP and Street Marshalls.....	March 2026

### Related Actions

Action C2.2	Achieve UNICEF UK Children Friendly Community status
Action C3.1	Promote healthy behaviours and environments
Action P1.1	Deliver the Council's Housing Strategy
Action P1.3	Provide support for those who are homeless
Action P2.1	Deliver town centre regeneration schemes (including associated affordable housing)
Action P2.2	Deliver as part of the Levelling Up Partnership
Action P3.2	Develop and deliver an updated Culture Strategy
Action E3.1	Improve transport connectivity and sustainability to, from and within Torbay

## Performance Indicators

### Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
CP1 Percentage of Residents' Satisfaction Survey respondents who feel very or fairly safe in their local area after dark	-	35.0%	Not due	40%
CP2 Percentage of Residents' Satisfaction Survey respondents who feel very or fairly safe in their local area during the day	-	60.0%	Not due	70%

## Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
BP1 Percentage of people that describe Torbay as Safe and Welcoming (Annual Visitor Survey)	N/A	New	Feeling of welcome - 4.33 Feeling of safety - 4.02	tbc
BP2 Number of fixed penalty notices issued by SWISCo's Enforcement Team	N/A	New	141	Monitoring only
BP3 Number of residents signing up to Residents' Discount Scheme per year	N/A	New	1,749	2,098
BP106 Number of businesses participating in Residents' Discount Scheme per year	N/A	New	137	164

## Outcomes

- People feel safe in their local area, during the day and after dark
- People feel they belong to their local area
- People feel that their physical and mental wellbeing is as good as possible

## Priority C2: Keep children safe in their communities and provide safe environments for our young people to thrive in

### Action C2.1 Fully embed the Family Hub model across Torbay

Milestones: Review and re-procurement of 0-19 services to support embedding of Family Hub model and support young people with special educational needs and/or disabilities to age 25 .... April 2027

Identify activities to be delivered from the Family Hub for older children ..... April 2027

Expand the Family Hub deliver model to deliver from community based places to reach those families who may not engage ..... April 2027

### Action C2.2 Achieve UNICEF UK Child Friendly Community status

Milestones: Development Phase (2-3 months)..... October 2025

Delivery Phase (2- 4 years) ..... 2026-28

### Action C2.3 Undertake a review of Torbay's play parks

Milestones: Improvement Plan for Torbay's Play Parks approved..... September 2025

Implementation of Improvement Plan for Torbay's Play Parks ..... from September 2025

### Related Actions

- Action C1.1 Deliver Operation Town Centres
- Action C3.1 Promote healthy behaviours and environments
- Action C4.2 Deliver a Carers Strategy
- Action C5.1 Improve how we signpost to information, advice and guidance
- Action C6.1 Consider how community action can be encouraged, supported and rewarded
- Action C6.2 Develop a plan to support Torbay's community centres
- Action C7.1 Help people to live well and independently
- Action P1.1 Deliver the Council's Housing Strategy
- Action P1.3 Provide support for those who are homeless
- Action P5.4 Improve road safety, especially around schools and address speeding traffic spots
- Action E1.1 Improve the skills and qualifications of our residents, including children and young people
- Action E3.1 Improve transport connectivity and sustainability to, from and within Torbay



# Performance Indicators

## Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
CP3 Rate per 10,000 children of cared for children at the end of the period	124	118	111	109
CP4 Percentage of the Torbay child population living in one of the 20% most deprived areas	Next set of results due 2025 2019 = 30.1%			Monitoring only

## Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
BP4 Percentage of contacts to Children's Services progressing to early help services in the period	28%	31%	24%	Monitoring only*
BP5 Annualised rate per 10,000 children of referrals to Children's Services. in the period	822	745	702	Monitoring only*
BP6 Percentage of referrals in the period that were previously open to Children's Services within the last 12 months	22%	27%	25%	Monitoring only*
BP7 Percentage of cared for children in the period with three or more placements in the last 12 months	21%	18%	16%	14%
BP8 Percentage of cared for children aged 15 or under at the end of the period who have been cared for children for 2.5 years or more, who have been in the same placement for two years or more, or who are currently placed for adoption and their current and previous placement totals two years or more	61%	66%	64%	66%
BP9 Annualised rate per 10,000 children of children becoming cared for in the period	44	29	35	34
BP10 Number of requests for new Education Health and Care Plan (EHCP) assessments (YTD)	349	333	233	Monitoring only
BP11 Number of those receiving support via the family hubs	28,983	32,690	41,287	42,500

\* these indicators have been changed to "monitoring only" until the impacts of the children's social care reforms are understood

## Outcomes

- Fewer children need to be cared for by the Council
- All residents are supported to live independent, healthy, active lives, without the need for long-term services
- Young people in receipt of services from children's services are prepared for adulthood
- People with care and support needs feel empowered and can access good or outstanding quality and tailored care and support
- People feel they belong to their local area

## Priority C3: Ensure early intervention is effective and targeted

### Action C3.1 Promote healthy behaviours and environments

Milestones: Develop a Healthy Weight Framework and

Action Plan ..... September 2025

Develop and implement an Unhealthy Food Advertising

Policy for council owned assets ..... March 2026

Develop an oral health service and pathway for

excluded groups including the homeless ..... March 2026

Review and re-procure public health services to

support healthy behaviours ..... May 2026

### Related Actions

Action C1.1 Deliver Operation Town Centres

Action C2.1 Fully embed the Family Hub model across Torbay

Action C7.2 Support young people who experience SEND to live independently

## Performance indicators

### Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
BP12 Percentage of physically inactive adults	24.1%	21.8%	Not yet published	Monitoring only
BP13 The estimated proportion of people who are dependent on opiates and/or crack cocaine, not in the treatment system	43.0%	45.0%	48.1%	45%
BP14 The estimated proportion of people who are dependent on alcohol, not in the treatment system	64.9%	59%	62.3%	58%
BP15 Treatment progress measure (all substances) – showing substantial progress	54%	48%	44%	48%

## Outcomes

- Fewer children need to be cared for by the Council
- All residents are supported to live independent, healthy, active lives, without the need for long-term services
- Young people in receipt of services from Children's Services are prepared for adulthood
- People with care and support needs feel empowered and can access good or outstanding quality and tailored care and support

- Carers are identified quickly and provided with the information, advice and support services they need
- Gaps in healthy life expectancy between affluent and deprived areas of Torbay are reduced
- People feel that their physical and mental wellbeing is as good as possible

## Priority C4: Provide the best care and support available so that residents are empowered to achieve what matters most to them

### Action C4.1 Agree and program the Memorandum of Understanding for Adult Social Care with Torbay and South Devon NHS Foundation Trust, and associated financial transformation plan

Milestones: Digital front door for Adult Social care contacts implemented.... July 2025  
 Technology enabled care offer.....August 2025  
 New community offer in place ..... September 2025  
 New operating model designed..... December 2025

### Action C4.2 Deliver the Carers Strategy

Milestones: Reset action plan on annual basis ..... September 2025  
 Work with Carers Forum for replacement care offer  
 to support our unpaid Carers ..... September 2025  
 Carers Week annual event ..... October 2025

### Related Actions

Action C1.1 Deliver Operation Town Centres  
 Action C2.1 Fully embed the Family Hub model across Torbay  
 Action C3.1 Promote healthy behaviours and environments  
 Action C5.1 Improve how we signpost to information, advice and guidance  
 Action C7.1 Help people to live well and independently  
 Action C7.2 Support young people who experience SEND to live independently  
 Action P1.3 Provide support for those who are homeless

## Performance indicators

### Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
CP5 Differential in life expectancy in most deprived ward from least deprived ward	M – 11 yrs F – 6 yrs (2018-22)	M – 10 yrs F – 5 yrs (2019-23)	Not yet published	Monitoring only

## Council Business Plan

<b>Definition</b>	<b>2022/2023 Outturn</b>	<b>2023/2024 Outturn</b>	<b>2024/2025 Outturn</b>	<b>2025/2026 Target</b>
BP16 Percentage of clients receiving Direct Payments.	19.8%	19.2%	18.2%	23%
BP17 Percentage of adult carers reporting as much contact as they would like.	N/A	29.8%	Not Due	30%
BP18 Percentage of adult social care users who have as much contact as they would like.	46.3%	47.7%	Data not available	47.4%
BP107 Overall satisfaction of Carer's with Social Services	N/A	35.9%	Not Due	tbc

## Outcomes

- All residents are supported to live independent, healthy, active lives, without the need for long-term services
- Young people in receipt of services from children's services are prepared for adulthood
- People with care and support needs feel empowered and can access good or outstanding quality and tailored care and support
- Carers are identified quickly and provided with the information, advice and support services they need
- Gaps in healthy life expectancy between affluent and deprived areas of Torbay are reduced
- People feel that their physical and mental wellbeing is as good as possible

## Priority C5: Provide clear signposting for those needing our help

### Action C5.1 Improve how we signpost to information, advice and guidance

Milestones: Improve accessibility, by updating all pages  
to the latest templates..... September 2025

Improve accuracy and search results, by reviewing  
any pages that have not been updated  
for more than 12 months..... December 2025

Improve site navigation, by reviewing current site  
architecture and content/layout of home page  
and main topic landing pages .....March 2026

### Related Actions

Action C1.1 Deliver Operation Town Centres

Action C2.1 Fully embed the Family Hub model across Torbay

Action C4.2 Deliver a new Carers Strategy

Action C7.2 Support young people who experience SEND to live independently

## Performance indicators

### Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
BP19 Average customer wait time when contacting customer services by phone	5 mins 54 seconds	4 mins 28 seconds	5 mins 40 seconds	5 mins

## Outcomes

- All residents are supported to live independent, healthy, active lives, without the need for long-term services
- Young people in receipt of services from children's services are prepared for adulthood
- People with care and support needs feel empowered and can access good or outstanding quality and tailored care and support
- Carers are identified quickly and provided with the information, advice and support services they need
- People feel that their physical and mental wellbeing is as good as possible

## Priority C6: Support and encourage community action

### Action C6.1 Consider how community action can be encouraged, supported and rewarded

Milestones: Establish a UNICEF Youth Governance Framework.....February 2026

### Action C6.2 Develop a plan to support Torbay's community centres

Milestones: Refresh the community centre condition surveys .....tbc

### Related Actions

Action C2.1 Fully embed the Family Hub model across Torbay

Action C4.2 Deliver a new Carers Strategy

Action C5.1 Improve how we signpost to information, advice and guidance

Action C7.2 Support young people who experience SEND to live independently

## Performance indicators

### Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
BP20 Percentage of Community Ward Fund spent	63.34%	74.64%	51.8%	85%

## Outcomes

- All residents are supported to live independent, healthy, active lives, without the need for long-term services
- People with care and support needs feel empowered and can access good or outstanding quality and tailored care and support
- Carers are identified quickly and provided with the information, advice and support services they need
- People feel they belong to their local area
- People feel that their physical and mental wellbeing is as good as possible



## Priority C7: Improve wellbeing and reduce social isolation

### Action C7.1 Help people to live well and independently

Milestones: Develop the 25/26 Action Plan to support the delivery of  
“The Big Plan” for learning disabilities .....August 2025

Create our Housing in Later Life strategy ..... September 2025

Develop revised contracting and fee framework for  
regulated care to support a diverse and  
High-Quality care market ..... February 2026

Develop delivery plan and embed legislative changes  
to care leaver’s duties outlined in the Children’s  
Wellbeing and Schools Bill ..... January 2026

### Action C7.2 Support young people who experience SEND to live independently

Milestones: Updated Joint Strategic Needs Assessment for SEND .....August 2025

Further review and changes implemented to ensure  
correct SEND school placements to meet the needs of Torbay’s  
children and young people .....June 2026

### Action C7.3 Deliver priorities in the Torbay Suicide Prevention Action Plan

Milestones: Deliver Torbay Baton of Hope Relay .....September/October 2025

Develop legacy following Torbay Baton of Hope  
Relay debrief ..... December 2025

Deliver the 2025/2026 Annual Torbay Suicide Prevention  
Action Plan .....March 2026

Deliver the 2026/2027 Annual Torbay Suicide Prevention  
Action Plan .....March 2027

### Action C7.4 Deliver priorities within the Domestic Abuse and Sexual Violence Strategy

Milestones: Undertake a review of current Domestic Abuse and  
Sexual Violence learning offers to ensure  
they are up to date, tailored to different audiences ..... September 2025

Deliver three communications campaigns  
(including 16 Days of Action) ..... April 2026

Develop and explore sustainable funding options  
for a behaviour change programme in Torbay ..... July 2026

### Related Actions

Action C1.1 Deliver Operation Town Centres

Action C2.1 Fully embed the Family Hub model across Torbay

Action C2.2 Achieve UNICEF UK Child Friendly Community status

- Action C3.1 Promote healthy behaviours and environments
- Action C4.1 Agree and program the Memorandum of Understanding for Adult Social Care and associated financial transformation plan
- Action C4.2 Deliver a new Carers Strategy
- Action C5.1 Improve how we signpost to information, advice and guidance
- Action C6.2 Develop a plan to support Torbay's community centres

## Performance indicators

### Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
CP6 Percentage of Resident's Satisfaction Survey respondents who feel very or fairly strongly that they belong to their local area (raw data)	-	66%	Not due	70%
CP7 Directly age standardised suicide rate per 100,000 for Torbay	16.6 (2020-22)	12.5 (2021-23)	Not yet published	Monitoring only

### Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
BP21 Torbay Domestic Abuse Service - New placements in the service – Adults	N/A	1,015	991	Monitoring only
BP22 Torbay Domestic Abuse Service - New placements in the service - Number of children who are part of households accessing the service	690	797	692	Monitoring only
BP23 Torbay Domestic Abuse Service – Number of Multi Agency Risk Assessment Conference repeat cases within 12 months	136	72	81	Monitoring only
BP25 Percentage of people with a learning disability in settled accommodation, with or without support	N/A	83.6%	86.2%	86.5%
BP26 Number of concessionary bus journeys	2,043,586	2,295,672	2,221,583	Monitoring only

## Outcomes

- People feel safe in their local area, during the day and after dark
- Fewer children need to be cared for by the Council
- All residents are supported to live independent, healthy, active lives, without the need for long-term services
- Young people in receipt of services from children's services are prepared for adulthood

- People with care and support needs feel empowered and can access good or outstanding quality and tailored care and support
- Carers are identified quickly and provided with the information, advice and support services they need
- People feel they belong to their local area
- People feel that their physical and mental wellbeing is as good as possible

# Pride in Place

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We will invest in our three towns to enable them to develop their own distinct identities and roles. Using Torbay's unified and complementary offer as a UNESCO Geopark and a premier marine and natural experience, we will attract, retain, and grow leading edge technology businesses. We want Torbay to be a place where people of all ages want to live as well as visit. A place where everyone benefits from and enjoys a premier resort experience.

There will be more good quality, affordable and permanent properties that people, including those who are vulnerable, or care experienced, can call their home. We will work with landlords and developers to maximise the use of suitable housing stock, including social housing, and create decent accommodation across Torbay. We want this to be an even better place for people to live in whilst protecting our environment.

We will work to get the basics right, so that our town centres, seafronts and residential areas are clean, safe and well-maintained.

We will celebrate and protect the places that make Torbay special, maximising the cultural, heritage and event opportunities for our residents and visitors alike. Working in partnership we will continue to address the climate emergency so as to create a sustainable future.

## Our priorities

We will:

- Improve the delivery, affordability and quality of housing (including housing standards) for residents in Torbay (P1)
- Draw investment into our towns and breathe life into our town centres, partnering with the private sector to deliver major projects (P2)
- Maximise heritage and cultural opportunities for the enjoyment and benefit of residents and visitors (P3)
- Ensure the effective operation of SWISCo to have resources to reinvest in Torbay (Operation Brighter Bay) (P4)
- Protect and enhance our lived, built and natural environments, including our green spaces (P5)
- Improve the delivery of our planning service (P6)
- Deliver priority capital projects within the Council's Capital Programme (P7)

## The outcomes we want to see

- Enhanced high streets that attract long-term tenants and an increased number of visitors
- An enhanced and coherent culture, heritage and events offer with increased engagement and participation
- Increased customer satisfaction with our parks, green spaces and streets
- More equitable access to warm, healthy, affordable homes for all people in Torbay
- Younger, skilled people are attracted and retained to live and/or work in Torbay

- Increased customer satisfaction with the Council's planning service
- Increased resident satisfaction with the local area

## Priority P1: Improve the delivery, affordability and quality of housing (including housing standards) for residents in Torbay

### Action P1.1 Deliver the Council's Housing Strategy

Milestones: Undertake a housing condition survey .....	May 2025
Preparation of business case for accommodation repurposing project (scheme 3) .....	October 2025
Planning submission for accommodation repurposing project scheme 2 – Seabury Hotel .....	December 2025
Complete the St Kilda's project .....	July 2026
Delivery of accommodation repurposing project scheme 1 – Brampton Court.....	March 2026
Secure planning permission for accommodation repurposing project scheme 2 - Seabury Hotel.....	March 2026
Start on site for accommodation repurposing project scheme 2 - Seabury Hotel.....	Summer 2026

### Action P1.2 Deliver positive outcomes for Torbay from the Devon and Torbay Combined County Authority

Milestones: Agreement of Devon and Torbay Local Transport Plan.....	June 2025
Agreement of local growth plan.....	Autumn 2025
Corporate Plan.....	Winter 2025
Transfer of powers in relation to the adult education budget.....	2026/27

### Action P1.3 Provide support for those who are homeless

Milestones: Develop a Homelessness and Rough Sleeping Strategy and associated action plan which aims to reduce the need for temporary accommodation:	
Formation of Homelessness and Rough Sleeping Partnership .....	July 2025
Sustainable integrated partnership delivery of alternative provision for SWEP .....	September 2025
Expansion of the Housing Early Help approach to homeless families with Children's Services.....	June 2025

### Related Actions

Action C3.1 Promote healthy behaviours and environments

Action C7.1 Help people to live well and independently

Action C7.2 Support young people who experience SEND to live independently

Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)

## Performance indicators

### Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
CP8 Net additional dwellings (all tenures) completed each year	251	211	Data not available yet	300
CP9 Number of new affordable homes completed each year	32	9	52	Monitoring only
CP10 Number of new social rent homes completed each year (a sub-set of CP9)	15	0	0	Monitoring only

### Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
BP27 Average numbers in temporary accommodation on any one night this quarter	166	129	157	169
BP28 Average numbers in temporary accommodation on any one night this quarter - With dependents (including pregnant women)	85	61	71	77
BP29 Average numbers in temporary accommodation on any one night this quarter - Single households (including childless couples)	81	68	86	92
BP30 Number of families in B&B accommodation longer than 6 weeks this quarter to whom we owe a housing duty	Q1 - 1 Q2 - 0 Q3 - 1 Q4 - 0	0	1	0
BP31 Number of rough sleepers (annual)	20	27	29	25
BP32 Total number of placements provided to different individuals at the Hostel per annum	54	77	82	72
BP33 Average length of stay at the Hostel (Days)	506 (Feb 2023)	231	283	230
BP34 Percentage of households assessed and owed the main duty	39%	29%	65%	Monitoring only
BP35 Percentage of care experienced young people in suitable accommodation.	81%	82%	89%	90%
BP36 Number of requests for assistance from the Housing Standards service	291	319	400	Monitoring only

BP37 Number of legal notices served to improve quality of accommodation	41	46	46	Monitoring only
BP99 Number of Torbay Council social housing units	-	0	11	60
BP101 Total number of help desk calls	-	74	58	Monitoring only
BP102 Number of help desk calls not responded to within set timescales	-	0	0	Monitoring only
BP103 Percentage of compliance tests completed	-	100%	100%	100%
BP104 Number of compliance defects unresolved / outstanding	-	0	0	0
BP105 Rental income collected as a percentage of debt raised	96%	99%	99%	100%

## Outcomes

- More equitable access to warm, healthy, affordable homes for all people in Torbay
- Younger, skilled people are attracted and retained to live and/or work in Torbay
- Increased resident satisfaction with the local area



## Priority P2: Draw investment into our towns and breathe life into our town centres, partnering with the private sector to deliver major projects

### Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)

Milestones: Deliver the regeneration scheme at Union Square, Torquay

- Planning application ..... April 2025
- Planning Determination ..... Autumn 2025
- Construction programme  
(subject to planning & funding)..... Autumn 2026-Summer 2028

Deliver the regeneration scheme at Crossways, Paignton

- Planning application ..... July 2025
- Planning Determination ..... November 2025
- Construction programme  
(subject to planning & funding)..... March 2026-September 2027

Deliver the regeneration scheme at The Strand, Torquay

- Planning application ..... October 2025
- Planning Determination ..... March 2026
- Construction programme  
(subject to planning & funding)..... January 2027-Winter 2028

Submission of Torquay's Plan for Neighbourhoods..... November 2025

Deliver the regeneration scheme at Victoria Square, Paignton

- Planning application ..... Summer 2026
- Planning Determination ..... Autumn 2026
- Construction programme  
(subject to planning & funding)..... Summer 2027-Summer 2029

Deliver the regeneration scheme at Central Car Park, Brixham

- Agree the business case ..... Autumn 2026
- Start on site ..... Autumn 2026

### Action P2.2 Deliver as part of the Levelling Up Partnership

Milestones: Deliver the Cultural Infrastructure projects ..... October 2025

Deliver the Community Infrastructure projects..... July 2025

(Other Levelling Up Partnership milestones are referenced within other Actions)

### Related Actions

Action C1.1 Deliver Operation Town Centres

Action C2.2 Achieve UNICEF UK Child Friendly Community status

Action P1.1 Deliver the Council's Housing Strategy

Action E3.1 Improve transport connectivity and sustainability to, from and within Torbay

## Performance indicators

### Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
BP38 Total annual footfall in Torquay's Town Centre	N/A	New	10,917,929	Monitoring only
BP39 Total annual footfall in Paignton's Town Centre	N/A	New	12,050,637	Monitoring only
BP40 Total annual footfall in Brixham's Town Centre	N/A	New	4,633,664	Monitoring only

## Outcomes

- Enhanced high streets that attract long-term tenants and an increased number of visitors
- An enhanced and coherent culture, heritage and events offer with increased engagement and participation
- Increased customer satisfaction with our parks, green spaces and streets
- More equitable access to warm, healthy, affordable homes for all people in Torbay
- Younger, skilled people are attracted and retained to live and/or work in Torbay
- Increased resident satisfaction with the local area

## Priority P3: Maximise heritage and cultural opportunities for the enjoyment and benefit of residents and visitors

### Action P3.1 Enhance Torbay's cultural heritage

Milestones: Complete Heritage Places development phase ..... Summer 2025

Develop Torre Abbey Phase 3 (New Beginnings)  
delivery phase funding application ..... June 2026

Undertake Stage 1 of works at the Pavilion..... Summer 2026

With Paignton Picture House Trust, complete the  
renovation of Paignton Picture House..... August 2026

Complete Phase 1 works at Oldway Mansion ..... March 2028

### Action P3.2 Develop and deliver an updated Culture Strategy

Milestones: Review Torbay's cultural infrastructure ..... July 2025

Update Torbay's cultural strategy..... November 2025

### Action P3.3 Consider whether a showground can be established in Torbay

Milestones: Undertake feasibility study to assess whether Torbay's  
meadows and green spaces can be  
utilised as show grounds..... Summer 2025

### Related Actions

Action C2.2 Achieve UNICEF UK Child Friendly Community status

Action C3.1 Promote healthy behaviours and environments

Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)

Action P2.2 Deliver as part of the Levelling Up Partnership

Action E3.1 Improve transport connectivity and sustainability to, from and within Torbay

## Performance indicators

### Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
CP11 Cultural participation (Arts Council measure 3 yearly figure)	-	Not due	Not yet published	Not due

### Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
BP41 Number of events facilitated on Council land	86	86	89	95

BP42 Number of Arts Council National Portfolio organisations within Torbay	0	2	Not yet published	Not due
BP43 Number of organisations directly promoting Torbay's UNESCO Geopark Status (Ambassadors)	-	39	40	40
BP44 Number of Cultural Organisations recording an annual increase in participation and engagement from previous year	-	New	Not yet published	tbc

## Outcomes

- Enhanced high streets that attract long-term tenants and an increased number of visitors
- An enhanced and coherent culture, heritage and events offer with increased engagement and participation
- Increased customer satisfaction with our parks, green spaces and streets
- Younger, skilled people are attracted and retained to live and/or work in Torbay
- Increased resident satisfaction with the local area

## Priority P4: Protect and enhance our lived, built and natural environments, including our green spaces

### Action P4.1 Deliver Operation Brighter

Milestones: Introduction of street scene improvement team..... Summer 2025  
Introduction of the green space improvement team..... Summer 2025  
Enhance Brixham Harbour security & public realm ..... Summer 2025  
Achieve installation of at least 40 solar powered bins ..... Summer 2025  
Develop the partnership with community payback ..... Ongoing  
Increase the number of grass cuts per growing season  
in residential areas from seven to eight..... October 2025

### Action P4.2 Deliver the Paignton & Preston Sea Defence scheme

Milestones: Start of the Paignton and Preston seafront works ..... October 2025  
Complete the Paignton seafront works..... April 2027  
Complete the Preston seafront works ..... November 2026

### Action P4.3 Deliver the Carbon Neutral Council Action Plan and support the delivery of the Torbay Carbon Neutral Plan

Milestones: Finalise the business case and enter into the commercial agreement for Brokenbury Solar Park ..... July 2025

Undertake feasibility studies to decarbonise ten of the Council's worst energy performing buildings ..... September 2025

Apply for Public Sector Decarbonisation Scheme funding for one school / other Council asset ..... October 2025

Commence development of a Local Energy Action Plan (stage 1 – 3) and develop a long-term plan to complete its development ..... March 2026

Develop a long-term plan for how to increase energy saving advice and funding to retrofit homes in Torbay ..... March 2026

Subject to the development and approval of the business case, roll out of a programme of solar PV on roofs across the council's worst energy performing buildings ..... March 2027

Complete the decarbonisation programmes at Tor Hill House, Paignton Library and Sherwell Valley Primary School ..... March 2027

Subject to the development and approval of the business case, install a new streetlighting control management system and LED lighting ..... March 2027

Explore transition of the Council's and SWISCo's fleets to EV alternatives ..... March 2027

**Action P4.4    Improve road safety, especially around schools and address speeding traffic spots**

Milestones: Implement 20 mph zones subject to results of consultation ..... Summer 2025

**Related Actions**

Action C1.1    Deliver Operation Town Centres

Action C2.3    Undertake a review of Torbay's play parks

Action C3.1    Promote healthy behaviours and environments

Action C6.1    Consider how community action can be encouraged, supported and rewarded

Action C6.2    Develop a plan to support Torbay's community centres

Action P1.1    Deliver the Council's Housing Strategy

Action P2.1    Deliver town centre regeneration schemes (including associated affordable housing)

Action P2.2    Deliver as part of the Levelling Up Partnership

Action P3.1    Enhance Torbay's cultural heritage

Action P4.1    Deliver Operation Brighter Bay

Action P6.1    Make improvements to the Planning Service

# Performance indicators

## Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
CP12 Percentage of Residents' Satisfaction Survey respondents who feel very or fairly satisfied with their local area as a place to live	N/A	59%	Not due	70%

## Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
BP45 Percentage of grass cutting schedule achieved during the period	-	New	96%	100%
BP46 Percentage of street sweeping schedule achieved during the period	-	New	100%	100%
BP47 Percentage of weed spraying schedule achieved during the period	-	New	79%	100%
BP48 Percentage of line marking schedule achieved during the period	-	New	100%	Monitoring only
BP49 Number of repairs and interventions made to our carriageways and footways	6,162	6,386	7,657	8,429
BP50 Percentage of Residents' Satisfaction Survey respondents who feel very or fairly satisfied with the road maintenance services provided by the Council	N/A	16%	Not due	50%
BP51 Percentage of Residents' Satisfaction Survey respondents who feel very or fairly satisfied with the pavement maintenance services provided by the Council	N/A	34%	Not due	50%
BP52 Percentage of Residents' Satisfaction Survey respondents who feel very or fairly satisfied with the street cleansing services provided by the Council	N/A	44%	Not due	60%
BP53 Percentage of Residents' Satisfaction Survey respondents who feel very or fairly satisfied with the parks and green spaces maintained by the Council	N/A	64%	Not due	70%
BP54 Capital monies spent on flood alleviation and coastal protection schemes	£718,512	£433,647	£1,273,030	Monitoring only
BP55 Tonnes of CO2e -Torbay (annual)	396.7 kt (2022)	Not Yet Published	Not Yet Published	Monitoring only
BP56 Tonnes of CO2 - Torbay Council operations and services (annual)	5,011	Data not yet available	Data not yet available	Monitoring only

BP57 £ secured through various external decarbonisation funds	£59,000	£8.1m	£5,320,000	Monitoring only
BP58 Number of people killed or seriously injured on Torbay's roads	49 (2022)	52 (2023)	36 (Provisional Data)	36 (or 2024 data whichever is lower)

## Outcomes

- Enhanced high streets that attract long-term tenants and an increased number of visitors
- An enhanced and coherent culture, heritage and events offer with increased engagement and participation
- Increased customer satisfaction with our parks, green spaces and streets
- Younger, skilled people are attracted and retained to live and/or work in Torbay
- Increased resident satisfaction with the local area

## Priority P5: Ensure the effective operation of SWISCo to have resources to reinvest in Torbay

### Related Actions

Action C1.1 Deliver Operation Town Centres

Action C6.1 Consider how community action can be encouraged, supported and rewarded

Action P4.1 Deliver Operation Brighter Bay

### Outcomes

- Increased customer satisfaction with our parks, green spaces and streets
- Increased resident satisfaction with the local area



## Priority P6: Improve the delivery of our planning service

### Action P6.1 Make improvements to the Planning Service

Milestones: Conclude the Planning Service for the Future project ..... Summer 2025

Continue to raise awareness of pre-application  
engagement with the Planning Service ..... March 2026

Ensure improved performance through quarterly reporting .... March 2026

## Performance indicators

### Council Business Plan

Definition		2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
Major planning applications	BP59 Average number of days taken to validate from when required information is received	12.12	12.78	5.50	5 days
	BP60 % Determined within timescales (including extensions of time)	91.67%	73.91%	66.67%	80%
	BP61 % Determined within timescales (without extensions of time)	29.17%	4.35%	16.67%	35%
	BP62 Number of appeals	1	0	2	Monitoring only
	BP63 % of appeals allowed (upheld in the applicant's favour)	0.00%	N/A	50%	30%
Minor planning applications	BP64 Average number of days taken to validate from when required information is received	13.03	12.13	9.89	5 days
	BP65 % Determined within timescales (including extensions of time)	69.08%	76.13%	82.25%	85%
	BP66 % Determined within timescales (without extensions of time)	36.55%	41.15%	42.01%	50%
	BP67 Number of appeals	15	30	18	Monitoring only
	BP68 % of appeals allowed (upheld in the applicant's favour)	20.00%	16.67%	27.78%	30%
Other planning applications	BP69 Average number of days taken to validate from when required information is received	13.14	12.83	10.42	5 days
	BP70 % Determined within timescales (including extensions of time)	79.24%	83.37%	75.00%	88%
	BP71 % Determined within timescales (without extensions of time)	42.90%	47.29%	38.08%	60%
	BP72 Number of appeals	26	33	37	Monitoring only

	BP73 % of appeals allowed (upheld in the applicant's favour)	42.31%	36.36%	43.24%	30%
Number of enforcement cases live	BP74 notices issued (during the quarter)	4	15	11	Monitoring only
	BP75 cases closed (during the quarter)	281	206	262	Monitoring only
	BP76 cases opened (during the quarter)	362	297	258	Monitoring only
	BP77 open cases as at the last day of the quarter	522	586	590	400

## Outcomes

- Enhanced high streets that attract long-term tenants and an increased number of visitors
- An enhanced and coherent culture, heritage and events offer with increased engagement and participation
- More equitable access to warm, healthy, affordable homes for all people in Torbay
- Increased customer satisfaction with the Council's planning service
- Increased resident satisfaction with the local area

## Priority P7: Deliver priority capital projects within the Council's Capital Programme

### Related Actions

- Action C7.1 Help people live well and independently
- Action P1.1 Deliver the Council's Housing Strategy
- Action P1.2 Deliver positive outcomes for Torbay from the Devon and Torbay Combined County Authority
- Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)
- Action P2.2 Deliver as part of the Levelling Up Partnership
- Action P3.1 Enhance Torbay's cultural heritage
- Action P5.2 Deliver the Paignton Sea Defence Scheme
- Action P5.3 Deliver the Carbon Neutral Council Action Plan and support delivery of the Torbay Carbon Neutral Plan
- Action P5.4 Improve road safety, especially around schools and address speeding traffic spots
- Action E3.1 Improve transport connectivity and sustainability to, from and within Torbay

### Outcomes

- Enhanced high streets that attract long-term tenants and an increased number of visitors
- An enhanced and coherent culture, heritage and events offer with increased engagement and participation
- More equitable access to warm, healthy, affordable homes for all people in Torbay
- Younger, skilled people are attracted and retained to live and/or work in Torbay
- Increased resident satisfaction with the local area

# Economic Growth

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We will attract, retain and grow our economic specialisms so we have growth which builds on our reputation. There will be good employment and learning opportunities that enhance the potential for our residents and our communities. Residents will be able to access those opportunities because of the improved connectivity to, from and within Torbay.

Torbay is looking to the future and reaching out to collaborate, attract more investment and make the most of the considerable assets and opportunities it has.

We want to create the conditions for a strong and sustainable economy that supports a diverse mix of industries and jobs that inspire, providing equality of opportunity. We will support businesses to flourish and grow as well as attracting new businesses to the Bay.

## Our priorities

We will:

- Encourage aspiration, providing opportunities for everyone to raise their skill level, particularly in high value careers (E1)
- Drive training opportunities across all sectors to empower people to improve their skills (E2)
- Improve transport links to and within Torbay (E3)
- Develop a year-round economy (E4)
- Increase in the amount of full-time employment opportunities within Torbay (E5)
- Focus on inclusive growth, with opportunities which benefit everyone (E6)

## The outcomes we want to see

- Established pathways for young people, including those with special educational needs and/or disabilities (SEND), and unemployed to employment opportunities with skills levels moving toward national averages
- People have better transport and digital connections to jobs and amenities
- Vacancy rates falling year on year with business reporting they can find talent
- Improved productivity in Torbay which closes the gap compared to the national data
- The number of businesses and jobs in Torbay increases
- Better balance of full-time to part-time opportunities
- Targeted approach to inward investment which attracts new high-tech companies

## Priority E1: Encourage aspiration, providing opportunities for everyone to raise their skill level, particularly in high value careers

### Action E1.1 Improve the skills and qualifications of our residents, including children and young people

Milestones: Match 100% of careers hub eligible schools with an enterprise adviser. .... October 2025

Pilot new programme to increase the opportunities for children and young people who experience SEND and/or who are care experienced to access work experience..... October 2025

Start eight new supported SEND internships ..... October 2025

Embed the use of Employment and Skills Plans through Build Torbay..... June 2026

85% of careers hub eligible schools achieving Gatsby benchmark 5... .. June 2026

### Related Actions

Action C2.1 Fully embed the Family Hub model across Torbay

Action C2.2 Achieve UNICEF UK Child Friendly Community status

Action C3.1 Promote healthy behaviours and environments

Action C4.2 Deliver a Carers Strategy

Action C5.1 Improve how we signpost to information, advice and guidance

Action C7.1 Help people to live well and independently

Action C7.2 Support young people who experience SEND to live independently

Action P1.2 Deliver positive outcomes for Torbay from the Devon and Torbay Combined County Authority

Action P1.3 Provide support for those who are homeless

Action P2.2 Deliver as part of the Levelling Up Partnership

Action E3.1 Improve transport connectivity and sustainability to, from and within Torbay

## Performance indicators

### Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
CP13 Percentage of people in Torbay who are economically active (aged 16 to 64)	78.0% (2022)	75.7% (2023)	79.4% (2024)	Monitoring only
CP14 Percentage of former cared for children who are now aged 19-21 and in employment, education or training (EET)	55%	55%	53%	71%

## Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
BP78 Number of people supported through Multiply programme	146	437	231	tbc
BP79 Percentage of adults with a learning disability in paid employment	7.8%	6.3%	6.6%	7%
BP80 Number of secondary schools engaged with Business Voluntary Enterprise Advisers	100%	93.0%	100%	100%
BP81 Percentage of pupils achieving a 9 to 5 pass in English and Maths	52.3%	48.9%	51.20%	Monitoring only
BP82 Proportion of 16 - 17 year olds who were not in education, employment or training (NEET)	3.2%	4.4%	3.9%	Monitoring only
BP83 Percentage of people aged 16 to 64 in Torbay that hold an NVQ4+ qualification	36.5% (2022)	35.0% (2023)	33.8% (2024)	Monitoring only

## Outcomes

- Established pathways for young people, including those with special educational needs and/or disabilities (SEND), and unemployed to employment opportunities with skills levels moving toward national averages
- Vacancy rates falling year on year with business reporting they can find talent
- Improved productivity in Torbay which closes the gap compared to the national data
- The number of businesses and jobs in Torbay increases

## Priority E2: Drive training opportunities across all sectors to empower people to improve their skills

### Action E2.1 Develop a series of training programmes

Milestones: Launch the Connect to Work programme..... October 2025

Deliver a sector pathway programme providing  
routeways into key local careers ..... March 2026

Begin 2nd year of the Connect to Work programme..... April 2026

### Related Actions

- Action C2.1 Fully embed the Family Hub model across Torbay
- Action C2.2 Achieve UNICEF UK Child Friendly Community status
- Action C3.1 Promote healthy behaviours and environments
- Action C4.2 Deliver a Carers Strategy
- Action C5.1 Improve how we signpost to information, advice and guidance
- Action C7.1 Help people to live well and independently
- Action C7.2 Support young people who experience SEND to live independently
- Action P1.2 Deliver positive outcomes for Torbay from the Devon and Torbay Combined County Authority
- Action P2.2 Deliver as part of the Levelling Up Partnership
- Action E3.1 Improve transport connectivity and sustainability to, from and within Torbay

## Performance indicators

### Council Business Plan

Definition	2023/2024 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
BP84 Number of people achieving a new qualification, licence or skill	-	New	332	tbc
BP85 Number of employed people undertaking training	-	New	106	160
BP86 Number of people supported into work	-	New	81	97

## Outcomes

- Established pathways for young people, including those with special educational needs and/or disabilities (SEND), and unemployed to employment opportunities with skills levels moving toward national averages
- People have better transport and digital connections to jobs and amenities
- Vacancy rates falling year on year with business reporting they can find talent
- Improved productivity in Torbay which close the gap compared to the national data

## Priority E3: Improve transport links to and within Torbay

### Action E3.1 Improve transport connectivity and sustainability to, from and within Torbay

Milestones: Consultation on initial priorities within the Local Cycling and Walking Infrastructure Plan ..... December 2025  
Introduce electric buses into service ..... Summer 2026

#### Related Actions

- Action C2.2 Achieve UNICEF UK Child Friendly Community status
- Action C3.1 Promote healthy behaviours and environments
- Action C7.1 Help people to live well and independently
- Action C7.2 Support young people who experience SEND to live independently
- Action P1.2 Deliver positive outcomes for Torbay from the Devon and Torbay Combined County Authority
- Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)
- Action P2.2 Deliver as part of the Levelling Up Partnership
- Action P5.3 Deliver the Carbon Neutral Council Action Plan and support the delivery of the Torbay Carbon Neutral Plan
- Action P5.4 Improve road safety, especially around schools and address speeding traffic hotspots

## Performance indicators

### Community and Corporate Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
CP15 Local bus and light railway passenger journeys originating in the authority area	5,210,967	5,957,370	5,569,205	6,126,107

### Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
BP87 Number of public electric vehicle charging points installed on council owned land (cumulative totals)	0	0	16	100
BP88 Number of electric vehicles registered in Torbay	1,027	810	1,151	Monitoring only
BP89 Number of electric buses in service	0	0	0	40



## Outcomes

- People have better transport and digital connections to jobs and amenities
- Vacancy rates falling year on year with business reporting they can find talent
- Improved productivity in Torbay which closes the gap compared to the national data
- The number of businesses and jobs in Torbay increases

## Priority E4: Develop a year-round economy

### Action E4.1 Develop the local economy so it is growth focused, sustainable and thriving

Milestones: Work with the Hi-Tech Cluster to develop links with regional universities and others to increase the number and value of research and development grants in Torbay ..... Ongoing

Secure a site for the Technology Production Park ..... July 2025

Achieve planning permission for Technology Production Park ..... Autumn 2025

Continue to deliver a business support programme to help boost innovation across our key sectors.....March 2026

Continue to deliver a business support programme to help businesses improve their resource efficiency .....March 2026

Develop additional accommodation for the Brixham Fish Market to support the maritime and fisheries sectors (subject to Levelling Up Funding).....March 2026

Review Destination Management Plan..... December 2026

### Related Actions

Action C2.2 Achieve UNICEF UK Child Friendly Community status

Action C3.1 Promote healthy behaviours and environments

Action C7.1 Help people to live well and independently

Action C7.2 Support young people who experience SEND to live independently

Action P1.1 Deliver the Council's Housing Strategy

Action P1.2 Deliver positive outcomes for Torbay from the Devon and Torbay Combined County Authority

Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)

Action P2.2 Deliver as part of the Levelling Up Partnership

Action P3.2 Develop and deliver an update Cultural Strategy

Action P5.3 Deliver the Carbon Neutral Council Action Plan and support the delivery of the Torbay Carbon Neutral Plan

## Performance indicators

### Community and Corporate Plan

Definition	2023/2024 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
CP16 Employment by occupation group 1-3: Managers, Directors and Senior Officials; Professional Occupations; Associate Professional Occupations	42.1% (2022)	42.8% (2023)	41.4% (2024)	Monitoring only

CP17 Employment by occupation group 4-5: Administrative & Secretarial Occupations; Skilled Trades Occupations	21.3% (2022)	21.1% (2023)	23.0% (2024)	Monitoring only
CP18 Employment by occupation group 6-7: Caring, Leisure and Other Service Occupations; Sales and Customer Service Occupations	19.0% (2022)	17.6% (2023)	18.5% (2024)	Monitoring only
CP19 Employment by occupation group 8-9: Process Plant & Machine Operatives; Elementary Occupations	17.1% (2022)	18.5% (2023)	17.1% (2024)	Monitoring only
CP20 National Non Domestic Rates – Total number of occupied hereditaments (premises)	5,204 (31/3/2023)	5,025 (31/3/2024)	4,850 (31/3/2025)	Monitoring only
CP21 National Non Domestic Rates – Total number of void hereditaments (premises)	504 (31/3/2023)	567 (31/3/2024)	674 (31/3/2025)	Monitoring only
CP22 Gross Value Added per hour worked	£27.10 (2022)		Not yet published	Monitoring only
CP23 Gross Value Added per filled job	£39,282.10 (2022)		Not yet published	Monitoring only

#### Council Business Plan

Definition	2023/2024 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
BP90 Number of visitors to Torbay (annual figure)	3,959,300 (2022)	3,768,500 (2023)	Data not available	Monitoring only
BP91 Occupancy rate of Council Let Estate (Inc former TDA Estate)	93%	90%	89.2%	90%
BP92 Occupancy rate at EPIC	90.0%	95.0%	100%	80%

## Outcomes

- People have better transport and digital connections to jobs and amenities
- Vacancy rates falling year on year with business reporting they can find talent
- Improved productivity in Torbay which closes the gap compared to the national data
- The number of businesses and jobs in Torbay increases
- Better balance of full-time to part-time opportunities
- Targeted approach to inward investment which attracts new high-tech companies

## Priority E5: Increase the amount of full-time employment opportunities within Torbay

### Action E5.1 Create more full-time job opportunities in Torbay

- Milestones: Confirm criteria for the Enterprise Development Funding, proposed in the 2024/25 budget, to support economic growth and job creation ..... May 2025
- Review the Economic Growth Strategy to ensure that the action plan remains consistent with the objectives of the Council and its Place Partners. .... July 2025
- Increase the availability for children and young people to have access to wraparound positive activities during the school holidays..... December 2025
- Deliver the Early Years entitlements to support parents with flexible childcare to return to work..... January 2026

### Related Actions

- Action C2.2 Achieve UNICEF UK Child Friendly Community status
- Action C7.1 Help people to live well and independently
- Action C7.2 Support young people who experience SEND to live independently
- Action P1.1 Deliver the Council's Housing Strategy
- Action P1.2 Deliver positive outcomes for Torbay from the Devon and Torbay Combined County Authority
- Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)
- Action P2.2 Deliver as part of the Levelling Up Partnership
- Action P3.2 Develop and deliver an update Cultural Strategy
- Action P6.1 Make improvements to the Planning Service
- Action E1.1 Improve the skills and qualifications of our residents, including children and young people
- Action E3.4 Improve transport connectivity and sustainability to, from and within Torbay
- Action E4.1 Develop a local economy so it is growth focussed, sustainable and thriving

## Performance indicators

### Community and Corporate Plan

Definition	2023/2024 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
CP24 Earnings by Torbay Residence (gross weekly pay – full time workers)	£566.70	£574.90	£632.50	Monitoring only
CP25 Percentage of people in Torbay in employment (aged 16 to 64)	76.0%	74.1%		Monitoring only

CP26 Percentage of Torbay population with full time jobs	59.2%		Not yet published	Monitoring only
CP27 Out of Work Benefits Claimant Count	3.3%	3.4%		Monitoring only

### Council Business Plan

Definition	2023/2024 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
BP93 Earnings by Torbay Workplace (gross weekly pay - Full time workers)	£503.00	£543.30	£608.10	Monitoring only
BP94 Percentage of Torbay unemployed	3.0% (2022)	2.8% (2023)	Not Yet Published	Monitoring only
BP95 Births of new enterprises (new enterprise start-ups)	N/A	10.1% (2023)	Not Yet Published	Monitoring only
BP96 Deaths of enterprises (enterprises ceasing to exist)	N/A	11.2% (2023)	Not Yet Published	Monitoring only

### Outcomes

- Vacancy rates falling year on year with business reporting they can find talent
- Improved productivity in Torbay which closes the gap compared to the national data
- The number of businesses and jobs in Torbay increases
- Better balance of full-time to part-time opportunities

## Priority E6: Focus on inclusive growth, with opportunities which benefit everyone

### Related Actions

- Action C2.2 Achieve UNICEF UK Child Friendly Community status
- Action C7.1 Help people to live well and independently
- Action C7.2 Support young people who experience SEND to live independently
- Action P1.1 Deliver the Council's Housing Strategy
- Action P1.2 Deliver positive outcomes for Torbay from the Devon and Torbay Combined County Authority
- Action P2.1 Deliver town centre regeneration schemes (including associated affordable housing)
- Action P2.2 Deliver as part of the Levelling Up Partnership
- Action P6.1 Make improvements to the Planning Service
- Action E1.1 Improve the skills and qualifications of our residents, including children and young people
- Action E3.4 Improve transport connectivity and sustainability to, from and within Torbay
- Action E4.1 Develop a local economy so it is growth focussed, sustainable and thriving
- Action E5.1 Create more full time job opportunities in Torbay

### Performance indicators

#### Council Business Plan

Definition	2022/2023 Outturn	2023/2024 Outturn	2024/2025 Outturn	2025/2026 Target
BP97 Number of individuals attending inclusive growth events delivered or commissioned by the Council	183	112	499	130
BP98 The percentage of total Council spend on goods and services from local businesses based within Torbay	N/A	46%	51% (Q1-Q3)	55%

### Outcomes

- Established pathways for young people, including those with special educational needs and/or disabilities (SEND), and unemployed to employment opportunities with skills levels moving toward national averages
- People have better transport and digital connections to jobs and amenities
- Vacancy rates falling year on year with business reporting they can find talent
- Improved productivity in Torbay which closes the gap compared to the national data
- The number of businesses and jobs in Torbay increases
- Better balance of full-time to part-time opportunities