TORBAY ON THE MOVE

More people, more active, more often

A place-based strategy for active lives, stronger communities and better health in Torbay.



Four people wearing swimsuits walking into the sea. Photo: Torbay Story.

Produced and delivered in partnership between

TORBAY COUNCIL

active devon

Executive Summary

Torbay on the Move is a place-based strategy to help more people be more active, more often. It connects physical activity, sport, leisure, active travel, green and blue spaces, community life and local pride with Torbay's wider ambitions for better health, reduced inequalities and stronger communities.

The strategy is for everyone, but it focuses additional effort on people and communities facing the greatest barriers to being active. This includes people on lower incomes, people with disabilities or long-term health conditions, people experiencing poor mental health, and children and young people.

Delivery is organised through four pillars, with clear strategic outcomes:

- **Active People: More people moving their way, so inactivity reduces**
- **Active Places: Spaces and places that inspire and support activity for all**
- **Active Networks: Positive change is delivered through united partnerships**
- **Active Champions: Everyone can see themselves in an active Torbay**

These pillars provide clear ambition, a shared framework for partners to align action, focus resources, reduce duplication and track progress.

A flagship project within this strategy will be 'Born by the Sea. Built to Swim'. It demonstrates how the four pillars will work together around focused ambitions. In this case, helping more children and families growing up in deprivation, feel confident, safe and welcome in and around the water.

Torbay on the Move connects directly to Torbay's wider place leadership agenda. The Torbay Place Leadership Board, Pride in Place and the Torbay Story provide important routes for aligning physical activity with regeneration, culture, community pride, coastal opportunity and long-term investment.

Working closely with Torbay Public Health, this strategy is informed by Torbay's demographic and deprivation profile. Torbay has an ageing population and significant inequalities between neighbourhoods and coastal communities. Poverty, poor health outcomes, steep terrain and varying access to services can combine to make everyday activity harder. We must therefore respond to both the statistics and the lived reality behind them.

The next step is to translate this strategy into action, with named leads and clear delivery plans for each pillar. Milestones and measures will be focused on shifting the conditions, improving active infrastructure and addressing the complex challenges that prevent people from being regularly active.

TORBAY ON THE MOVE

Who We Are

'Torbay on the Move' is a whole-system, place-based initiative that aims to make it easier for people across Torbay to move more and live healthier lives. It focuses on reducing physical inactivity, tackling health inequalities and improving opportunities for people who face the greatest barriers to being active.

It is convened by Torbay Council, supported by Active Devon and delivered through a network of partner organisations.

Active Devon is a community-focused, non-profit organisation that is part of a nationwide network of 41 'Active Partnerships' supported by Sport England.

Torbay seafront. Photo: Torbay Story.

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Torbay seafront. Photo: Active Devon.

The Story So Far

Since Torbay on the Move launched in 2018, partners across Torbay have worked together to understand inactivity as a whole-system challenge and support more people to be active in ways that fit their lives.

In 2021, Active Devon and Torbay Council reviewed the programme and consulted more than 50 organisations. The Torbay on the Move Findings Report confirmed four key messages: the need for a clear external strategy, a stronger focus on priority audiences, a whole-system approach, and better alignment across council services and partner organisations.

From 2021 to 2026 the network has grown to over 100 organisations. Tangible impact has been delivered through considered partnership working. Pathways for those receiving treatment for mental ill health into inclusive physical activity are clearer and better known. More people are using key assets, such as the Torbay Velopark, through an array of initiatives that grow confidence and skills in wheeling and cycling. More of the workforce understands what it means to support children to build positive relationships with physical activity in Torbay, and community and youth voice is actively shaping future work.

The partnership delivery, local insight gained and practical learning have reinforced the need to focus effort where it can have the greatest impact. This means taking a universal approach to ambition while targeting additional support towards people and communities facing the greatest barriers.

This strategy builds on the journey so far. It brings together what has been learnt, refines the original themes into a clearer structure, and sets out how Torbay will work collectively to create the conditions for more people to be more active, more often.

Foreword

As Cabinet Member, I am proud of Torbay's extraordinary natural assets, unique coastlines, and fantastic sporting facilities. There is also much momentum to build on within Torbay on the Move, many partners are committed to helping more people, to be more active more often.

However, too many residents continue to be excluded from active lives by a myriad of barriers that can be complex and societal. These barriers are not experienced equally; they reinforce wider inequalities between people and neighbourhoods, and we must act with greater urgency to remove them.

Torbay on the Move is our commitment to turn ambition into action. I will champion this work across the Council and with our partners, focusing effort and resources where need is greatest.

We must also consider innovative ways to design active spaces, places and streets that support our residents to be active right from where they live.

I expect this strategy to deliver visible and measurable change. It will not only increase the activity levels of our priority audiences, it will create systemic shifts towards greater inclusion, Pride in Place and community connection. It will be a cornerstone of our vision for a healthy, happy and prosperous Torbay.

Councillor Jackie Thomas, Cabinet Member for Tourism, Culture & Events and Corporate Services at Torbay Council.



Councillor Jackie Thomas. Photo: Torbay Council

Torbay on the Move and Torbay's Place Mission

The Challenge

Across England there is growing recognition that physical activity is central to prevention, mental wellbeing, healthy ageing, children and young people's development, active travel, community connection and the quality of places where people live.

For Torbay, this matters because inactivity is shaped by inequality, income, confidence, transport, safety, health, accessibility and access to welcoming local opportunities. Tackling inactivity is therefore not simply about encouraging individual behaviour change. It requires coordinated action across the whole system.

Active Lives data shows that 28% of children and 27% of adults in Torbay are categorised as inactive. This means that those children average less than 30 minutes per day and adults do less than 30 minutes of activity each week (Active Lives Survey Nov 24-25, and Active Lives Children and Young People Survey Academic year 22-23). Physical inactivity is closely linked to poorer physical and mental health, increasing demand on health and care services, and widening inequalities.

The 2025 Indices of Multiple Deprivation show that disadvantage in Torbay is concentrated in specific neighbourhoods, but the story is more complex than ward rankings alone. Torbay's demographic profile, including an ageing population and changing dependency ratio, means many communities experience overlapping pressures linked to income, health, housing, transport and access to services.

As a coastal and tourism-dependent economy, Torbay also faces pressures that shape people's ability to be active. Seasonal employment, lower average wages, job insecurity and transport barriers can make it harder for residents to prioritise health and wellbeing.

These statistics need to be understood through the shape of Torbay itself. Steep hills, coastal settlements, separated town centres, uneven public transport and areas of older housing can all affect whether people feel able to walk, wheel, cycle, reach leisure facilities, use parks and beaches, or take part in community activity. Topography is not background detail; it is part of the inequality story.

The Opportunity

At the same time, Torbay has major strengths. Its coastline, parks, green spaces, leisure facilities, voluntary organisations, clubs and community networks are valuable assets that can support healthier, more connected lives. Making these assets more accessible, affordable, safe and inclusive is central to this strategy.
Torbay's coastal setting is one of its greatest strengths. Beaches, harbours, seafronts, cliffs, coast paths, parks, and the internationally recognised natural landscape create distinctive opportunities for walking, wheeling, swimming, water sports and more.

The coast is a source of pride, identity and opportunity, but coastal living does not automatically mean easy access to active lives. For some residents, hills, cost, confidence, safety, transport, disability, health conditions or lack of local provision can make nearby assets feel out of reach. The opportunity is to turn Torbay's coastal geography into a more inclusive health, movement and belonging asset.

The Response

Torbay on the Move is therefore designed as a place-based strategy rather than a standalone physical activity and sports plan. It aligns with Torbay's Joint Strategic Needs Assessment, Health and Wellbeing priorities, Children and Young People's outcomes, NHS Devon priorities, Pride in Place, spatial planning and wider corporate and place ambitions.

This also creates clearer connections to the Health and Wellbeing Board and Torbay Place Leadership Board. As with the emerging , culture and heritage work, Torbay on the Move can use these Boards as a route for place leadership, partner alignment, advocacy, investment readiness and shared accountability.

These strategies share common goals: preventing ill health, reducing inequalities, improving life chances, supporting economic resilience and creating thriving communities. Sport and physical activity are practical tools that help deliver each of these ambitions.

The approach also reflects national policy through Sport England's Uniting the Movement and Active Devon's whole-system approach. The greatest impact will come when partners work together across health, education, transport, planning, communities, the voluntary sector and local businesses.

Ultimately, Torbay on the Move is about creating a place where active lives support healthier people and more connected communities. It is about improving health, reducing inequalities, strengthening pride and helping people connect, belong and thrive.

Our Priority Audiences and Wards

Torbay on the Move is for everyone, but evidence shows that opportunities to be active are not experienced equally by all residents.

Some people face greater barriers to being active because of cost, confidence, transport, safety, health, accessibility, caring responsibilities or lack of suitable local opportunities. This strategy will focus additional effort where those barriers are greatest and where action can make the biggest difference.

This is a proportionate universal approach: the ambition is universal, but the level of support is shaped by need. Torbay on the Move will prioritise people on lower incomes or experiencing poverty, people with disabilities or long-term health conditions, people experiencing poor mental health, and children and young people.

Priority audiences are not the problem to be solved. They are people and communities who have often faced the greatest barriers. The role of this strategy is to change the conditions around people's lives so that being active becomes easier, safer, more affordable, more welcoming and more enjoyable.

This means designing activity with people, not for them. Partners will use lived experience, community voice and local insight to understand what helps people take part, what gets in the way, and what needs to change. Alongside priority audiences, ward level data helps partners understand where inequality and inactivity are most concentrated. This data will be used as an evidence tool to guide planning, investment and partnership focus.

Demographic evidence will also be used alongside deprivation data. This includes Torbay's ageing population, the projected growth in residents aged 65 and over, the lower ratio of working-age residents to older residents, and the way poverty, housing, disability, long-term conditions and transport barriers can affect opportunities to be active.

Data available at ward level is often used by external organisations to describe a place. However, ward names are not always how people describe where they live. Residents are more likely to identify with their street, neighbourhood, community, town or local place. For that reason, priority ward data will be used carefully and sensitively. It will help partners make fair decisions, but it should not be used to label communities negatively.

Through this strategy, these wards will be described as priority wards for planning, evidence and investment purposes.

Using priority audiences and priority wards together will help partners understand how barriers overlap in people's everyday lives. This intersectional approach will support better decisions, fairer use of resources and action that responds to both data and lived experience.

Based on the Indices of Multiple Deprivation, the wards of King's Ash, Roundham with Hyde, Tormohun, and Ellacombe all fall within the 20% most deprived wards in England. There is also more local deprivation in Watcombe, and other parts of the bay. We also know that just because a place is labelled as 'deprived', it does not mean that it can't be a great place to live.

Partners will also consider topography and local access when planning action. A beach, park, leisure centre or town centre may be geographically close but still feel difficult to reach because of hills, road layouts, public transport, cost, confidence, caring responsibilities or mobility needs. Understanding these practical barriers will help the strategy move beyond statistics and respond to how people actually experience Torbay.

Addressing physical activity inequalities by...



The National Evaluation and Learning Partnership (NELP) System Maturity Matrix.

The Four Pillars

In 2021, Torbay Council worked with Active Devon to consult people and partners across the Bay. More than 50 organisations contributed insight on Torbay's strengths, assets and opportunities, as well as the barriers that prevent some people from being active.

The original Torbay on the Move framework identified eight strategic outcome themes: Active Environments, Active Travel, Active Schools, Active Health, Active Clubs, Active Places, Active for All and Active Workforces.

Five years into delivery, partner feedback and learning show that the framework needs to be simpler, clearer and easier to govern. The original eight themes have therefore been brought together into four pillars.

The four pillars keep the ambition and intent of the original themes while making the strategy easier to understand, coordinate, deliver and measure.

Each pillar follows the same structure: why this matters, what we want to change, what we will focus on first, who will help lead the work, and how we will learn and adapt.

It is important to note that each pillar will not operate in isolation, connectivity will be key. Our flagship Project 'Born by the Sea. Built to Swim.' clearly demonstrates that action will be needed across every pillar to deliver impact.

Together, the four pillars provide the organising framework for the strategy. They help partners align action, reduce duplication, focus resources and track progress against shared outcomes.

The pillars are:



Active People

More people moving their way, so inactivity reduces.



Active Places

Spaces and places that inspire and support activity for all.



Active Networks

Positive change is delivered through united partnerships.



Active Champions

Everyone can see themselves in an active Torbay.

TORBAY ON THE MOVE

Active People

More people moving their way, so inactivity reduces



Torbay Park Yoga at Cockington. Photo: Torbay Park Yoga

TORBAY ON THE MOVE

Active People

Why this matters

Active People is about supporting residents to be active in ways that are safe, welcoming, affordable and meaningful to them. It applies to everyone in Torbay, but it gives additional focus to the people and communities facing the greatest barriers.

This reflects the proportionate universal approach set out earlier in the strategy. Everyone should have the opportunity to enjoy active lives, whether through sport, walking, wheeling, active travel, outdoor activity, play, dance, leisure, community activity or everyday movement. To achieve this, partners must focus effort where need is greatest and work with communities in a way that can create positive change on the conditions that prevent them from being active.



Torbay Walk and Talk Amblers Wellbeing Walks Group.Photo: Active Devon.

What we want to change

More residents, especially priority audiences, are supported to become active, stay active or return to activity in ways that work for their lives. Youth voice, community voice and lived experience will shape how opportunities are designed, delivered and improved.

What we will focus on first

- **Support and funding will help partners to develop joined-up action that addresses the priority audiences and places identified.** Torbay Council's 'Move More' and Active Clubs funding, Sport England place funding, and future funding secured will ensure a test and learn approach that is grounded in youth and community voice.
- **Leisure services and partners will collaborate to expand the shift towards an 'Active Wellbeing Service'.** This will involve further development of the Torbay Leisure Card that supports people for whom cost is a barrier to being active.
- **Building a movement towards inclusive activity and leisure through 'Active Champs Torbay'.** Providers will be supported to offer safe, inclusive and welcoming activity for children and young people with neurodiversity and neurological conditions. This will create a broader societal shift towards inclusion by default.
- **Creating frictionless pathways from local Health and Care services into trusted physical activity opportunities.** This will embed recommendations provided by Active Devon within the Torbay Public Health commissioned Physical Activity and Mental Health Connecter programme. This work will inform and support the new Integrated Neighbourhood Teams and support the NHS ambition to move to prevention.
- **Partners will build on and expand the Live Longer Better movement with Torbay Communities** to help more older residents understand the benefits of strength, balance, movement, social connection and maintaining independence. This will support a broader upstream approach to addressing frailty.
- **Growing the number of children and families from priority audiences and places that are learning to swim** via a whole system approach. Delivered through the flagship project 'Born by the Sea. Built to Swim'.
- **More schools and youth providers will benefit from Physical Literacy training, and support for developing wellbeing initiatives.** This will help them to use physical activity and sport as a positive tool for children and young people's confidence, resilience and belonging.

Who will help lead this work

- Torbay Council: Public Health, Children's Services, Adult Social Care and Family Hubs
- Torbay Place Leadership Board
- Health partners, including Torbay and South Devon NHS Foundation Trust and NHS Devon, Devon and Cornwall ICB and Integrated Neighbourhood Teams
- Education providers, including schools and South Devon College
- Torbay Communities, Active Devon and the Torbay on the Move network



Stairway coaching - Move it or Lose it class. Photo: Active Devon/Emberlense.

How we will learn and adapt

Quarterly progress and learning reports showing key performance indicators, lessons, changes made and impact for priority audiences.

Indicators will include participation, referral and signposting data from health, wellbeing, school and community programmes. Demographic and retention data over time to understand trends. Resident stories, youth voice, case studies and value capture shared across partners.

Active Lives adult and children's data, with a focus on inactivity levels and participation among priority audiences.

2

Active Places

Spaces and places that inspire and support activity for all



Abbey Park tennis courts in Torquay. Photo: Torbay Council.

Active Places

Why this matters

Active Places is about using Torbay's streets, parks, coastline, leisure facilities, schools, community buildings and green and blue spaces as everyday health and wellbeing assets.

Torbay's local identity is strongly shaped by its three coastal towns: Torquay, Paignton and Brixham. Its long coastline, country parks, coastal paths, nature reserves, recreation grounds, pitches, leisure facilities and neighbourhood spaces are part of what makes the Bay distinctive and valued by residents and visitors.

These assets create a major opportunity to support healthier, more active and more connected lives. To achieve this, places must be safe, accessible, affordable, inclusive, well-connected and shaped by the needs of local communities.

Active Places will also recognise Torbay's topography. Steep streets, hills between neighbourhoods and town centres, coastal routes, gaps in accessible connections and uneven access to public transport can all shape whether activity feels possible.

Planning for active places must therefore consider the lived experience of moving through Torbay, not only the distance between assets on a map.

What we want to change

Torbay's parks, coastline, leisure facilities, streets, schools and community spaces are better planned, managed and promoted specifically as everyday places for health, movement, play, places to play sport, connection, active travel and community life.



Parkfield Skatepark, Paignton. Photo: Active Devon.

What we will focus on first

Planning and Prioritisation

- Torbay Council and Partners will use national Active Environments guidance to strengthen the way physical activity is considered in planning, transport, regeneration, parks, leisure and community infrastructure decisions.
- A strategic asset and investment pipeline will bring together opportunities linked to the Playing Pitch Strategy, Built Facilities Strategy, Local Cycling and Walking Infrastructure Plan, leisure assets, parks, open spaces, Pride in Place, green and blue infrastructure, and the wider place investment agenda.
- Projects will be prioritised using transparent criteria, including need, inequality, accessibility, affordability, safety, deliverability, sustainability, community voice and contribution to outcomes for priority audiences.

Places to Play Sport

- Collaborate and unite to secure inward investment to update our ageing facility stock. Drive towards creating more sustainable, accessible, energy efficient and fit for purpose spaces and sports club facilities
- Enhance and grow the partnerships with National Governing Bodies to ensure they prioritise and respond to local place needs within Torbay and align support and investment

Leisure, Parks and Open Spaces

- Ensure Public Leisure facilities are treated and protected as important community health and wellbeing assets. The focus will be on long-term sustainability, effective operation, inclusive programming and increased participation by priority audiences.
- Parks and managed open spaces, such as the Torbay Velopark, will be supported as places for everyday movement, play, walking, wheeling, social connection and nature connection. This means making them safer, cleaner, more welcoming and more inclusive.



Two people walking along Torquay seafront taking part in the Torbay on the Move workplace challenge. Photo: Active Devon.

- Asset Managers and community organisations will work more closely together, facilitated by the Outdoor Partnership Officer embedded in Torbay, through a collaboration with The Outdoor Partnership. The parks and natural assets, will be used to help priority audiences be active within and around their local neighbourhoods.

Green and Blue

- Partners will explore how beaches, harbours, seafronts, coast paths, the UNESCO Global Geopark and green and blue spaces can support everyday movement, inclusive participation, volunteering, skills, environmental responsibility.
- Deliver infrastructure and capital projects that increase the accessibility of beaches and water access. Ensure that water safety is at the heart of design through the Born by the Sea. Built to Swim. flagship project.

Active Streets and Active Travel

- Through local partnership working, design, develop and deliver an array of local initiatives, such as School Streets, that support more families and priority audiences to travel actively.
- Walking, wheeling and cycling infrastructure improvements will be supported by behaviour change activity, such as adult cycle confidence training, so that more residents feel confident using active travel for everyday journeys.



Children taking part in Bikeability cycle training. Photo: Cycle Torbay CIC

Who will help lead this work

- Torbay Council: Pride in Place, Spatial Planning, Public Health, Transport and SWISCO
- Lex Leisure and Parkwood Leisure
- Active Devon and Active Travel England
- The Outdoor Partnership and Torbay on the Torbay on the Move Network
- Torbay Place Leadership Board and relevant town-level Place Leadership Boards where active place, coastal, regeneration and Pride in Place opportunities align

How we will learn and adapt

Resident feedback, accessibility learning, community insight and evidence of impact for priority audiences.

Strategic project tracker covering active travel, parks, leisure, facility, green space and blue space initiatives.

Total investment secured for physical activity, sport, leisure, active travel, parks, green and blue spaces, and community facilities.

Number and reach of completed active infrastructure, facility, green space and active travel projects.



Group of children from Sherwell Valley taking part n outdoor movement in a playground. Photo: Active Devon/ Emberlense.

3

Active Networks

Positive change is delivered through united partnerships



Torbay networking event. Photo: Active Devon

Active Networks

Why this matters

Active Networks is about strengthening the partnerships, forums, workforce, volunteers and community organisations that help activity happen across Torbay.

Physical inactivity is a complex challenge. No single organisation can solve this alone. Torbay needs strong networks that are equipped to tackle complexity; and networks that will share insight, align resources, reduce duplication and act together to deliver population level change.

What we want to change

Public, voluntary, community, education, health and private sector partners work together more effectively to reduce barriers, share capacity and create positive change for priority audiences.

What we will focus on first

- **Partners will combine knowledge, capacity and resources to tackle complex barriers and reduce isolated, short-term projects.** Through an approach of whole-systems change; the focus will be on shared problem-solving, learning and practical action.
- **Key forums will be supported as vehicles for community-led action, collaboration and sustainable change.** This includes sharing tools, training, resources and learning across the following networks:
- Torbay on the Move Delivery Network
- Sport Torbay
- Torbay Cycle Forum
- Torbay Water Sports Forum



Torbay networking event. Photo: Active Devon.

- **Representatives from across the forums, Swim England, and local agencies will collaborate** to better understand and address the local challenges affecting swimming attainment in Torbay; as part of Built by the Sea. Born to Swim.
- **Help more young people 'Not in Education, Employment or Training' ('NEETs') with Coach Core and the Coastal Navigators Network.** More young people will be supported to volunteer, lead activity, build confidence and develop pathways into physical activity, sport and leisure employment opportunities. This work will inform and align to broader youth policy and devolution opportunities.
- **The physical activity workforce and volunteer base will be supported to become more inclusive**, confident and reflective of Torbay's communities. An array of training, networking and learning opportunities will be delivered in partnership with Active Devon.
- **Torbay Council 'Active Clubs' funding will be used and protected** to ensure local groups and clubs can grow, sustain and flourish for all who wish to be active and participate in local sport.
- **Information about local activity opportunities will become easier to find, share and navigate.** No single system will be right for everyone. Partners will make better use of shared platforms, including Torbay Together and the Joy app, while continuing to learn from open data, AI, digital tools and new technology.

Who will help lead this work

- Torbay Council: Economy, Public Health and 0 to 19 services
- Forum and network members
- Torbay Communities and Devon Voluntary Action
- Active Devon

How we will learn and adapt

Impact stories, partner feedback and evidence of reduced duplication, improved coordination and stronger local capacity.

Quarterly progress and learning reports from forums, networks and delivery partners.

Number and reach of connection events, training sessions and development opportunities across key forums.

Volunteering, workforce and club development data, including participation from young people and priority audiences.

Active Champions

Everyone can see themselves in an active Torbay

Paignton Sailing Club: Photo: Active Devon/Emberlense.

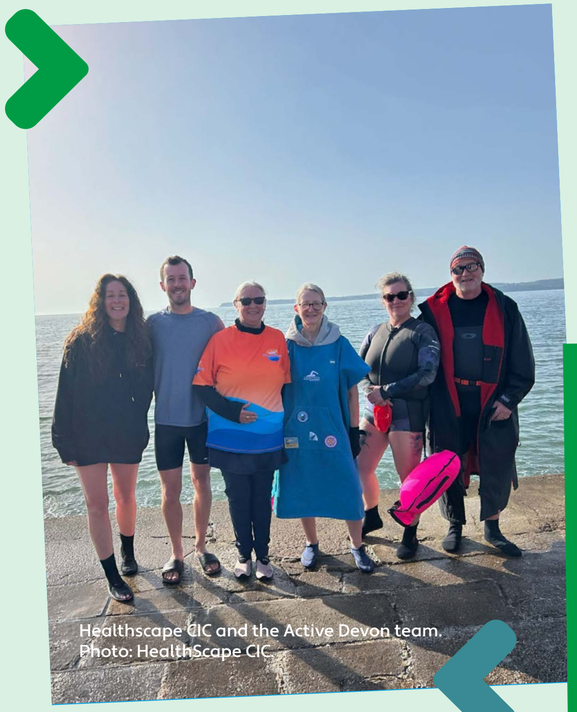
Active Champions

Why this matters

Active Champions is about making active lives visible, positive and part of Torbay's identity. People are more likely to be active when they feel connected to the place they live, proud of their community, and able to see activity as something for them.

Torbay's coastal identity, vibrant communities and local residents are powerful assets. Sharing the stories and positive relationships people build through activity will be at the heart of this pillar.

From the first steps into activity, to those striving to compete internationally, Torbay will be known for celebrating everyone, get more active together, their way.



Healthscape CIC and the Active Devon team. Photo: HealthScape CIC

What we want to change

There is a broader understanding of what being active means. By celebrating diverse and accessible ways to move, it will help everyone to see themselves as part of an active Torbay.

More decision makers and system leaders will understand and see value in investing in physical activity and sport, as a tool for positive social outcomes.

What we will focus on first

- **Young people will be supported to develop positive relationships with physical activity, sport, movement and play.** Partners will work with schools, youth provision and home education networks to share physical literacy learning and create opportunities for young people to tell their own stories through platforms and formats that work for them.
- **Residents, volunteers and activity leaders with lived experience of overcoming challenge will be celebrated as local ambassadors.** The aim is for more people to feel that activity in Torbay is "for people like me".
- **People and Partners together will take an asset-based approach to celebrating local neighbourhoods,** street-level activity, community spaces, community centres and events to show case what it really means to be 'active our way'.
- **Major events, sporting festivals and inclusive community celebrations will be used to showcase Torbay,** connect residents to local opportunities and strengthen Pride in Place.
- **Torbay Council's 'Believe to Achieve' funding will support those progressing to high performance.** Administered through a fair and supportive approach with National Governing Bodies, this fund will consider priority audiences and priority places in its approach.
- **Pride in Place, the Torbay Story and the Place Leadership Boards will be used as launch pads for local stories.** This will help connect Torbay on the Move to the same place-based approach being developed through arts, culture and heritage: moving from separate projects to a shared story of pride, belonging, opportunity and visible change.

Who will help lead this work

- Torbay Council: Pride in Place, Culture and Events
- Torbay, Torquay and Paignton Place Leadership Boards
- Local people and ambassadors
- School and education networks

How we will learn and adapt

Evidence of physical literacy learning, ambassador development, youth voice and people-led storytelling.

Ambassador stories, resident pride, Torbay Story content and value capture shared across partners.

Number, reach and accessibility of major activity events, sporting festivals and community celebrations.

Active Lives adult and children's data, with attention to confidence, belonging and participation by priority audiences.



Reach Outdoors. Photo: Active Devon/Emberlense.



Young people from the Acorn Centre at the SUP World Cup 2026. Photo: Active Devon.

Born by the Sea. Built to Swim.

This will be a flagship project within Torbay on the Move. It will bring the four pillars together around a focused ambition: helping more children and families, especially those growing up in deprivation, feel confident, safe and welcome in and around the water. The ambition is simple: no child should grow up by the sea without the confidence, skills and support to enjoy the water safely.

Why it matters

At every Torbay on the Move network event, partners have shared a consistent message: too many children are growing up in Torbay unable to swim and not accessing the Bay's beaches. Collectively, partners want to do something about this.

The project will recognise that living by the sea does not automatically mean having equal access to swimming, water confidence or coastal opportunity. For some families, barriers include cost, transport, confidence, access, disability, family pressures, cultural confidence, body confidence and previous negative experiences. These barriers are not simply individual choices; they are shaped by the conditions around children and families.

What success will look like

Success will mean more children and families, particularly those growing up in deprivation, feeling confident, safe and at home in and around the water. More children will have opportunities to learn to swim, understand water safety, use local beaches and enjoy Torbay's blue spaces as part of everyday life.

Over time, there will be fewer children missing out because of cost, access, confidence or family circumstances. Stronger links between schools, leisure providers, Family Hubs, water safety partners, community organisations and local clubs will be observed. There will be more inclusive opportunities for disabled children, children with additional needs and families who currently feel water-based activity is not for them.

How the system will work together

Born by the Sea. Built to Swim. will take a whole systems approach by recognising that swimming confidence is shaped by many connected factors, including family income, parental confidence, school access, pool availability, transport, beach safety, leisure pricing, disability inclusion, community trust and how local opportunities are promoted.

No single organisation can solve this alone. Partners will work together across schools, leisure facilities, beaches, Family Hubs, public health, children's services, community organisations, water safety partners, clubs, transport and coastal spaces to change the system around families. The focus will be on making opportunities more affordable, sustainable, inclusive, visible and connected, while using learning from children, families and partners to adapt action over time.

Governance, Delivery and Evaluation

Torbay on the Move depends on partners and communities working together. The aim is to avoid isolated delivery and support shared ownership, distributed leadership and coordinated action across the whole system. The four pillars will not operate in isolation, our flagship 'Born by the Sea. Built to Swim' project is an example of how each of the pillars relies upon one another to build coordinated action.

Governance

Overall strategic leadership will sit with the Torbay on the Move Oversight Group, bringing together senior representatives from the sectors associated with the four pillars. A seat for a lived experience champion will be supported, alongside representation from the Torbay on the Move delivery network.

The Oversight Group will provide shared leadership across the strategy. Its role will be to set direction, align resources, unblock delivery, and use evidence and community voice to learn and adapt.

Reports will be provided by an Executive Lead for each of the four pillars; these reports will include a dashboard of key performance indicators (KPI's), demonstrating progress using both quantitative, qualitative metrics and key learning. Indicators will likely include, but not be limited to:

Active People	Decrease in physical inactivity, and an increase in physical activity and sport participation. Greater independence and quality of life for older residents.
Active Places	A clear, prioritised and evidence-led investment pipeline, aligned across services and key partners.
Active Networks	Improved resident satisfaction, diversity of participation and increased confidence of providers.
Active Champions	Number, and reach of stories shared highlighting positive relationships built through physical activity and sport.

How the four pillars fit together

The Oversight Group will oversee the progress, support partnership working, mobilise resources, identify risks and opportunities, and provide escalation where barriers to delivery cannot be resolved by individual working groups.

The Oversight Group will operate on the principle that leadership is shared, not owned by a single organisation. Partners will be expected to act in the collective interest of Torbay and to support delivery through their own organisations, networks and resources.

Torbay Council will play a key enabling role within this partnership. As the accountable body for public investment and a system leader, the Council will provide strategic alignment across services, connect the strategy into wider corporate priorities, and support coordination, insight and secretariat functions for the Oversight Group.

The Torbay Place Leadership Board will provide an important connection point between Torbay on the Move and the wider place agenda. It can help align this strategy with Pride in Place, the Torbay Story, culture and heritage transformation, economic development, visitor economy, active travel, coastal opportunities and future investment priorities. Where appropriate, the Oversight Group will report strategic opportunities, investment needs and cross-cutting place issues into the Torbay Place Leadership Board.

A community reference group of Torbay on the Move lived experience champions will inform the Oversight Group. A seat will always be available, and enabled, for lived experience at the Oversight Group Meetings. This will help ensure that decisions are shaped by residents' experiences, especially people facing the greatest barriers to being active.



Physical Activity Clinical Champion training. Photo: Active Devon.

Delivery

Delivery will be taken forward through four pillar working groups aligned to Active People, Active Places, Active Networks and Active Champions. Connectivity and alignment across themes will be managed proactively. Each group will translate the strategy into practical action and measurable outcomes.

Each working group will bring together relevant partners, practitioners and community organisations. The focus will be on collaboration, innovation, shared problem-solving and action that responds to evidence and lived experience.

Each working group will maintain a short delivery plan, risk log and opportunity tracker. This will include lead partners, milestones, funding dependencies, equality considerations, community voice, delivery risks and escalation points for the Oversight Group.

Where relevant, working groups will also help monitor, update and implement linked policies and programmes, including the Playing Pitch Strategy, Built Facilities Strategy, Local Cycling and Walking Infrastructure Plan, parks and open space priorities, leisure investment and Pride in Place opportunities.

Each pillar working group should agree an annual lead partner and named executive lead. Delivery priorities and a small number of measurable commitments will be agreed annually. These commitments should be realistic, resourced and linked to the wider monitoring framework so the Oversight Group can see what is moving, what is stuck and where support or escalation is needed.

A core principle of the delivery model is that lived experience and community voice will inform and shape ongoing work. Co-design approaches will be used where appropriate so that delivery is grounded in the realities of people's lives, particularly those facing the greatest barriers to being active.

The delivery model will also build on existing networks and forums. By strengthening these networks, the strategy will reduce duplication, maximise resources and support more coherent, joined-up delivery across Torbay.

Monitoring, Evaluation and Learning

Shifting physical activity levels across a place is complex. The strategy will therefore take a learning-led approach rather than assuming that actions and impacts can be fully predicted in advance. Partners will learn and adapt as they work together, building a shared understanding of what works, what does not, and what needs to change in Torbay. To support this, a small number of learning questions will be developed, alongside the identified deliverables, with partners and residents as the strategy progresses.

Each pillar working group will build reflection into its regular practice and share learning with the Oversight Group each quarter. An annual progress summary will bring together learning to date and explore what has changed, alongside the data and indicators of progress.

The strategy will support a learning culture by encouraging curiosity, enabling experimentation and reducing the fear of failure. It will create spaces where partners and communities can share knowledge, reflect on practice and work together on solutions.

Data on outputs and outcomes will be gathered and used to inform ongoing learning. Unexpected and emergent outcomes will be captured through ripple effect mapping and resident stories, helping partners understand the changes they have contributed to. The focus will be not only on what has changed, but why change has happened, so that future action can adapt in response.

The strategy will be reviewed annually, with a fuller refresh after three years. This will allow partners to respond to new insight, funding opportunities, community feedback, changes in local need and wider Council priorities.



Torbay on the Move partner meeting. Photo: Active Devon.

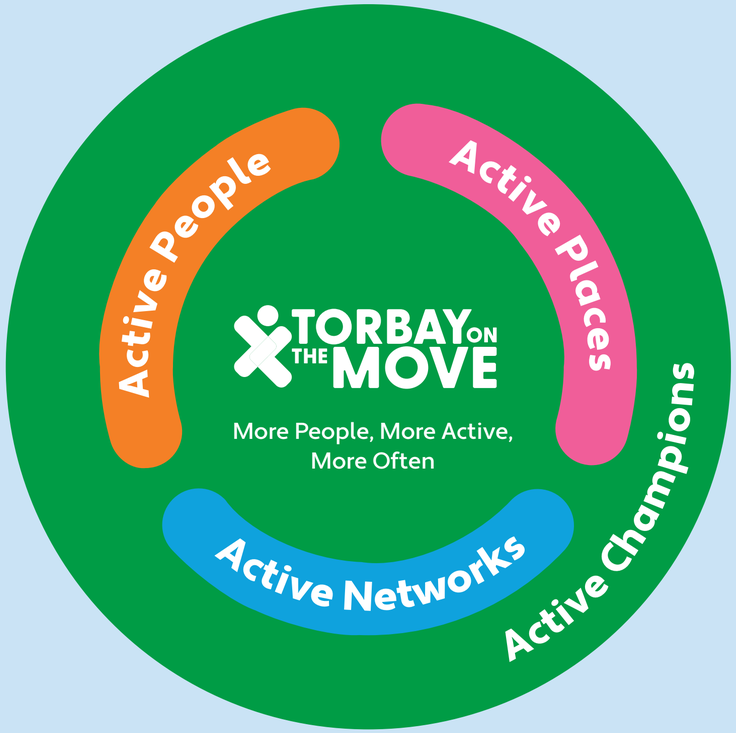
Conclusion

Torbay on the Move sets out a shared direction for active lives, stronger communities and better health. Its success will depend on partners turning the strategy into practical delivery: using evidence, community voice and local assets to make activity easier, safer, more affordable and more inclusive.

Through Active People, Active Places, Active Networks and Active Champions, and through flagship action such as 'Born by the Sea. Built to Swim.' Torbay can build a culture where movement is part of everyday life and where more people have the confidence, opportunity and support to be active.

The Torbay on the Move ambition is simple, more people, more active, more often.

To find out more, get in touch by emailing:
torbayonthemove@activedevon.org

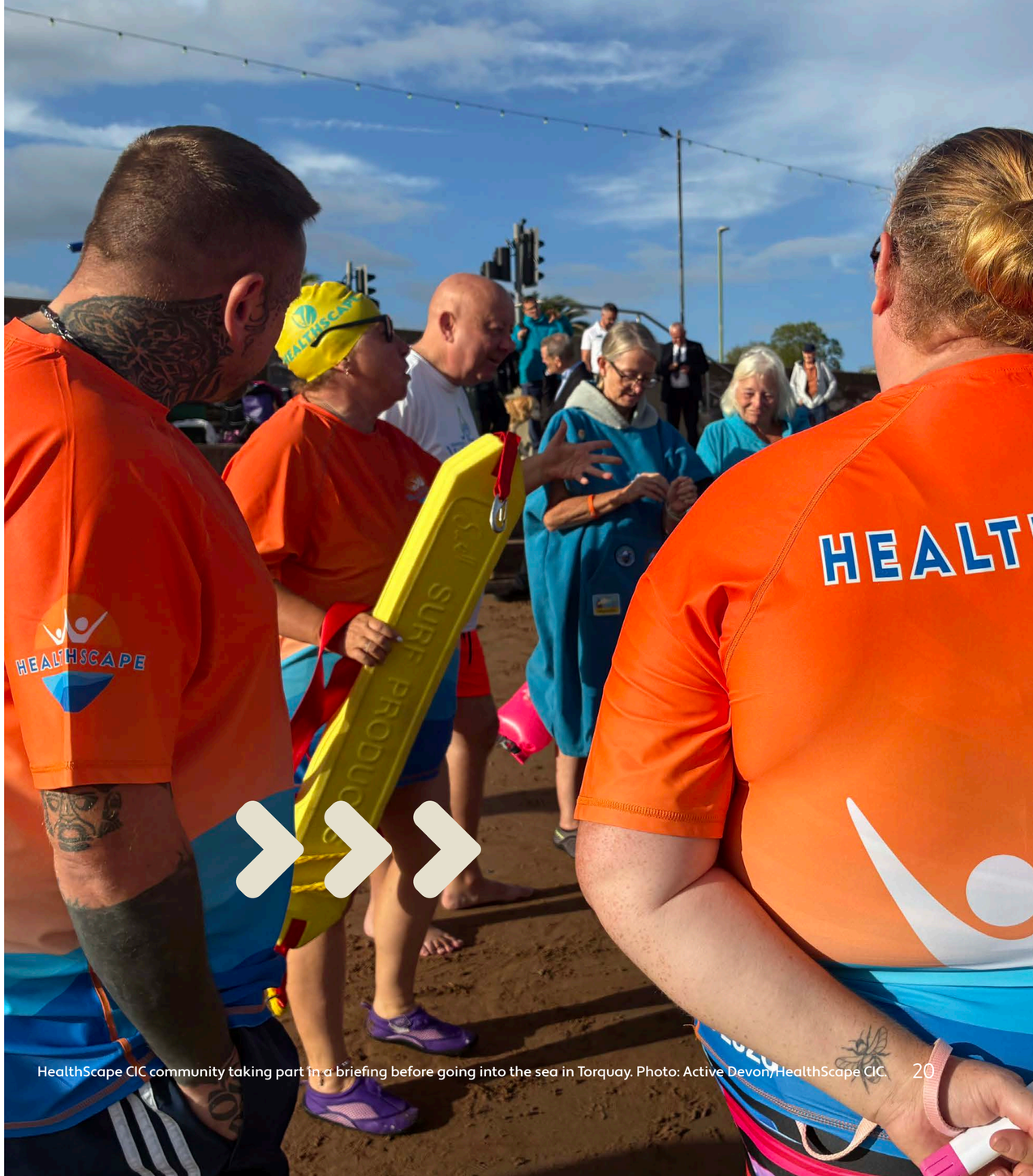


Torbay coastline. Photo: Torbay Story.

References and Evidence

The strategy is informed by national policy, local evidence, partner insight and existing Torbay strategies.

- Torbay Council and Active Devon, Torbay on the Move Findings Report.
- Sport England, Active Lives Adult Survey and Active Lives Children and Young People Survey.
- Sport England, Uniting the Movement.
- Sport England, Active Environments guidance.
- Active Devon, strategic priorities and whole-system physical activity guidance.
- Torbay Council, Joint Strategic Needs Assessment.
- Torbay Council Public Health Knowledge and Intelligence, English Indices of Deprivation 2025: Torbay.
- Torbay Council Public Health Knowledge and Intelligence, Population overview of Torbay 2025.
- Torbay Health and Wellbeing Board, Health and Wellbeing Strategy.
- Torbay Council, Community and Corporate Plan.
- Torbay Council, Children and Young People's Plan.
- NHS Devon Integrated Care Board, integrated care strategy and prevention priorities.
- Torbay Public Health Annual Report, including relevant public health and inequalities data.
- Torbay Women's Health Report, including evidence on barriers to being physically active.
- Torbay Council, Pride in Place programme materials.
- Torbay Story materials.
- Playing Pitch Strategy, Built Facilities Strategy and related sport and leisure evidence.
- Local Cycling and Walking Infrastructure Plan and active travel evidence.
- Destination Management Plan and wider place, visitor economy and community asset evidence.
- Torbay Place Leadership Board materials, including papers on the Torbay Story, place leadership and strategic investment.
- Torbay Culture and Heritage Review and emerging Torbay Cultural Strategy.
- Torbay Creates / Place Partnership materials, including proposals for culture, community, opportunity and place-based delivery.



HealthScape CIC community taking part in a briefing before going into the sea in Torquay. Photo: Active Devon/HealthScape CIC

Appendix: Strategic Alignment

The table below summarises how Torbay on the Move aligns with key national, regional and local strategies.

Policy or strategy	Level	Why it matters to Torbay on the Move	How Torbay on the Move supports delivery	Lead partners
Torbay Joint Strategic Needs Assessment	Local	Provides the local evidence base on physical inactivity, health inequalities, long-term conditions, mental wellbeing and wider determinants of health.	Uses local data to prioritise audiences, places and life stages where barriers are greatest; supports prevention, early intervention and action to reduce inequalities.	Torbay Council Public Health; NHS Devon ICB; VCSE partners.
English Indices of Deprivation 2025 and Torbay demographic evidence	Local	Shows how deprivation, age, income, housing, health, transport and access to services vary across Torbay, and why neighbourhood-level evidence must be read alongside lived experience.	Uses demographic and deprivation evidence to target effort, while recognising that topography, coastal geography, steep routes and local access barriers shape whether people can realistically be active.	Torbay Council Public Health; Torbay Council Place, Transport and Planning teams; NHS Devon ICB; community and VCSE partners.
Torbay Health and Wellbeing Strategy	Local	Sets priorities to improve population health, reduce inequalities and support mental wellbeing through prevention and community-based approaches.	Positions physical activity as a practical prevention tool that supports wellbeing, resilience, independence and healthier lives.	Torbay Health and Wellbeing Board; Torbay Council; NHS Devon ICB; VCSE partners.
Torbay Children and Young People's Plan	Local	Focuses on improving outcomes for children and young people and helping every child have the best start in life.	Embeds movement, play, physical literacy and activity in early years, schools, family settings and youth provision, supporting confidence, wellbeing and lifelong habits.	Torbay Council Children's Services; schools and early years providers; South Devon College; Active Devon; youth and community partners.
Torbay Community and Corporate Plan	Local	Sets the Council's wider ambitions for thriving people, thriving places, prevention, stronger communities and better outcomes for residents.	Contributes to healthier communities, reduced inequalities, active local places, volunteering, community pride and a better quality of life.	Torbay Council; public sector partners; VCSE partners; community organisations.
Pride in Place, Torbay Story and Place Leadership Boards	Local	Provides the shared place narrative, governance routes, community engagement mechanisms and investment alignment needed to connect physical activity with regeneration, culture, heritage, visitor economy, community pride and long-term place leadership.	Uses local stories, events, ambassadors, green and blue spaces, coastal assets and community-led activity to make active lives visible, inclusive and connected to Torbay's identity. It also creates practical links between the four pillars, Pride in Place, the Torbay Story and Place Leadership Board priorities.	Torbay Council; Torbay Place Leadership Board; Torquay and Paignton Place Leadership Boards; community partners; culture, events, tourism, sport and health partners.

NHS Devon Integrated Care Strategy	System	Prioritises prevention, population health management, integrated neighbourhood working and reducing health inequalities.	Strengthens links between health, care, social prescribing and trusted community activity; supports prevention and helps reduce avoidable demand on services.	NHS Devon ICB; Torbay and South Devon NHS Foundation Trust; primary care; Torbay Council Public Health; VCSE partners.
Sport England: Uniting the Movement	National	Sets national priorities to tackle inequalities, support children and young people, enable lifelong activity and adopt a whole-system, place-based approach.	Focuses action on people who are least active, strengthens system leadership and supports inclusive activity across the life course.	Sport England; Active Devon; Torbay Council; local physical activity partners.
Sport England: Active Environments	National	Promotes the role of planning, design, transport, regeneration and local environments in supporting everyday movement.	Helps embed movement-friendly thinking in planning, active travel, parks, leisure, green infrastructure and community asset decisions.	Torbay Council Planning, Public Health, Transport and Environment teams; Active Devon; Active Travel England; community partners.
Active Devon Strategic Priorities	Regional	Supports increased physical activity across Devon, particularly among people and communities who are under-represented or least active.	Aligns local delivery with regional expertise, insight, funding opportunities and whole-system approaches to maximise impact.	Active Devon; Torbay Council; VCSE partners; sport and physical activity providers.
Local Cycling and Walking Infrastructure Plan	Local	Identifies priorities for improving walking, wheeling and cycling routes and supporting active travel.	Connects infrastructure investment with behaviour change, confidence-building and better access to schools, workplaces, services, parks and town centres.	Torbay Council Transport, Planning and Public Health teams; Active Travel England; community and access groups.
Playing Pitch Strategy and Built Facilities Strategy	Local	Provides evidence on sports facilities, pitches, leisure provision, demand, gaps and future investment needs.	Supports a strategic asset and investment pipeline, helping partners prioritise projects using evidence, need, accessibility, sustainability and community voice.	Torbay Council; leisure operators; clubs; National Governing Bodies; Sport England; Active Devon.
Destination Management Plan, Coastal Opportunity and Visitor Economy Priorities	Local	Recognises Torbay's coastline, harbours, beaches, outdoor assets, events, marine identity and visitor economy as central to local distinctiveness, community pride and economic resilience.	Connects activity, events, blue and green spaces, active travel, coastal access, water confidence, volunteering and place promotion in ways that benefit residents as well as visitors.	Torbay Council; English Riviera BID Company; Torbay Place Leadership Board; tourism, culture, events, sport, coastal, community and environmental partners.

TORBAY ON THE MOVE

More people, more active, more often

Torbay Council
Town Hall
Castle Circus
Torquay TQ1 3DR

01803 201201
www.torbay.gov.uk
@tobaycouncil
torbayonthemove@activedevon.org

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TORBAY COUNCIL

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