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| Council Business Plan 2024-27 | |
| **Investing in our future. Delivering the basics well.**  **Refresh 2025** | |

# Introduction

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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| This document can be made available in other languages and formats. For more information please contact [engagement@torbay.gov.uk](mailto:engagement@torbay.gov.uk) |

# Community and People

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

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* 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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Definition** | **2022/2023 Outturn** | **2023/2024 Outturn** | **2024/2025**  **Outturn** | **2025/2026 Target** |
| 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 sits 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

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)

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

## 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 connectively 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

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 closes 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