

**Teignbridge District Council**  
**Full Council**  
**23 October 2025**  
**Part i**

## **One Teignbridge Council Strategy Action Plan 2025-2030**

### **Purpose of Report**

To adopt the One Teignbridge Council Strategy Action Plan 2025-2030

### **Recommendation(s)**

**The Council RESOLVES to:**

1. To adopt the One Teignbridge Council Strategy Action Plan 2025-2030 as the document to be used to guide the strategic priorities and projects of the Council for the next 5 years.

### **Financial Implications**

These are as set out in section 4.1.

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### **Legal Implications**

These are as set out in section 4.2.

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### **Risk Assessment**

These are as set out in section 4.3.

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### **Environmental/ Climate Change Implications**

These are as set out in section 4.4.

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## **Executive Member**

Cllr Richard Keeling - Leader

## **Appendices**

1. One Teignbridge Council Strategy 2025-2030
2. One Teignbridge Council Strategy Action Plan 2025-2030
3. Equality Impact Assessment
4. Summary of Action Plan group meetings

## **1. PURPOSE**

- 1.1.** The purpose of this report is to explain the content of the Action Plan which contains specific projects and business initiatives that will be the priority of the Council for the next five years. These projects and initiatives are designed to achieve the 6 strategic priorities agreed in the One Teignbridge Council Strategy of: Community; Economy; Environment; Homes; Infrastructure; and The Way We Will Work.

## **2. REPORT DETAIL**

### **2.1. Overview**

- 2.1.1.** The One Teignbridge project was launched to the public on the 16<sup>th</sup> February 2024, to initiate the start of the new council strategy journey. This was followed by a wide-ranging consultation with residents, community leaders, voluntary groups and societies, businesses, and partners to hear about experiences of living and working in Teignbridge.
- 2.1.2.** Thousands of opinions and lived experiences were recorded and analysed alongside information and data about the district. These highlighted five key priority areas for residents where the Council can have the biggest impact towards a positive future for Teignbridge: Community; Economy; Environment; Homes; and Infrastructure.
- 2.1.3.** Alongside the five key priority areas are a set of principles that will guide the way the Council will work. These are based on the feedback received around what the community expects from the Council.
- 2.1.4.** The One Teignbridge Strategy was adopted by Full Council on 14<sup>th</sup> January 2025 and is included in Appendix 1. Since then, officers have coordinated a series of focused meetings with relevant partners, stakeholders and community representatives to identify the main projects and business initiatives that will help to achieve the strategic priorities.
- 2.1.5.** At the Full Council meeting on 14<sup>th</sup> January, the relevance of reviewing the Council Strategy and Action Plan was queried in the context of Local Government Reorganisation (LGR). However, it was agreed that having an evidenced strategy and a robust, deliverable action plan to focus the work of the authority prior to LGR would ensure that our communities' priorities are represented and taken forward as part of a new organisation.

- 2.1.6. The Action Plan is contained in Appendix 2 and is designed as a 'living document' that will be regularly reviewed during the lifetime of the Strategy.

## **2.2. Background and Governance**

- 2.2.1. The One Teignbridge Council Strategy is the Council's formal strategic plan and part of the Budget and Policy Framework which is approved by Full Council.
- 2.2.2. On 12 September 2023, Full Council agreed to start preparing a new Council Strategy and approved a budget, timetable, and scope for its preparation. This included setting up a Member and Officer Working Group which has overseen preparation of the Strategy.
- 2.2.3. The Council Strategy Working Group met on the 10<sup>th</sup> October 2025 to agree the final version of the Action Plan.

## **3. DEVELOPING THE ACTION PLAN**

### **3.1. Consultation**

- 3.1.1. During the period March-June 2025 the following Action Group meetings were held with a range of partners, stakeholders and community representatives, including utility and infrastructure providers, Teign CVS, town and parish councillors, elected members, officers, Newton Abbot CIC, community transport providers, Action for Climate in Teignbridge, Registered Providers and housing partners. These sessions took place on:
- Environment Action Group – 25 March 2025
  - Community Action Group – 31 March 2025
  - Infrastructure Action Group – 17 April 2025
  - Homes Action group – 4 June 2025
- 3.1.2. Officers also engaged with the business community through local Chamber of Commerce meetings and visits to individual businesses to understand priorities for our business community.
- 3.1.3. A summary of the ideas and feedback gathered from these events and meetings is provided in Appendix 4.

### **3.2. Format of the Action Plan**

- 3.2.1. The Action Plan is divided into the 6 strategic priority areas with specific projects and business initiatives listed under each section. It also captures some key 'business as usual' tasks which are essential to meeting the strategic priorities.
- 3.2.2. The Action Plan will form the basis for a refreshed performance monitoring framework and will replace the current T10 reports which are presented to the Overview and Scrutiny Committee. The new performance framework will be in place for Quarter 3 of 2025/26.
- 3.2.3. All projects and business initiatives included in the Action Plan are a priority for the Council. However, there is insufficient resource for all projects to be carried out simultaneously and in the early years of the Strategy. As such, for any time-defined projects, there are target completion dates set. Projects with completion dates earlier in the five-year period (e.g. EC.2. Newton Abbot Masterplan - Q4 2026/27) will be expected to start sooner than projects with completion dates later in the five-year period (e.g. IN.6. Supporting the community and voluntary sector to redevelop Buckland Community Centre – Q7 2027/28). This timetabling of projects has taken into account available financial and staff resource and a prioritisation of individual projects.

#### **4. Implications, Risk Management and Climate Change Impact**

##### **4.1. Financial**

- 4.1.1. The Council's ability to deliver services is affected by the availability of finance. It is therefore essential that the Council has a positive strategy to manage income and expenditure, making prudent decisions about how services will be financed in the future.
- 4.1.2. The One Teignbridge Strategy has streamlined the Council's previous 'Teignbridge Ten' strategy into a set of six clearly defined priorities and supporting objectives. These are now used to focus spending for statutory services, discretionary projects, and voluntary sector funding through the projects and business initiatives set out in the Action Plan. The Action Plan

will be aligned to the Medium-Term Financial Plan and Capital Programme to ensure that the Council continues to be financially sustainable.

4.1.3. Capital and revenue costs are set out in the Action Plan where relevant.

Revenue costs do not include any existing base salary budgets required to resource the work. Any capital costs will be included within the 2026/27 Capital Programme, to be funded either from S106 or Community Infrastructure Levy funds, grant income, capital receipts, or prudential borrowing. Both the revenue and capital costs have been considered in the context of the Council's financial position, with internal staffing restructures focused on delivering the Action Plan, alongside a refresh of the Capital Programme to prioritise expenditure on these projects rather than add to the capital burden.

4.2. **Legal**

4.2.1. There are no legal requirements to prepare a Council Strategy or supporting Action Plan, but it is a cornerstone of good governance. Its preparation will establish an updated framework for monitoring and scrutinising performance, as well as ensuring that the Council can be financially sustainable in delivering its statutory duties alongside any other discretionary services.

4.3. **Risks**

4.3.1. The Action Plan provides the list of projects and business initiatives that are to be prioritised and delivered. An updated and fit-for-purpose Council Strategy Action Plan enables the Council to be accountable for its decisions around funding, resources, and work programmes, and maximises opportunities to bring the greatest benefits to the communities it serves.

4.3.2. The Action Groups were asked to suggest any potential projects or business changes that they would like to see under each strategic priority. The project team has looked at all of these and are recommending the Action Plan as set out because these are the ones mentioned most frequently and which have the greatest impact on people's quality of life. By its nature this will mean that there are some things people have said that are not reflected within the strategy.

#### **4.4. Environmental/Climate Change Impact**

- 4.4.1. There are key commitments within the Action Plan to respond to the challenges of climate change, reduce greenhouse gas emissions in the district and look after our green spaces, beaches, and coastal areas. As one of the key pillars of the Strategy, this will ensure that environmental and climate change considerations are front and centre of all Council decisions relating to the services provided and projects delivered by the Council.

### **5. CONSIDERATION OF ALTERNATIVE OPTIONS**

- 5.1. The alternative options to the proposed recommendation are:
- Amend the Action Plan prior to adoption.
  - Do not adopt the Action Plan and take additional time to make changes. In the meantime, continue to rely on the Teignbridge Ten framework for performance monitoring.
  - Cease production of the Action Plan.
- 5.2 Given the lack of up to date, focused Action Plan for the Council currently and the need to ensure financial sustainability for the Council, it is recommended that the Action Plan is adopted to use as the main framework for guiding strategic projects and initiatives of the Council for the next 5 years.

### **6. CONCLUSION**

- 6.1. The One Teignbridge Council Strategy Action Plan is the culmination of 18 months of work with Teignbridge stakeholders, partners and communities. It is based on extensive data from wide-ranging public consultation, from early initial engagement through a series of workshops with residents and community leaders, to whole-district public consultation, and finally to action-focused working groups to shape the projects within the Action Plan. The projects and business initiatives in the Action Plan reflect the issues raised in these discussions.

- 6.2. The adoption of the Action Plan will bring the organisation's performance monitoring programme in line with the adopted One Teignbridge Council Strategy and provide clear information to our communities about what we intend to achieve over the next 5 years.
- 6.3. On this basis it is recommended that the Action Plan is adopted by the Council.