

DEVON AND TORBAY

CORPORATE PLAN 2025 – 2035



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FOREWORD FROM THE CHAIR

I am honoured to serve as the inaugural Chair of the Devon and Torbay Combined County Authority. We are at the very beginning of our devolution journey, and I am proud of what we have achieved so far, in such a short time.

Already, people across Devon and Torbay are seeing the added value of devolution here. We have successfully deployed £16 million of capital investment and are working closely with our Constituent Councils, being Devon County Council and Torbay Council, and Devon's District Councils to deliver the UK Shared Prosperity Fund and Rural England Funding.

We have worked with our partners to mobilise the Connect to Work Programme, which will support 1900 people each year into employment across Devon, Plymouth and Torbay, alongside the development and approval of the Get Britain Working Plan for our area.

Yet we know there is more we can do, and we are committed to turn challenges into opportunities for Devon and Torbay. Our area spans a vast and diverse geography – rural, coastal and urban communities – each with its own unique characteristics. We must tackle issues such as low productivity, poor transport connectivity, unemployment and the urgent need for housing that meets the needs of local people.

Devolution gives us the opportunity – and the responsibility – to shape our own future. We are bound by a belief that decisions made closer to the people they affect, lead to better outcomes. Together, we can make a real difference to the lives of people in Devon and Torbay, by focusing on the things that matter most.

This Corporate Plan sets out our vision for Devon and Torbay. It outlines our priorities and how we intend to work together to deliver for our communities.

Ten years is a long time, but we work on the principle of start well, scale well. By building momentum now, we aim to attract further funding and powers and look ahead to deeper devolution so that we can enhance our competitiveness and achieve even greater prosperity for all who call Devon and Torbay home.

Councillor David Thomas

**Chair of the Devon and Torbay
Combined County Authority**



INTRODUCTION FROM THE CHIEF EXECUTIVE

As the first Chief Executive of the Devon and Torbay Combined County Authority, I am pleased to introduce our Corporate Plan.

Since our establishment in February 2025, we have worked at pace to build the foundations of a capable and confident organisation. Central to this has been the development of our policy and performance framework, which clearly sets out our vision and ambitions for Devon and Torbay. This Corporate Plan sits at the top of that framework and will guide our delivery over the next ten years.

The ambitions we are setting out are place-based and designed to endure. Organisationally, we recognise that much can – and likely will – change over the next decade. But we are off to a strong start. We are building a new organisation from the ground up, one that is ready to deliver tangible improvements and opportunities across its areas of responsibility: inward investment and economic development, adult skills and employment, improving local public transport, and a strategic approach to housing.

We will achieve this by continuing to focus on building a strong and capable organisation. In just eight months, we have agreed our Constitution and Assurance Framework, recruited our core team, and approved and adopted key enabling plans that set out our ambitions across economic growth, transport, adult skills and future workforce, and strategic housing. These steps provide the basis for our policy and performance framework and mark our transition towards operational delivery. They also demonstrate our commitment to building competence, trust and strong relationships.

Our approach is built on collaboration. This Corporate Plan was developed in partnership with Members and Officers from our two Constituent Councils and the District Councils, as well as representatives from business, health, employment, skills and education, housing, transport and the Voluntary,

Community and Social Enterprise sector across the region. I would like to thank everyone who contributed to designing our vision, and who will continue to be instrumental in delivering it for the benefit of everyone in Devon and Torbay.

Anne-Marie Bond

**Chief Executive of the Devon and Torbay
Combined County Authority**





WHO WE ARE

The Devon and Torbay Combined County Authority was established in February 2025.

A pioneer of rural devolution in England, the Authority brings together Devon County Council and Torbay Council as its Constituent Councils to unlock the potential of our region and respond to the distinct challenges faced by our communities.

Our success will be rooted in relationships. We work in close partnership with all Councils across Devon, including the District Councils, and with key stakeholders from the public, private and voluntary sectors – such as colleges, universities, employers, transport providers, housing organisations and the voluntary, community and social enterprise assembly.

As a non-mayoral Combined County Authority, our strength lies in our ability to convene, collaborate and co-design solutions. We use the funding and powers transferred from central government to make decisions locally, investing in ways that make Devon and Torbay better connected, more competitive and more prosperous.

ABOUT DEVON AND TORBAY

Devon and Torbay form a region of remarkable diversity, rich in heritage, natural beauty and economic potential. From the rugged moors of Dartmoor and Exmoor to the stunning coastlines of the English Riviera, the area is home to some of the UK's most iconic landscapes and thriving biodiversity. Its market towns brim with historic charm, and Exeter blends deep-rooted heritage with modern vibrancy and cultural buzz.

Today, Devon and Torbay are home to just under one million people and draw around 30 million visitors each year from across the UK and around the world. The region's visitor economy supports 33,000 jobs and contributes significantly to local prosperity.

Historically a hub for maritime trade, agriculture and



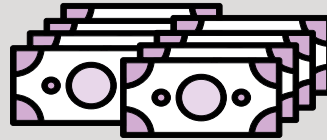
DEVON AND TORBAY IN NUMBERS



OVER
975,000
RESIDENTS



APPROXIMATELY
2,960
SQUARE
MILES



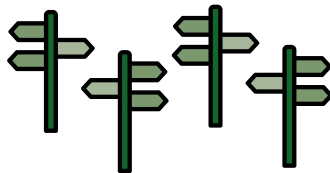
£24.9
BILLION
ECONOMY



43,000
BUSINESSES



2 COASTLINES



2 NATIONAL PARKS
(DARTMOOR AND EXMOOR)



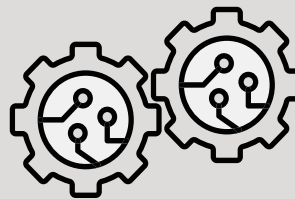
2 UNESCO WORLD
HERITAGE SITES



30 MILLION
VISITORS ANNUALLY
SUPPORTING
33,000 JOBS



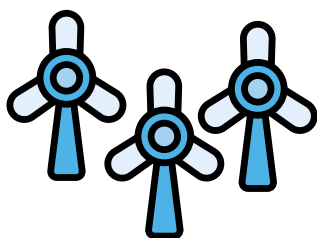
£1 BILLION
IN LIVESTOCK AND
£200 MILLION
IN CROPS PRODUCED
ANNUALLY



OVER
1 IN 8 JOBS
IN HIGH-TECH
SECTORS



UNIVERSITY OF
EXETER RANKED
11TH IN THE UK
AND **155TH**
GLOBALLY



HOME TO THE
£50 MILLION
CENTRE FOR
CLEAN MOBILITY



STRONG AND GROWING
CREATIVE &
CULTURAL
INDUSTRIES



6,000+ VCSE
ORGANISATIONS AND
1,000+ LOCAL
COMMUNITY GROUPS

OUR VISION

Our vision is to lead with collaboration, act with purpose, and invest in what makes Devon and Torbay extraordinary – its people, its landscapes, and its potential.

OUR MISSION

We put Devon and Torbay first – raising our profile, attracting investment, and showing that sustainable and inclusive economic growth isn't limited to big cities.

Now is the time for rural and coastal communities. Our role in the UK's success matters.

We're building a future powered by green and marine innovation, skilled talent, and a region alive with opportunities and adventure.

OUR VALUES

We are not a traditional authority and we do not intend to act like one. Our values reflect the energy, ambition and distinctiveness of Devon and Torbay. They guide how we lead, how we work with others, and how we deliver for our region.

These values define how we work – with integrity, passion, and purpose, and with a clear sense of place.

Be Brave – we take sensible risks, challenge convention and lead with confidence. We are here to shape the future of rural, urban and coastal leadership.

Make It Matter – we focus on what counts. Every decision, every investment, every partnership must deliver additionality for the people and places of Devon and Torbay.

Change the Story – we rewrite the narrative for our communities – turning overlooked potential into competitive advantage, and gaining recognition of the important contribution Devon and Torbay makes to national prosperity and wellbeing.





OUR DELIVERY PRIORITIES

ECONOMIC GROWTH

WHAT WE KNOW

Devon and Torbay is a £26 billion economy, larger than Bristol or Tyneside and comparable to Cambridge. It has grown faster than the UK average since 2019, driven by advanced manufacturing, construction, digital, and professional services. However, productivity and wages remain below national averages, and growth is unevenly distributed across the region.

The region is home to over 43,000 businesses and boasts high concentrations of clean energy, defence, marine, and agri-food industries. Its creative and digital sectors are expanding rapidly, supported by globally significant natural assets and innovation clusters.

We are proud of an innovative and vibrant VCSE sector employing over 30,000 people and utilising the services of over 45,000 volunteers, with the support and guidance of 15,000 trustees.

Despite these strengths, Devon and Torbay faces challenges, including lower business birth rates and exports, uneven access to commercial space and digital infrastructure, and funding uncertainty for business support. There is also a pressing need to ensure that economic growth is inclusive and reaches all communities.

WHAT HAS BEEN ACHIEVED SO FAR

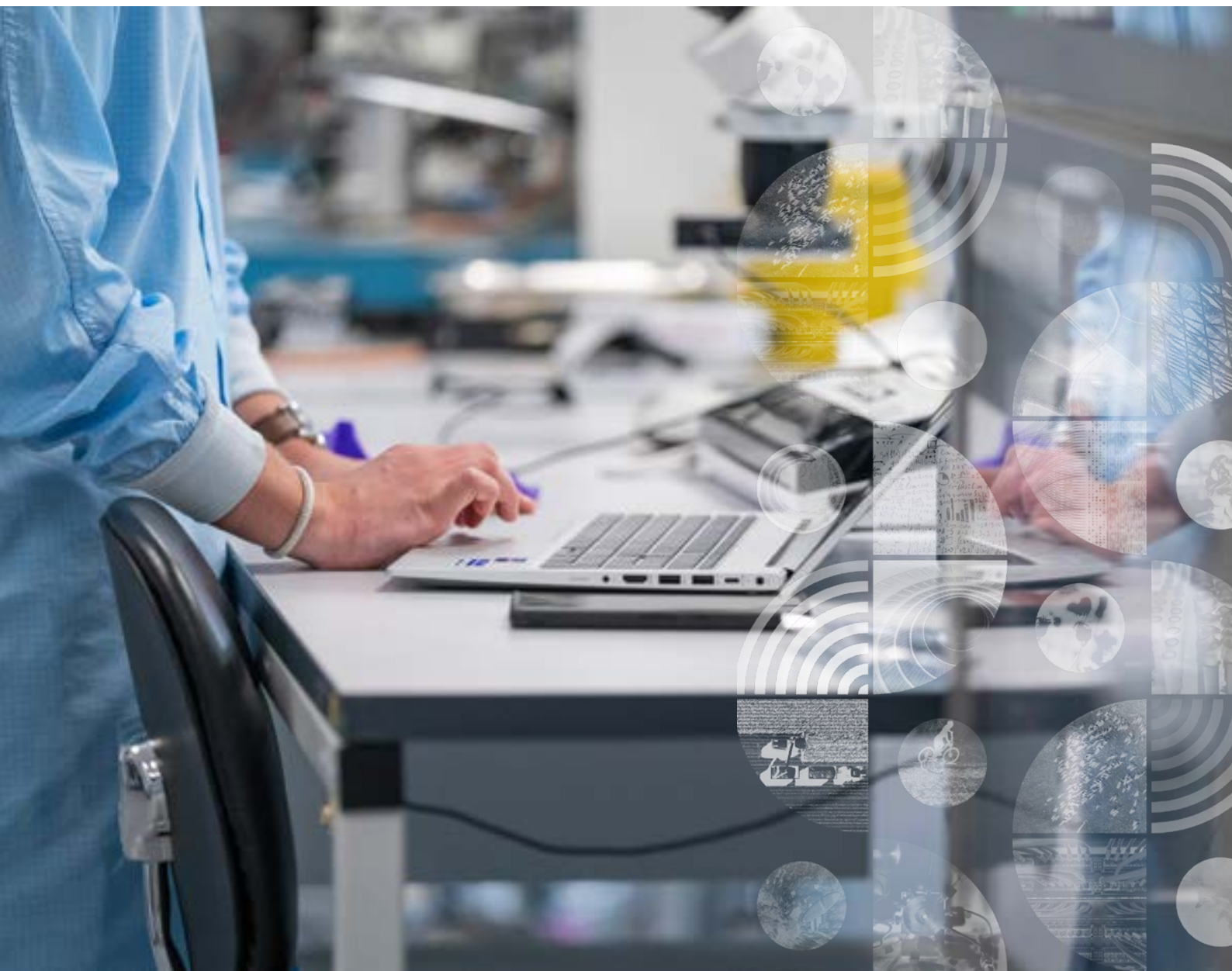
- Developed and approved the **Devon and Torbay Local Growth Plan (2025–2035)**, setting out five strategic priorities for inclusive, sustainable economic growth.
- Secured **£16 million in capital investment** and investing in a range of green infrastructure and public realm improvements.
- Initiated the **South West Innovation Spine** proposition to connect science and technology assets across the region.
- Engaged with the **Crown Estate** on Floating Offshore Wind (FLOW) development in the Celtic Sea.
- Delivered the **Get Britain Working Plan** and began building the **joint strategic housing pipeline** with Homes England.
- Delivery of the **UK Shared Prosperity Fund** and **Rural England Prosperity Fund** in partnerships with Devon's district councils, Devon County Council and Torbay Council.

OUR PRIORITIES FOR THE NEXT EIGHTEEN MONTHS (NOVEMBER 2025 – MAY 2027)

Building on the Local Growth Plan and identified delivery actions, the DTCCA will:

Review and enhance the business support ecosystem

- Map existing services to identify gaps and duplication.
- Strengthen links with anchor institutions to unlock procurement opportunities and co-investment.
- Introduce clear KPIs for business satisfaction, engagement, and survival/growth rates.
- Explore new avenues and lobbying for funding for business support and prioritise investment in this area, building upon the foundation of the growth hubs and how they operate across Devon and Torbay.
- Embed rural proofing and research into delivery priorities, ensuring local voices are incorporated into decisions making processes.



Promote Devon and Torbay at sector events and through business networks

- Develop a consistent place brand and marketing strategy.
- Attend key investor events (e.g. UK Real Estate Investment and Infrastructure Forum, South West Construction Conference, Regional Investment Summits).
- Track engagement quality and conversion metrics to measure impact and added value.
- Seek to work with our constituent authorities to develop a shared approach to inward investment and key business engagement.

Develop and implement a Community Wealth Building Framework and Anchor Commission

- Co-develop a framework for inclusive, sustainable growth with key partners and organisations across Devon and Torbay.
- Establish an Anchor Commission to agree shared KPIs on procurement, employment, and skills.
- Develop the Authority's approach to procurement and local supplier development.

WHAT WILL FEEL DIFFERENT ACROSS DEVON AND TORBAY

In 18 months, businesses across Devon and Torbay will feel better connected and supported. Entrepreneurs will have improved access to advice and clearer routes to funding, with early steps toward scale-up opportunities. Local suppliers will start to see more procurement openings, and initial efforts in community wealth building will begin to influence how investment circulates locally. The VCSE sector will be engaged as part of strategic decision-making processes.

Residents will notice the first signs of a more inclusive economy – such as visible investment in communities and stronger branding of Devon and Torbay as a place to do business. The foundations for deeper devolution will be in place, with emerging sector strategies and early investor engagement.

Our year 10 ambition: Devon and Torbay will be recognised nationally as a model for rural and coastal economic leadership – with thriving innovation clusters, resilient small and medium size enterprises, and a business support ecosystem that drives inclusive, sustainable growth.

EMPLOYMENT AND SKILLS

WHAT WE KNOW

Devon and Torbay face persistent and interconnected challenges across the skills and employment landscape. Productivity remains below the national average, and economic inactivity is high in many parts of the region, particularly among older adults, carers, and residents with health-related barriers. Qualification levels are uneven, with rural and coastal communities experiencing lower attainment and limited access to higher-level provision.

Employers consistently report acute skills shortages in both bedrock sectors – such as health, care, construction, and hospitality – and high-growth industries including clean energy, digital, and advanced manufacturing. At the same time, many residents face barriers to participation, from transport and digital exclusion to a lack of flexible learning options. The system must do more to support those furthest from the labour market, including care-experienced young people, disabled learners, and those in insecure housing or low-paid work.

WHAT HAS BEEN ACHIEVED SO FAR

- Developed the **Skills and Future Workforce Plan (2025–2030)**, setting out four strategic priorities and six flagship Calls to Action.
- Commissioned the **Connect to Work Programme**, working with Devon County Council, Torbay Council, and Plymouth City Council, supporting 1900 people annually into employment, with integrated health and skills support.
- Finalised the framework for devolving the **Adult Skills Fund** from 2026/27, enabling locally commissioned provision aligned to economic and inclusion priorities.

OUR PRIORITIES FOR THE NEXT EIGHTEEN MONTHS (NOVEMBER 2025 – MAY 2027)

Building on the Skills Plan and Delivery Plan actions (Items 5, 6, and 8), the DTCCA will:

Prepare for and successfully receive devolved Adult Skills Funding

- Pilot commissioning in late 2025, with full rollout from August 2026.
- Determine the proposed approach to upskilling the workforce, with priority skills that enable in work progression and entry into employment.
- Work collaboratively with the provider market and the VCSE sector, to ensure a balanced roll out of the fund.

Support delivery and scale up of the Connect to Work Programme

- Continue to engage collaboratively with delivery partners across Devon, Plymouth and Torbay to ensure the effective operation and impact of Connect to Work.
- Engage with employers to develop the supply side aspects of Connect to Work so that there are roles for people to enter.
- Work with the Department for Work and Pensions to develop other opportunities for local design in employment and welfare activities.

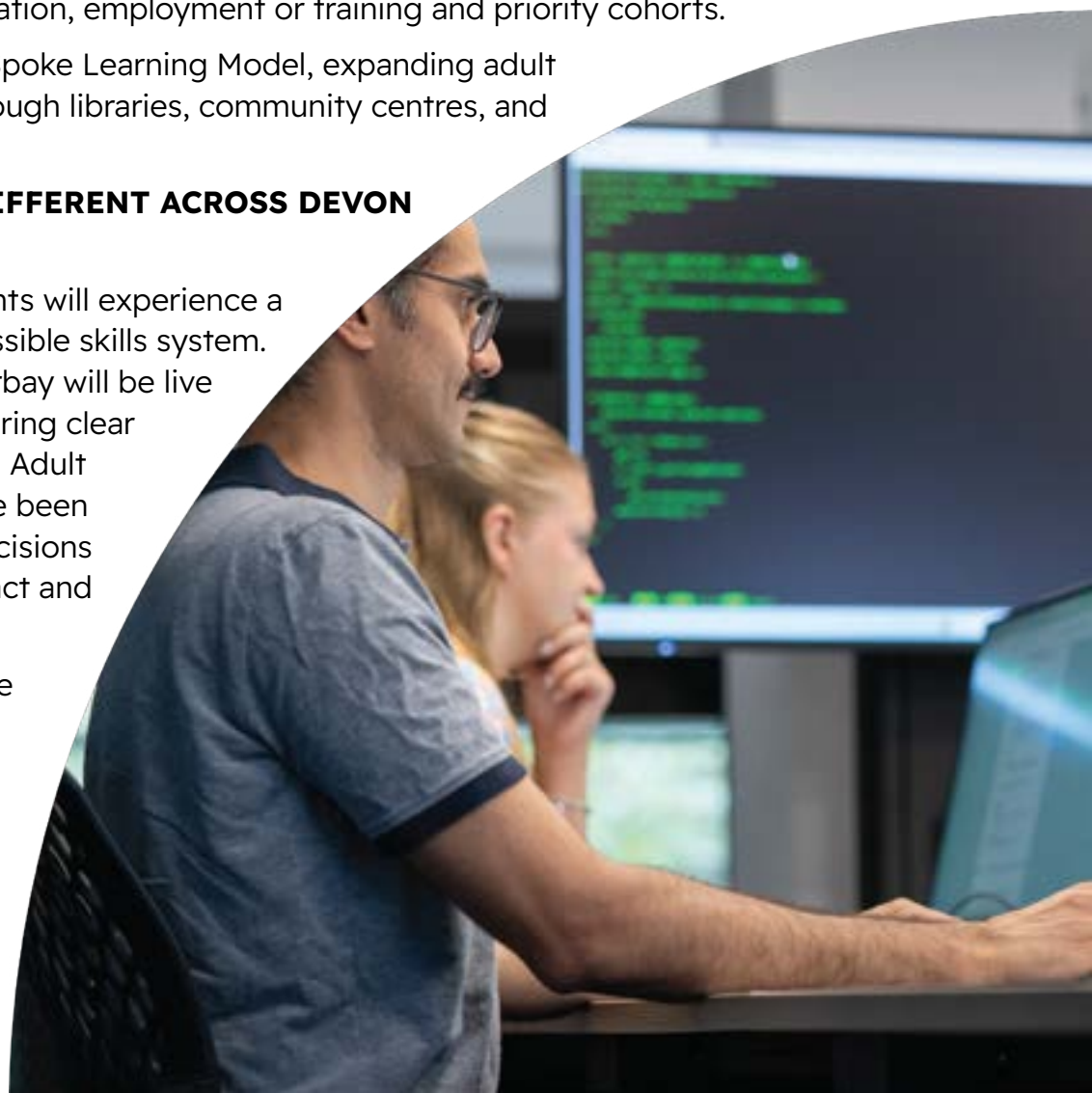
Skill Up Devon and Torbay, Careers Advice and Guidance, Skills Bootcamps

- Work with key partners, including Devon County Council and the Department for Education to develop a sustainable approach for the Careers Hub.
- Progress work towards a single portal to access skills and employment opportunities and understand successor arrangements for programmes such as Skills Bootcamps.
- Initiate the Skill Up Devon and Torbay programme to provide a single gateway for careers advice, progression support, and outreach to young people not in education, employment or training and priority cohorts.
- Pilot the Hub and Spoke Learning Model, expanding adult training access through libraries, community centres, and work hubs.

WHAT WILL FEEL DIFFERENT ACROSS DEVON AND TORBAY

In 18 months, residents will experience a more visible and accessible skills system. Skill Up Devon and Torbay will be live across the region, offering clear guidance and support. Adult Skills Funding will have been devolved and early decisions made to tailor its impact and effectiveness.

Employers will be more engaged in shaping provision, and priority sectors will have clearer pathways into jobs. Those



TRANSPORT

WHAT WE KNOW

Devon and Torbay's transport network is vital to growing our economy, protecting our environment, and improving quality of life. It connects nearly one million residents across cities, towns, coastal communities, and rural areas. However, the network faces challenges: congestion in urban centres, limited public transport in rural areas, seasonal pressures, a reliance on private vehicles, limited strategic routes in and out of the area and a dependence on these routes for Cornwall and Plymouth, as well as Devon and Torbay.

Transport is the largest contributor to carbon emissions in the region. While rail usage has grown and bus patronage is recovering, many communities still lack reliable, affordable, and integrated transport options. The need for decarbonisation, improved resilience, and better connectivity is urgent, especially as new housing and employment sites come online.

We will ensure that transport policy and investment support sustainable growth for Devon and Torbay, by facilitating well-integrated, accessible and inclusive transport that will improve travel choice and benefit the health and wellbeing of everyone.



WHAT HAS BEEN ACHIEVED SO FAR

Transport schemes detailed below have been led by **Devon County Council** and **Torbay Council** in their outgoing roles as Local Transport Authorities (LTAs). These include major infrastructure projects, public transport improvements, and active travel investments – many of which have taken years to plan, consult on, and deliver.

This long-term work provides the foundation for the Devon and Torbay Combined County Authority to autonomously exercise full Local Transport Authority powers from April 2026. The DTCCA will work closely with both Constituent Councils, using its new strategic role to coordinate delivery, unlock funding, and accelerate progress across the region.

Key achievements include:

- Publication of the **Devon and Torbay Local Transport Plan 2025–2040**, setting out a shared vision and six strategic objectives.
- Delivery of new railway stations at **Cranbrook, Marsh Barton, and Newcourt**, and the reopening of the Dartmoor Line to Okehampton.
- Securing over **£48m Housing Infrastructure Fund** to deliver active travel, highway, bus and community infrastructure to unlock homes at South West Exeter.
- Over **£7.6m Active Travel Fund** secured towards active travel improvements in Devon and Torbay since 2020.
- Completion of major infrastructure upgrades including the **South Devon Highway, North Devon Link Road**, and active travel schemes in Exeter and Newton Abbot.
- Securing **£55 million** in investment for zero-emission buses through the ZEBRA programme, supporting fleet upgrades in Torbay, Exeter, and North Devon and **c.£32 million** since 2020 in Bus Service Improvement Plan funding for service and infrastructure improvements.
- Development of **Enhanced Partnerships** with bus operators and progress on real-time information systems.
- Securing **£38m Major Road Network** funding to upgrade the A382 for all modes, supporting major housing growth in Newton Abbot and improving connectivity to the A38 Our priorities for the next eighteen months (November 2025 – May 2027).
- Delivery of the **Western Corridor** across Torbay, a substantial investment across a number of funding streams that delivered improved access to and unlocking potential for more homes, employment and education facilities.

IMPLEMENT THE FIRST PHASE OF THE LOCAL TRANSPORT INFRASTRUCTURE PLAN (TIP)

- Finalise and publish the TIP by March 2026.
- Scope priority schemes for delivery starting in Q2 2026.

ASSUME LOCAL TRANSPORT AUTHORITY POWERS

- Prepare for full transition by April 2026, including governance, commissioning, and integration of transport functions, to be implemented by April 2027.

DELIVER PRIORITY SCHEMES IDENTIFIED IN THE LOCAL TRANSPORT PLAN

- Rail station projects including Edginswell Station in Torbay and Cullompton Station in Mid Devon, Okehampton Interchange in West Devon and support and lobby for upgrades to the Tarka rail line.
- Expand bus priority infrastructure in Exeter, Newton Abbot, and Barnstaple.
- Deliver strategic cycle corridors in Exeter, Torbay and the Growth Areas, and expand the Countywide rural and leisure trail networks.
- Pilot integrated ticketing and fare simplification across bus and rail networks.

WHAT WILL FEEL DIFFERENT ACROSS DEVON AND TORBAY

In 18 months, residents will begin to experience a more connected and inclusive transport system following investment in new rail stations and bus improvements. Zero-emission buses will be visible on key corridors, improving the quality of bus travel for bus passengers. Improved walking and

cycling routes will be delivered in Exeter, Newton Abbot, Barnstaple and Torbay, supporting more active, healthier lifestyles and there will be more EV chargers available across Devon and Torbay to support growth in low emission cars.

Urban centres like Exeter and Torbay will feel more walkable and vibrant, with enhanced public realm. Residents will have more travel choices – whether commuting, accessing services, travelling to school or exploring the region.

Road schemes will be completed at South West Exeter and Exmouth, supporting a more resilient network with better connectivity for all modes of travel. New road schemes unlocking new homes at Cullompton and Newton Abbot will be advancing.

Our year 10 ambition: Devon and Torbay will have a fully integrated, low-carbon transport system. Rail and bus services will be more frequent, reliable, and accessible. Active travel will be the norm for short distance trips in our main growth towns with an expanded walking, wheeling and cycling network in our rural areas. The region will be a national exemplar for rural mobility, sustainable tourism, and transport-led growth and regeneration.



HOUSING

WHAT WE KNOW

People across Devon and Torbay face a deepening housing crisis. House prices and rents have risen sharply, outpacing local incomes and making it increasingly difficult for residents, especially younger people, key workers, and families, to find suitable, affordable homes. The region has historically underdelivered affordable housing, and social housing stock has been depleted through Right to Buy sales. Meanwhile, the conversion of long-term rentals into short-term holiday lets has further reduced availability. Delivery of affordable housing and associated benefits through planning obligations remains dependent on the viability of market-led development.

Rural geography, protected landscapes, and planning constraints present additional challenges, particularly in smaller towns and villages. Under-occupation of larger homes by older residents is contributing to demographic imbalance and labour shortages. The working age population under 39 is stagnating, while those aged 65+ are projected to become the largest age group by 2033, raising concerns about productivity and workforce supply.



Poor housing conditions are also linked to worsening health outcomes, and councils are increasingly reliant on costly temporary accommodation. The Devon Housing Commission called for coordinated action, investment, and reform to address these challenges.

WHAT HAS BEEN ACHIEVED SO FAR

- Established the **Devon and Torbay Housing Advisory Group** to provide strategic oversight and cross-sector collaboration.
- Secured **£8 million in capital funding** for small-scale and green housing projects, including retrofit and repurposing schemes.
- Begun development of a **DTCCA-wide Housing Strategy** and **Spatial Development Strategy**, aligning housing with transport, skills, and economic growth.
- Commenced building a strategic housing pipeline with **Homes England**, identifying priority sites and delivery models.
- Initiated work on **integrating** housing with health, transport, and skills policy areas.

OUR PRIORITIES FOR THE NEXT EIGHTEEN MONTHS (NOVEMBER 2025 – MAY 2027)

Further develop the housing and planning policy landscape

- Publish the DTCCA Housing Strategy, setting out delivery plans for affordable, supported, and community-led housing.
- Agree the Strategic Housing Pipeline with Homes England and the approach to investment prioritisation.
- Launch Spatial Development Strategy work, aligning housing, infrastructure, and economic development across the region.

Work with Local Planning Authorities to support new developments across Devon and Torbay

- Maximise delivery of affordable homes, working with Homes England, local authorities, registered providers and developers.
- Support Community Land Trusts and local housing initiatives, identifying new routes to development.
- Explore the potential for a DTCCA-wide Development Corporation, assessing benefits and viability.

Ensure compliance with new legislation and be informed by better data

- Coordinate implementation of the Renters Reform Act and prepare for short-term let registration.
- Establish a Housing Intelligence Unit and develop a dashboard to monitor progress against Devon Housing Commission recommendations.

WHAT WILL FEEL DIFFERENT ACROSS DEVON AND TORBAY

In 18 months, residents will begin to see a more coordinated and responsive housing system. Strategic sites will be moving toward delivery, and the DTCCA Housing Strategy will provide clarity and confidence for partners and investors. Community-led housing will be better supported, and the groundwork for spatial planning and infrastructure alignment will be underway.

Residents will feel the early benefits of improved housing quality, better integration with transport and employment, and more visible action on affordability. The Housing Intelligence Unit will provide transparent data on progress, and the DTCCA will be positioned as a trusted partner in national funding discussions.

Our year 10 ambition: Devon and Torbay will have a resilient, inclusive housing system. Homes that are affordable for local people will be delivered at scale, supported by strategic planning and infrastructure investment. Housing will be embedded in all policy areas, from health and care to transport and skills, ensuring that every resident has access to a safe, secure, and suitable home.



CROSS-CUTTING THEMES

The DTCCA is committed not only to **what** it delivers – in economy, transport, housing, and skills – but **how** it delivers.

Our four cross-cutting themes detailed below have been developed to inform all decision making, ensuring that every programme and investment contributes to a fairer, healthier, greener, and more vibrant Devon and Torbay.

CHAMPIONING CHILDREN AND YOUNG PEOPLE

The DTCCA recognises its role as a Corporate Parent and will ensure that children and young people are central to its work. This means:

- Including young people in the design and evaluation of DTCCA programmes, particularly those related to skills, transport, and housing.
- Where appropriate, supporting transitions into education, employment, and independent living.
- Ensuring that spatial and transport planning considers safe, accessible routes to schools, colleges, and youth services.

HEALTH IN ALL POLICIES

People's health is shaped by the everyday conditions in which they live, work and move. Secure jobs, safe homes, and accessible transport are all essential building blocks of health, and central to the DTCCA functions. The DTCCA will:

- Adopt the Local Government Association's Health in All Policies framework, following the recent assessment and recommendations.
- Embed health and wellbeing considerations into all major strategies and investment decisions.
- Work with Integrated Care Boards and public health teams to align housing, transport, and employment support with health outcomes.

SPORTS, CULTURE AND ART

Thriving places are not just economically successful, they are culturally rich and socially connected. The DTCCA will:

- Establish strategic relationships with organisations such as the Arts Council England, Sport England, sporting associations and entertainment venues, Explore the development of a Culture and Creative Economy sub-strategy under the Local Growth Plan, in partnership with Councils across Devon and Torbay.

- Support place-based cultural initiatives that promote community pride, tourism, and creative careers.

NATURE AND CLIMATE

Devon and Torbay's natural environment is one of its greatest assets. The DTCCA will ensure that all decisions contribute to environmental recovery and climate resilience. This includes:

- Embed nature and climate considerations into all major strategies and investment decisions
- Supporting the implementation of the Devon Climate Plan and Torbay's Greener Way for Our Bay Action Plan, with a focus on clean energy, sustainable transport, and low-carbon housing.
- Proactively designing and adapting infrastructure to be resilient to climate change.
- Promoting nature-based solutions in infrastructure and spatial planning.
- Supporting green skills development and business support and investment in the clean growth economy.
- Develop Devon's natural economy with a programme of creative and sustainable placemaking initiatives that utilise the exceptional natural environment and our tourism sector.



OUR OPERATING MODEL

Since establishment, our approach is designed to be lean, agile, and collaborative. With a small core team of 5.9 FTE, the DTCCA operates as a strategic convener and delivery enabler, drawing on the expertise and capacity of partners across local government, business, education, and civil society.

Our operating model is built around three organisational pillars that guide how we work and grow:

BUILDING COMPETENCE

We recognise that the DTCCA is a new institution, and our capability will mature over time. We are committed to:

- Operating with consistency and professionalism, employing the best people available.
- Developing a robust programme management approach to ensure delivery against expectations.
- Investing in systems, skills, and governance that support high-quality decision-making and performance.
- Learning from others, including Combined Authorities, and adapting best practice to our local context.

BUILDING TRUST

Trust is the foundation of our relationship with elected members, partners, and the public. We will:

- Be transparent and open in our decision-making, with clear governance and accountability.
- Include partners and communities in shaping our priorities and programmes.
- Focus on adding value – not replicating or competing with existing services – but supporting and enabling what already works in Devon and Torbay.
- Ensure that our work reflects the democratic mandate and local priorities of our constituent authorities.

BUILDING RELATIONSHIPS

Devon and Torbay has a complex landscape – geographically, historically, and institutionally. Success depends on collaboration. We will:

- Work across boundaries and sectors to convene, align, and support delivery.
- Recognise that our success is tied to the success of our partners – from District Councils and National Parks to universities, businesses, and the voluntary, community and social enterprise sector.
- Create space for shared leadership, joint investment, and co-designed solutions.
- Be a trusted partner that listens, adapts, and delivers.

This operating model will evolve as the DTCCA grows in scope and responsibility but is based on the principle of ‘Start Well, Scale Well’. It is designed to be flexible and focused on outcomes so that every action we take contributes to our vision for Devon and Torbay.

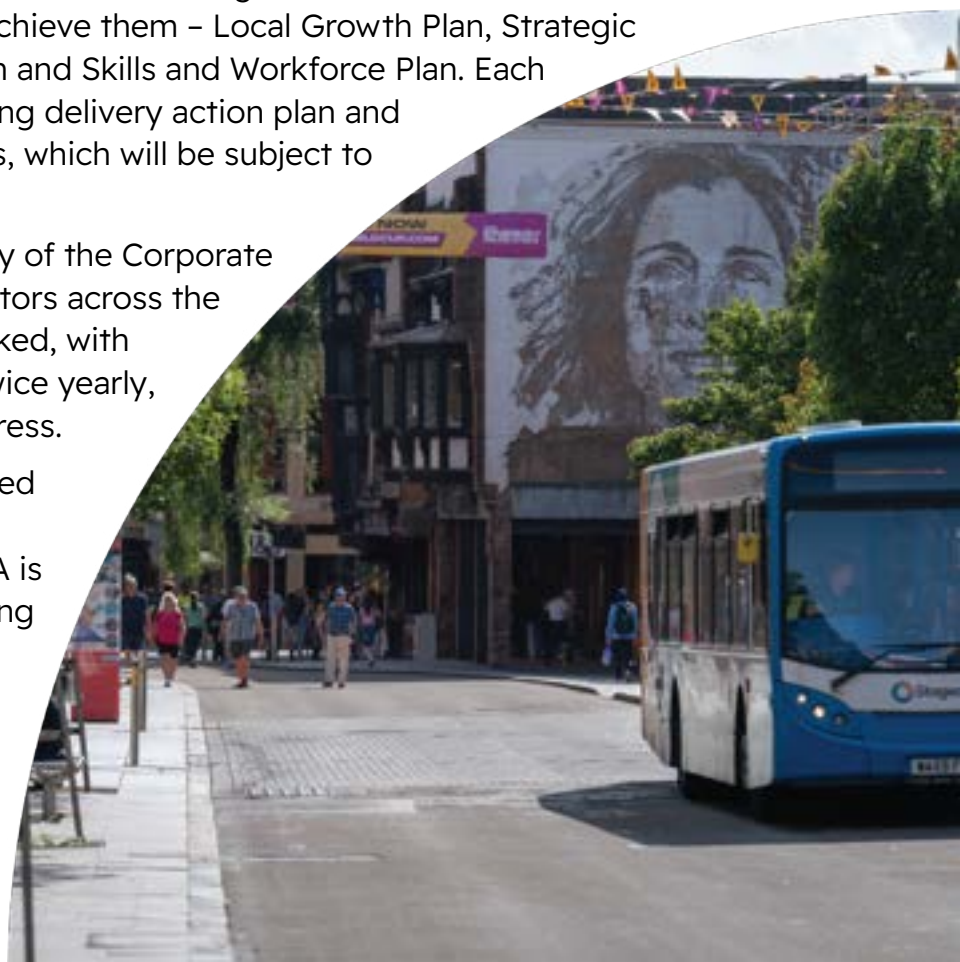
HOW WE WILL MEASURE SUCCESS

The Corporate Plan sets out high level priorities and objectives for the DTCCA. It provides strategic direction and explains how we will operate and use public resources to deliver change and improvement for the region.

Alongside the Corporate Plan sits a suite of strategies which set out in more detail our goals and how we will achieve them – Local Growth Plan, Strategic Housing Plan, Local Transport Plan and Skills and Workforce Plan. Each of these plans has an accompanying delivery action plan and associated performance measures, which will be subject to their own monitoring schedule.

To measure success of the delivery of the Corporate Plan, a small number of key indicators across the four delivery priorities will be tracked, with reports presented to the Board twice yearly, appraising performance and progress.

These indicators have been selected to provide a strategic overview of progress, ensuring that the DTCCA is working towards its goals, reflecting and reviewing where necessary.



The DTCCA's Performance Framework will structure indicators into three tiers:

Tier 1: Strategic Outcomes – aligned with DTCCA's thematic priorities (e.g. Gross Value Added, NEET levels, housing affordability).

Tier 2: Programme Delivery Metrics – milestones from the Delivery Plan (e.g. Adult Skills Fund go-live, Electric Vehicle chargers installed).

Tier 3: Organisational Health – internal performance (e.g. budget variance, staff training, governance compliance).

The DTCCA as a new organisation will undertake work to develop a set of benchmark indicators where applicable and develop targets to aim towards.

Set out below in table format, is the three tiers, identifying themes, potential metrics, sources, programme commitments, and targets/frequencies.



TIER 1: STRATEGIC OUTCOMES

THEME	INDICATOR	SOURCE
Housing	% of homes delivered that are affordable	Ministry of Housing Communities and Local Government (MHCLG)
Housing	Reduction in temporary accommodation use and spend	MHCLG
Housing	% of homes meeting Decent Homes Standard	LG Inform+
Housing	Empty homes brought back into use	Local returns
Economy	GVA per head	Office for National Statistics (ONS)
Economy	Business birth rate	LG Inform+
Skills	NEET rate (16-17)	LG Inform+
Skills	Adult progression L2-L3	Skills Plan
Skills	Wage uplift post-training	HM Revenue and Customs
Transport	EV charging points installed	LG Inform+
Transport	% of residents commuting via public transport	ONS/ LG Inform+
Transport	% of residents commuting via active transport	ONS / LG Inform +
Environment	Carbon emissions per capita	Devon Climate Plan
Community	Cultural participation	LG Inform+
Community	Youth engagement in DTCCA programmes	Local Returns

TIER 2: PROGRAMME DELIVERY COMMITMENTS NOVEMBER 2025- MAY 2027

THEME	PROGRAMME COMMITMENT
Economic	Local Growth Plan Delivery Plan approved by Business Advisory Group
	Community Wealth Building Framework developed
	Business Support Ecosystem Reviewed
	Programme of activity confirmed at Investor Events
Employment and Skills	Skills and Future Workforce Plan approved by DTCCA Board
	Skill Up Devon and Torbay launched
	Connect to Work Programme supporting 1,900 people annually
	Adult Skills Fund commissioned and live by August 2026
Transport	Local Transport Infrastructure Plan (TIP) published
	Transition to full Local Transport Authority powers by April 2026
	Feasibility work for Edginswell and Cullompton stations completed
	Bus priority infrastructure expanded
Housing	DTCCA Housing Strategy published
	Spatial Development Strategy launched
	Housing Intelligence Unit operational
	Strategic housing pipeline delivery with Homes England
Cross-Cutting	Youth engagement in programme design
	LGA Health in All Policies framework adopted
	Culture and Creative Economy sub-strategy scoped
	Devon Climate Plan implementation supported

TIER 3: ORGANISATIONAL HEALTH INDICATORS

INDICATOR	TARGET/FREQUENCY
Budget variance	Within 5% of forecast
Staff completion of mandatory training	100% annually
Capital programme	On time and within budget
Performance reporting to DTCCA	Twice yearly
Annual Impact Report	Published from 2026
Public facing performance	Live by Q3 2026





Devon and Torbay
Combined County Authority

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