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Date: Thursday, 26 September 2024

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Dear Member

OVERVIEW AND SCRUTINY BOARD - WEDNESDAY, 2 OCTOBER 2024

I am now able to enclose, for consideration at the Wednesday, 2 October 2024 meeting of the Overview and Scrutiny Board, the following reports that were unavailable when the agenda was printed.

Agenda No	Item	Page
6.	Torre Abbey Business Plan 2024	(Pages 3 - 56)
7.	Annual Review of the Events Strategy as aligned with Destination Management Plan	(Pages 57 - 100)

Yours sincerely

Governance Support
Clerk

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Meeting: 2 October 2024 **Date:** 2 October 2024

Wards affected: Tormohun

Report Title: Torre Abbey Business Plan 2024

When does the decision need to be implemented? N/A

Cabinet Member Contact Details: Jackie Thomas, Cabinet Member For Tourism, Culture And Events and Corporate Services, Jackie.thomas@torbay.gov.uk

Director Contact Details: Alan Denby, Director Pride in Place, alan.denby@torbay.gov.uk

1. Purpose of Report

- 1.1 To review the annual Business Plan for Torre Abbey together with details of performance against the previous plan. The focus for this year has been and will continue to be the impact of the major Capital works project and the challenges and opportunities linked to this.

2. Reason for Proposal and its benefits

- 2.1 The proposals in this report help us to deliver our vision of a healthy, happy and prosperous Torbay by Torre Abbey providing access to heritage and culture for the wellbeing of the residents and to attract visitors to the Bay.
- 2.2 The reasons for the proposal and need for the decision are to ensure Torre Abbey is on a commercially focused trajectory whilst ensuring the site and buildings are correctly managed within the listing designations.

3. Recommendation(s) / Proposed Decision

1. For Overview and Scrutiny to consider the business plan and make any recommendations to the Director of Pride in Place.

Appendices

Appendix 1: Torre Abbey Business Plan

Appendix 2: Torre Abbey Strategic Goals 2024/25

Background Documents

Main Torre Abbey website <https://www.torre-abbey.org.uk/>

spirit of place <https://www.torre-abbey.org.uk/about/spirit-of-place/>

Supporting Information

1. Introduction

- 1.1 Torre Abbey's Business Plan has been in place since 2019, it is reviewed annually and is due to a new strategy and full review in 2025 post the major capital works project.
- 1.2 Torre Abbey has 6 key objectives as outlined in the plan these are:
- Commercial
 - Raising Awareness
 - Conservation and Environmental
 - Learning and Access
 - Resource and Skills
 - Fundraising and projects
- 1.3 The focus of Torre Abbey's Business Plan is to ensure the site is managed to improve commercial sustainability and improve the heritage offer in the bay.

2. Options under consideration

- 2.1 N/A

3. Financial Opportunities and Implications

- 3.1 This Business Plan uses the resources currently available to Torre Abbey and looks to reduce the cost of the site to the Council over the coming years as delivery and investment in projects improves the offer and long term sustainability by creating opportunities to increase income generation and raise the profile of the Abbey.

4. Legal Implications

- 4.1 As a Scheduled Monument and accredited Museum, Torre Abbey must meet the standards set by Historic England and the Arts Council, both on behalf of the Department of Culture, Media and Sports.

- 4.2 As Torre Abbey has secured substantial grants from external funders for major capital works in the last 20 years Torre Abbey remains under contract to ensure it is maintained and remains open to the public. If the grant conditions do not continue to be met for 30 years after each grant the money could be reclaimed by the grant giver. The most recent grant was received in 2024.

5. Engagement and Consultation

- 5.1 Torre Abbey has not consulted on this Business Plan. Elements of it will be consulted on for the Torre Abbey New Beginnings Chapter One project in 2025 and as part of the development of the next Business Plan.

6. Procurement Implications

- 6.1 Where Torre Abbey will procure services related to the Business Plan this will be done following the normal Torbay Council procedures with support from the Procurement Team.

7. Protecting our naturally inspiring Bay and tackling Climate Change

- 7.1 One of the key areas of the Business Plan is Conservation and Environmental, this along with the fundraising and projects objectives considers how Torre Abbey can reduce its carbon footprint, this is a challenge when working with Grade 1 listed buildings, but with new technologies is achievable with investment as part of the project programme.

8. Associated Risks

- 8.1 A full risk register is embedded within the Business Plan

9. Equality Impact Assessment

Protected characteristics under the Equality Act and groups with increased vulnerability	Data and insight	Equality considerations (including any adverse impacts)	Mitigation activities	Responsible department and timeframe for implementing mitigation activities
Age	<p>18 per cent of Torbay residents are under 18 years old.</p> <p>55 per cent of Torbay residents are aged between 18 to 64 years old.</p> <p>27 per cent of Torbay residents are aged 65 and older.</p>	<p>Torre Abbey is open to people of all ages and the changing exhibition programme has appeal to a wide range of ages.</p>		
Carers	<p>At the time of the 2021 census there were 14,900 unpaid carers in Torbay. 5,185 of these provided 50 hours or more of care.</p>	<p>Torre Abbey offers free access to carers.</p>		
Disability	<p>In the 2021 Census, 23.8% of Torbay residents answered that their day-to-day activities were limited a little or a lot by a physical or mental health condition or illness.</p>	<p>80% of the Torre Abbey is wheelchair accessible.</p> <p>Torre Abbey has a visual guide for informing visitors on what to expect at Torre Abbey</p> <p>Torre Abbey works with a number of groups who specialise in working with people with disabilities</p>		

Gender reassignment	In the 2021 Census, 0.4% of Torbay's community answered that their gender identity was not the same as their sex registered at birth. This proportion is similar to the Southwest and is lower than England.	Torre Abbey provides a welcome to all regardless of their gender.		
Marriage and civil partnership	Of those Torbay residents aged 16 and over at the time of 2021 Census, 44.2% of people were married or in a registered civil partnership.	Torre Abbey is a licenced wedding venue and supports a wide range of weddings and civil partnership ceremonies each year.		
Pregnancy and maternity	Over the period 2010 to 2021, the rate of live births (as a proportion of females aged 15 to 44) has been slightly but significantly higher in Torbay (average of 63.7 per 1,000) than England (60.2) and the South West (58.4). There has been a notable fall in the numbers of live births since the middle of the last decade across all geographical areas.	Torre Abbey provides baby change facilities and a breast feeding space on request.		
Race	In the 2021 Census, 96.1% of Torbay residents described their ethnicity as white. This is a higher proportion than the South West and England. Black, Asian and minority ethnic individuals are more likely to live in areas of Torbay classified as being amongst	Torre Abbey provides a welcome to all regardless of their race.		

	the 20% most deprived areas in England.			
Religion and belief	64.8% of Torbay residents who stated that they have a religion in the 2021 census.	Torre Abbey provides a welcome to all regardless of their religion. Although Torre Abbey has an extensive religious history this is not the aspect of the history we mainly tell the story of.		
Sex	51.3% of Torbay's population are female and 48.7% are male	Torre Abbey provides a welcome to all regardless of their gender. Torre Abbey has an all-female leadership team for the first time in its history.		
Sexual orientation	In the 2021 Census, 3.4% of those in Torbay aged over 16 identified their sexuality as either Lesbian, Gay, Bisexual or, used another term to describe their sexual orientation.	Torre Abbey provides a welcome to all regardless of their sexual orientation. Torre Abbey participates in Pride events annually.		
Armed Forces Community	In 2021, 3.8% of residents in England reported that they had previously served in the UK armed forces. In Torbay, 5.9 per cent of the population have previously served in the UK armed forces.		Torre Abbey is looking to develop a new community project working with veterans	Learning and Community Engagement Coordinator
Additional considerations				
Socio-economic impacts (Including impacts on child	Torre Abbey sits in an area in the 10% of the most deprived	Torre Abbey offers a membership scheme which is low cost to provide a cheaper way to access the site,		

poverty and deprivation)	in the UK in the 2019 Indices of Multiple Deprivation.	exhibitions and events for our local community.		
Public Health impacts (Including impacts on the general health of the population of Torbay)		Torre Abbey works with Torbay on the move to provide free wellbeing activities such as free Park Yoga throughout the summer.		
Human Rights impacts		N/A		
Child Friendly	Torbay Council is a Child Friendly Council and all staff and Councillors are Corporate Parents and have a responsibility towards cared for and care experienced children and young people.	Approximately 4 times per year Torre Abbey works with the Social Services teams to provide FOC access to an event or exhibition to our Young People in care. Torre Abbey provides an education membership for just £30 for a year which enables schools to bring their pupils to Torre Abbey as often as they wish, this is also open to home educators, child minders and nurseries of which Torre Abbey now has a good community		

10. Cumulative Council Impact

10.1 None

11. Cumulative Community Impacts

11.1 None

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TorreAbbey

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Introduction & Context

Torre Abbey is Torbay's most historic building complex dating from 1196. An ancient scheduled monument set within 17.8 acres of gardens and parkland. It's an accredited museum owned by Torbay Council, home to a regionally important collection it's been a centre of religious and artistic expression and hospitality for 800 years. Torre Abbey is the best-preserved monastic ruins in Devon and Cornwall.

Torre Abbey is a member of the Southwest Museums Development Trust which supports the 200 accredited museums in the region. Torbay is a known cultural cold spot with a low number of cultural organisations, it is geographically remote with comparatively poor transport links making access to other cultural centres difficult. Torre Abbey sits in an area in the 10% of the most deprived in the UK in the 2019 Indices of Multiple Deprivation.

Much like the rest of the cultural sector Torre Abbey was significantly impacted by the COVID-19 Global Pandemic in a number of ways:

- Economic – long periods of enforced closure and the inability to furlough reduced Torre Abbey's income without a reduction in expenditure levels meant that in 2020/21 the budget deficit was significant. Although on first reopening income increased, this growth is anticipated to be impacted by the rise to the cost of living created by the Pandemic, creating less disposable income to be available to the culture sector.
- Funding landscape – the pandemic changed the funding landscape with many grant funds closing and funding being reallocated to Covid emergency and recovery funds. Torre Abbey was ineligible for many of these grant funds due to being a Local Government asset and where eligible was unsuccessful due to the perceived nature of Local Government spending. This has changed Torre Abbey's strategic planning for Fundraising which is reflected in this business plan and the updated Fundraising Strategy.
- Cultural – One of the positive impacts of the pandemic has been the increase in interest in cultural activities within the local community and by the national visitor. Generally, people are more involved with the heritage in their local area and the inability to partake in cultural activities increased its sense of value as people realised how much they missed it when the opportunities were removed. A strategic challenge over the next four years will be how the sector reinvigorates touring exhibitions and large-scale events. The pandemic stopped all nationally touring exhibitions and in the immediate aftermath of reopening these have not yet moved out of their, mainly city, localities.
- Whole site approach - Another cultural change has been around the increase of interest in outdoor activities. Through the pandemic people felt safer to socialise outdoors and this trend, so far, is continuing. Pre-pandemic Torre Abbey was moving to a strategic whole site approach however this has now been reinforced as a key strategic priority.
- Resources – Supply chains issues and the labour shortage have increased the cost to Torre Abbey's commercial activities whilst seeing a reduction in operational hours.

This 2024 updated Business Plan considers the reduction of the impact of Covid and focuses of retaining the ambition of being financially sustainable within 15 years.

There are a number of other strategies which have been taken into account as part of Torre Abbey's Business Planning to create a cohesive plan for Torre Abbey linked to the wider vision across Torbay and Nationally including:

- Art's Council Let's Create Strategy 2020 – 2030
- Torbay Heritage Strategy 2021-2026
- Enjoy, talk, be, do - A cultural strategy for Torbay and its communities 2014-2024
- Torquay Town Investment Plan July 2020
- Torbay Local Cycling and Walking Infrastructure Plan (LCWIP) 2021-2026
- Torbay Local Plan – A landscape for Success 2012 – 2030
- Carbon Neutral Council Action Plan 2022 – 2024
- Torbay Economic Strategy 2022 – 2030
- English Riviera Destination Management Plan 2022-2030
- One Torbay: Working for all Torbay Community and Corporate Plan 2023-2043
- UNESCO Sustainable Development Goals
- National Lottery Heritage Fund – Heritage 2033
- Local Government Association Cultural Strategy in a Box March 2020

As a Torbay Council Service Torre Abbey must be mindful of the Council's mission which is:

"We will put our residents at the heart of everything we do. We will ensure a strong grip on finance, working with our communities and partners, to deliver a sustainable future. We will deliver quality services, improve our economy and protect and enhance our built and natural environments, so that we are all proud of our Bay."

Within the context noted above, this Business Plan was created in consultation during 2019, building upon the previous plan (2014-2019) and the collation and analysis of business information and data. It was updated in March 2021, January 2022 and July 2024

The aim of this plan is to consolidate the changes since the last business plan and the vision for the future.

TorreAbbey

Torre Abbey is Torbay's most historic building, an ancient scheduled monument dating back to 1196 set within 17.8 acres of gardens and parkland. The site has been in the care of Torbay Council since 1930. Our aim is for Torre Abbey to be a household name across the region, to facilitate a better understanding of the building and its important collection and to be a centre for learning, creativity and culture and relevant to the local community and visitors to the area.

www.torre-abbey.org.uk

Covid Impact

2020/21 saw significant losses at Torre Abbey due to the Covid-19 global pandemic resulting in enforced closure for 8.5 months of the financial year. The business plan was initially put on hold and reviewed in March 2021 and January 2022. These reviews take into account the ongoing Covid-19 impact and builds in time for recovery, it is not anticipated that Torre Abbey will bounce straight back to pre-covid operations in the financial year 2022/23.

As a Local Government owned site Torre Abbey was unable to take advantage of furlough however during the closed periods a skeleton staff worked on site to undertake conservation works. Some members of the team also supported other departments within Torbay Council.

The main exhibitions and community events programme were put on hold for the full year of 2020/21. For the 3.5 months Torre Abbey was open we were able to work with the community and local artists for smaller scale and self-curated exhibitions.

From April 2021 restrictions have eased and Torre Abbey has been able to remain open to visitors with a small number of weddings able to take place since July.

Volunteers were unable to support Torre Abbey for the full 8.5 months of closure period in 2020 however some new volunteers were recruited during the summer of 2020 and supported the reopening within Covid safety guidance as significantly more staff were required to open. Since May 2021 the full range of existing and new volunteers have returned.

A new one-way visitor route was introduced to satisfy Covid secure opening. This has been very successful, and visitors have fed back they have not felt so lost in the building. The decision, therefore, has been made to maintain this one-way route even during periods when Covid restrictions ease.

Profile-raising work has been undertaken ensuring regular social media posts, press releases where relevant and a strong online presence. Torre Abbey has also improved relationships with other partners and attractions in Torbay.

Upon re-opening in 2020 Torre Abbey worked with the ERUGGp to set up and support a vulnerable Tuesday's offer which provided dedicated visitor bookings slots for those that had been shielding. A new online booking system was set up and worked successfully. To support safe access within Covid guidelines a visitor welcome marquee was set up outside, this proved to be an excellent engagement tool and allowed the team to communicate with people who do not normally come inside the pay barrier. Visitors gave excellent feedback on their experience and frequently said how safe they felt at Torre Abbey.

External intelligent footfall counters were installed in 2020 which gave Torre Abbey excellent insight into the use of the site by pedestrians and visitors outside of the pay barrier.

Access to funding during the pandemic became extremely challenging for Torre Abbey. Virtually all normal grant funds were immediately closed in favour of Covid emergency and recovery grants. Unfortunately, as a Local Authority asset, Torre Abbey was ineligible for many of these emergency grants or not seen as a high priority as the Local Authority was expected to support their museums. As we move towards 2022 many grant pots are starting to reopen, although with

an altered focus. This change in the funding landscape has had a significant impact on Torre Abbey and is discussed in further detail in Objective 6.

Whilst 2020/21 was a very difficult year the team learnt a lot through the process which has driven forward some of the changes made to this plan. Torre Abbey has continued to learn and has adapted to strong ways of working within the changing guidelines allowing the first half of 2021/22 to be more profitable and to re-engage with increasing visitor numbers.

2023/2024 review

The impact of covid has significantly reduced however the cost of living crisis is impacting visitor numbers to Torre Abbey and the whole of the English Riviera. Those visitors that are still coming to Torre Abbey have less disposable income to spend. In 2023/24 visitor numbers recovered to pre-pandemic numbers for the first time despite the start of a major restoration project. A significant loan from the British Library for the Paddington – Story of a Bear exhibition supported driving footfall.

FOTA made the decision to cease with their funds being transferred to the new Torre Abbey Development Foundation once this is set up. As of July 2024 Trustee's are in place and the application to the charity commission is underway.

In June 2023 a major Torre Abbey Restoration Project began. This £2m project funded via the DCMS through MEND administered by Arts Council England and National Heritage Memorial Fund CAF grant along with match funding from FOTA and Torbay Council. This project includes conservation and repair of the southeast and southwest wings, south façade, gatehouse and landscaping directly to the south façade. The project is due to be completed by August 2024.

Ongoing vandalism of the external footfall counters has led to the decision to not replace them.

In 2023 a small staff restructure was completed to strengthen the commercial roles within the team.

Objectives

The Business Plan for Torre Abbey has been broken down into six main objectives. These are the key aims and tasks that Torre Abbey will be working towards during the five year period covered by this plan. Each of these objectives have key tasks, resources required and risks associated with them. The risks of each objective is shown at the end of this document due to the overlapping nature of some of the objectives. The final objective of this plan was originally focused on Phase III but due to the change in funding landscape this has shifted, as of June 2021, to a wider Fundraising objective.

Commercial

Overview

Ensuring financial and commercial sustainability is absolutely key to securing and maintaining the future of Torre Abbey. There are a number of key income streams which have previously been

under exploited which Torre Abbey can make much better use of in the future. The commercial objectives aim to maximise current income streams whilst exploring new opportunities for growth.

Key Objectives

- Ensure that Torre Abbey meets all relevant KPI's
- Re-engage with on site visitors and work towards achieving the pre pandemic visitor numbers.
- Re-engage with 1196 members and work towards achieving the pre pandemic visitor numbers.
- Establish Torre Abbey Café as an in-house operation.
- Undertake staff restructure within the current budget envelope to create a more commercially focused and resilient team. This was completed in April 2021.
- Increase average secondary spend on retail and overall retail income by 5% each year.
- Maximise retail opportunities by improving merchandising for programming, special events and a taking a seasonal approach.
- Maximise the income from and customer experience linked to weddings and other private hires with a focus on hires from April to September.
- Review the approach to events along with the current events held at Torre Abbey in order to maximise income and continue to raise awareness.
- Creation of a Development Foundation to support Grant Applications and Fundraising.
- Significantly strengthen the fundraising profile of Torre Abbey by creating giving opportunities which visitors feel connected to.
- Strengthen links with Friends of Torre Abbey (FOTA) to enable them to raise additional funds for Torre Abbey.

Key actions

	Lead	19/20	20/21	21/22	22/23	23/24	24/25
Monthly monitoring of KPI's related to income and expenditure with remedial action taken where necessary	Torre Abbey Manager	✓	✓	✓	✓	✓	✓
Review current budget structure and coding to give clarity of specific key income and expenditure streams	Torre Abbey Manager	✓		✓		✓	
Implement keys action from Audience Development and Marketing Plans to achieve visitor targets	Marketing Officer	✓	✓	✓	✓	✓	✓
Complete feasibility study and business case to consider the possibility of running Torre Abbey Cafe as an in house operation	Torre Abbey Manager	✓					
Establish Café as in house operation	Senior Food and Beverage Officer			✓			

Review shop stock and merchandise seasonally to increase average visitor spend per head and overall retail income	Retail Coordinator	✓	✓	✓	✓	✓	✓
Produce a weddings strategy and plan which focuses on hires from April to September, considers improving wedding offer to include more facilities/equipment and increases wedding income	Wedding and Events Coordinator				✓		
Raise profile of Torre Abbey as a wedding venue via appropriate marketing and attending wedding fairs	Marketing Officer	✓	✓	✓	✓	✓	✓
Improve customer experience regarding wedding booking process and packages available to achieve a conversion rate of 50% enquires to booked hires	Wedding and Events Coordinator	✓	✓	✓	✓	✓	✓
Complete review of regular (annual) events to monitor profitability and successes against targets of income and raising awareness	Wedding and Events Coordinator	✓	✓	✓	✓	✓	✓
Investigate fundraising opportunities and create a fundraising strategy and plan	Torre Abbey Manager/Senior Projects Officer			✓			
Complete an authorised business case on all suggested programming	Senior Exhibitions and Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Develop wish list of projects that fundraising and grants can support	Torre Abbey Manager/Senior Projects Officer	✓	✓	✓	✓	✓	✓
Maintain regular attendance by member of Torre Abbey team at FOTA committee meetings hosted at Torre Abbey	Torre Abbey Manager/Senior Operations Coordinator	✓	✓	✓	✓	✓	✓

Note ✓ indicates the year the work is intended to or did happen.

Resources Need

To deliver the above Key Actions above it will be necessary to invest in:

- Staff and Volunteer time.
- Potential investment in volunteer recruitment, induction and training.
- Potential financial investment in marketing activities as budgeted for each year.
- Engagement with partner agencies, universities, museums, peer organisations stakeholders and contractors.

- Maintain memberships of organisations who provide free training for staff and volunteers.
- Potential investment in new stock for shop to expand branded offer, other merchandise and seasonal lines. Sale or return will be used where possible when purchasing stock.
- Potential investment in equipment to improve weddings offer, could be recouped through bookings.
- Potential investment in fees to attend wedding fairs, this would be part of the marketing budget.
- Torre Abbey house new roles created under the restructure within the current budget envelope.
- Create new café roles above existing budget envelope as part of change paper agreement.
- Support the employment of eight members of staff via the kick start programme.
- Potential seed funding for Development Trust.
- Potential match funding for grant applications if successful.
- Investment in unused staff accommodation to convert to holiday lets business.

Raising Awareness

Overview

Torre Abbey has a good understanding of its existing audience through a variety of measurement tools. A strong brand enables Torre Abbey to engage and inspire visitors. This will allow Torre Abbey to create a dynamic annual exhibition and events programme linked to seasonal audiences and increasing engagement in shoulder seasons. A key market for Torre Abbey to increase is local and semi local audiences (traveling less than 3 hours to attend) as this will allow growth of the repeat visitor markets and support more staycations and local visits post Covid.

Appropriate marketing will be required to support all of the above which from 2021 will involve a significant move towards online marketing to support post Covid needs and environmental objectives. All of the key markets and development of these are explored fully in the Audience Development Plan.

Key Objectives

- Ensure that Torre Abbey meets all relevant KPI's.
- Bolster core audiences, to generate income and become more sustainable and resilient.
- Share Torre Abbey's collection with a broad audience, meeting engagement and learning targets.
- Provide a high quality experience to visiting audiences, as part of the broader cultural and tourism offer in Torbay.
- Explore when the appropriate times are to deliver activities to maximise specific dates, Easter, school holidays etc. and to better spread visitors in order to improve sustainability without compromising conservation.
- Retention of 1196 memberships and improving the 1196 club offer and communication with this growing group of supporters.

- Torre Abbey currently works well with a small number of primary schools. Torre Abbey will increase reach by working with a larger number of primary schools as well as introducing a new offer for secondary and FE level education.
- Torre Abbey places itself as a cultural hub, this will be promoted in a manner that is an inclusive approach so that customers can experience culture at a level appropriate to their motivation and engagement.
- Torre Abbey will build on the current volunteer offer and promote this to increase both the number of volunteers as well as the variety of roles available.
- Strengthen links with Friends of Torre Abbey (FOTA) to act as ambassadors within the local community.
- In 2021 focus on marketing to the local and semi local market to reengage local audiences and meet anticipated increase staycation demand.
- Moving to online marketing where possible to support post covid recovery and environmental objectives.
- Strengthen relationship with ERBID, ERAP and ERUGGp.
- Focus on a whole site approach and use data from intelligent footfall counters to inform reach to a wider user group.

Key actions

	Lead	19/20	20/21	21/22	22/23	23/24	24/25
Address identified strategies and actions within the Audience Development Plan	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Address identified actions within the Marketing Plan	Marketing Officer	✓	✓	✓	✓	✓	✓
Re-assess visitor and non-visitor feedback and service usage, and develop appropriate opportunities for staff and hard-to-reach groups	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Make continual customer-led improvements, to ensure that Torre Abbey is providing high quality and equality of service	Senior Exhibitions And Visitor Experience Coordinator	ü	✓	✓	✓	✓	✓
Provide a sustained level of excellent customer service across all visitor engagement interactions and to all internal and external stakeholders	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Ensure all visual language for Torre Abbey in public and non-public facing areas is on brand	Senior Exhibitions And Visitor	✓	✓	✓	✓	✓	✓

	Experience Coordinator						
Collectively discuss types of activities which will enhance the visitor experience and programming	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Deliver a dynamic annual exhibition and events programme which reaches a broad audience in line with the Audience Development Plan	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Review the 1196 club membership offer including the package on offer and improvements to communication with members	Senior Exhibitions And Visitor Experience Coordinator/ Marketing Officer	✓		✓		✓	
Develop an education strategy for reaching additional primary schools and a new offer for secondary and FE level education	Learning and Community Engagement Coordinator			✓			
Develop a volunteer strategy which promotes Torre Abbey as an excellent place to volunteer and work with support groups such as FOTA	Torre Abbey Manager/ Senior Projects Officer			✓			
Annual update of Marketing Plan to reflect business need and objectives	Marketing Officer	✓	✓	✓	✓	✓	✓
Marketing Officer undertake regular attendance to ERAP meetings and liaise closely with ERBID and ERUGGp	Marketing Officer	✓	✓	✓	✓	✓	✓
Set up and maintain an outside visitor welcome area for summer months	Senior Exhibitions And Visitor Experience Coordinator/ Senior Operations Coordinator		✓	✓	✓		

Note ✓ indicates the year the work is intended to or did happen.

Resources Need

To deliver the above Key Actions above it will be necessary to invest in:

- Staff and Volunteer time.

- Investment in volunteer recruitment, induction and training.
- Financial investment in marketing activities as budgeted for each year.
- Potential financial investment in feedback technologies.
- Potential investment from other council departments to allow Torre Abbey to strengthen membership offer i.e. free parking included in membership.
- Potential investment in marquee or temporary visitor welcome building.

Conservation and Environmental

Overview

The whole 17.8 of the Torre Abbey site is designated as an Ancient Scheduled Monument. This is the highest level of designation available in the UK. Torre Abbey is the best example of Medieval Monastic Ruins surviving in Devon and Cornwall. Torre Abbey has in its care a collection which is of regional, national and international importance housed within a Grade One listed building. With 800 years of history, the saga of the UK can be viewed through the lens of Torre Abbey. The largest collection of art in Devon is housed at Torre Abbey including many important pre-Raphaelite works among others. Torre Abbey sits within the English Riviera UNESCO Global Geopark and is a proud partner to this organisation. The grounds including an award-winning garden, which is the largest open garden in Torbay. As the caretakers of such a diverse range of history, art and culture it is vital that Torre Abbey establishes itself as an exemplar of conservation of its built and natural heritage.

During the enforced closures in 2020 and 2021 Torre Abbey experienced accelerated deterioration to the fabric of the building. This was due to lower numbers of staff able to be on site to undertake basic maintenance, major capital works which were put on hold due to the closure of grant funding and being unable to have contractors on site to undertake routine maintenance and remedial capital works. This has resulted in areas in the building becoming unsafe and being closed to visitors. In 2021/22 Torre Abbey applied for funding to resolve this backlog of capital works. This application was successful and works started in 2023 which are scheduled to finish in August 2024.

Torbay Council has confirmed match funding for the capital works funding bids along with ongoing increased budgets for building management and maintenance to ensure that once the emergency backlog works are completed there will be a supported annual programme in place to care for and maintain Torre Abbey.

Torbay Council has declared a climate emergency. Torre Abbey will contribute to the work being done by Torbay Council to reduce carbon, go paperless and look all aspects of the site which have an environmental impact. Some changes will be small and low cost including some changes to day-to-day operations such as improving recycling, going paperless and using local and fair-trade suppliers as far as is possible. Other changes will require significant resources to make the necessary changes and funding will be sought to undertake these works as outlined in objective 6.

Torre Abbey is an accredited museum achieving reaccreditation for the next 5 years in 2023.

Key Objectives

- Ensure that Torre Abbey meets all relevant KPI's.
- Maintain Museum Accreditation and work towards the highest standards in all areas of work.
- Develop specialist knowledge within the core team through development opportunities and new research posts.
- Develop a volunteer programme to further support collections care and research. In 2021 funding was secured from the National Lottery to support a digital volunteers project to digitise the collection and create an online portal to this.
- Review Torre Abbey's collection to consider how well it matches the Collections Development Policy, categorise the items into defined groups and assess their significance.
- The policy for documentation of the collections will ensure that the information Torre Abbey holds relating to the collections is accurate, secure, reliable and accessible. All appropriate actions will be completed relating to the Documentation Plan.
- Ensure the safety and security of the building, the ruins and the collection by maintaining a clear, workable emergency plan, having a clear salvage plan and completing the necessary actions relating to the security audit.
- Celebrate Torre Abbey's built and natural heritage.
- Improve recycling for all waste including staff areas, gardens, café and retail.
- Join the Arts Council's Fit for the Future Scheme.
- Update the marketing plan to ensure minimal use of printed materials and those that are printed to have longevity, to be recyclable and to only be distributed locally to reduce leaflet miles.
- Ensure use of local suppliers where possible for café and retail offers.
- Ensure green travel options are well marketed and are clear, easy to use and accessible to all.
- Investigate the possibility of having bike or e-bike hire onsite in conjunction with ERUGGp and a local provider.
- Establish a switch it off ethos across the team and move all lighting to LED lights.
- Investigate options for re grey water usage and alternative heating systems for garden building.
- Work with the Torbay Council Climate Change Officer to identify opportunities to reduce the overall environmental impact of Torre Abbey including the grounds and gardens to support the climate change agenda.
- Ensure full archaeological collection is catalogued, inventoried, digitised and made accessible to the public.

Key actions

	Lead	19/20	20/21	21/22	22/23	23/24	24/25
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Extend cataloguing and documentation of collections in line with SPECTRUM procedures as outlined in Documentation Plan	Senior Operations Officer	✓	✓	✓	✓	✓	✓
Address identified improvement targets as outlined in Care & Conservation Plan	Senior Operations Officer	✓	✓	✓	✓	✓	✓
Review collection to consider how well it matches the Collections Development Policy, categorise the items into defined groups and assess their significance whilst following museum best practice	Torre Abbey Manger/ Senior Operations Officer						✓
Ensure full archaeological collection is catalogued, inventoried, digitised and made accessible to the public	Torre Abbey Manger/ Senior Operations Officer						✓
Complete digitisation of collections catalogue through MODES, including provision of public online access to appropriate MODES search fields	Senior Operations Officer			✓	✓	✓	
Extend research partnerships across Universities, Museums, South West Heritage Trust and other organisations, in particular with reference to: <ul style="list-style-type: none"> • Torre Abbey's Fine and Applied Art Collections, • Torre Abbey as a Scheduled Monument and site of archaeological interest, • Documents held at Torre Abbey and in other collections, • Social history 	Senior Operations Officer	✓	✓	✓	✓	✓	✓
Maintain organic principles across the Garden wherever possible. Extend rainwater collection in garden and maintain water saving measures	Senior Garden Coordinator	✓	✓	✓	✓	✓	✓
Collaborate with English Riviera UNESCO Global Geopark to improve protection of geological sites through developing education resources and understanding e.g. Torre Abbey stonework to illustrate properties of geology/stonemasonry and the history of Torre Abbey within the context of the UNESCO Global Geopark.	Learning and Community Engagement Coordinator/ Senior Project Officer	✓	✓	✓	✓	✓	✓
Increase the visibility of the partnership with English Riviera UNESCO Global Geopark within Torre Abbey	Senior Exhibitions And Visitor Experience Coordinator/ Senior		✓	✓	✓	✓	✓

	Projects Officer						
Improve recycling for all waste including staff areas, gardens, café and retail	Senior Operations Officer / Senior Food and Beverage Coordinator / Senior Garden Coordinator / Retail Coordinator			✓	✓	✓	✓
Embrace an ethos of paperless and switch it off across the whole site	Senior Operations Officer			✓	✓	✓	✓
Investigate and promote green travel options	Torre Abbey Manger/ Senior Projects Officer			✓	✓	✓	✓
Explore joint project with ERUGGp regarding potential on site bike hire	Torre Abbey Manger/ Senior Projects Officer				✓		
Investigate options for re grey water usage and alternative heating systems for garden building	Torre Abbey Manger/ Senior Garden Coordinator				✓		
Work with the climate change officer to identify future projects including a whole site environmental plan	Torre Abbey Manger/ Senior Garden Coordinator						✓
Obtain funding for emergency capital to conserve and repair courtyards 1 & 2 undertake works	Torre Abbey Manger/ Senior Projects Officer		✓	✓			
Commission updated management and maintenance plan	Torre Abbey Manger/ Senior Projects Officer					✓	
Commission updated archaeological surveys	Torre Abbey Manger/ Senior Projects Officer				✓		

Commission updated Conservation Management Plan	Torre Abbey Manger/ Senior Projects Officer				✓		
Obtain funding for emergency capital to conserve and repair the South Range and Gatehouse and undertake works	Torre Abbey Manger/ Senior Projects Officer			✓	✓	✓	

Note ✓ indicates the year the work is intended to or did happen.

Resources needed

To deliver the above Key Actions above it will be necessary to invest in:

- Staff and Volunteer time.
- Engagement with partner agencies, universities, museums and other organisations.
- Investment in volunteer recruitment, induction and training.
- Maintain memberships of organisations who provide free training for Torre Abbey staff and volunteers.
- Potential investment in replacement/upgrading for equipment required for care and conservation of the collection inside and in the garden.
- Grant applications to support additional environmental projects.
- Funding from Torbay Council for match funding and standalone works.
- Funding from Torbay Council for ongoing management and maintenance of the whole site.

Learning and Access

Overview

Torre Abbey is committed to offering every visitor high-quality experiences that are enjoyable, educational and inspirational. Torre Abbey aims to provide the best possible physical, sensory and intellectual access to the building and its collections, with a range of learning, interpretation and outreach programmes that promote understanding and enjoyment of its shared heritage. Torre Abbey aims to be a welcoming place, and one that actively involves people across the local community and beyond.

In 2021 Torre Abbey re-evaluated the exhibition programme and has shifted the focus to improve the use of its own indigenous collection and using the touring exhibition programme to provide a more diverse schedule both in terms of artists worked with and audience appeal. In 2019 Torre Abbey developed a Spirit of Place which now influences all areas of programming.

Key objectives

- Ensure that Torre Abbey meets all relevant KPI's.
- To maximise physical access to the building for people of all ages, including children & families, older people and people with disabilities.
- To provide displays and exhibitions which are accessible, interesting and relevant to people with different abilities and different racial, cultural and religious backgrounds.
- To provide a range of special events and exhibitions which are affordable and relevant to people from different socio-economic backgrounds.
- To conduct service in a professional, customer-focused, responsive and accountable manner, treating all customers with courtesy and in a way that is appropriate to their individual needs.
- Ensure that all members of staff are trained to be aware of equalities issues and to act accordingly.
- To re-assess visitor and non-visitor feedback and service usage, and make continual customer-led improvements, to ensure that Torre Abbey is providing high quality and equality of service, and is developing appropriate opportunities for staff and hard-to-reach groups.
- To ensure all necessary actions are completed regarding the Access Plan.
- Ensure resources available for greater online and outreach work to enable access during potential future closed periods.
- Develop a virtual tour of Torre Abbey and ensure its available online.
- Ensure the full collection is digitised and made accessible to the public via an online portal.

Key Actions

	Lead	19/20	20/21	21/22	22/23	23/24	24/25
Consult on & establish regular groups to support creative informal learning recruited and supported through partner agencies	Learning and Community Engagement Coordinator						✓
Develop annual programme of adult learning workshops (individual and series) incorporating creative, practical and transferable skills for a broad interest base	Learning and Community Engagement Coordinator	✓	✓	✓	✓		✓
Extend self-guided learning options for Torre Abbey for children and adults. Develop touch trails and investigate Braille guides	Senior Exhibitions And Visitor Experience Coordinator/ Learning and Community Engagement Coordinator			✓	✓		

Secure funding and deliver a virtual tour of Torre Abbey and ensure its available online	Learning and Community Engagement Coordinator			✓	✓		
Market for inclusion: develop appropriate marketing for targeted groups to reduce perceptual barriers, through marketing materials and outreach opportunities	Marketing Officer/ Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Programme & deliver annual programme of inclusive exhibitions and events for a broad audience of visitors/local residents	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Build on the history of Torre Abbey as vehicle to celebrate and promote diversity as a cultural, economic and social asset and promote wellbeing.	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Extend Education & Access work in relation to specific history of Torre Abbey site to increase understanding of conservation and heritage for future generations.	Senior Exhibitions And Visitor Experience Coordinator/ Learning and Community Engagement Coordinator	✓	✓	✓	✓	✓	✓
Develop online/ outreach resources in readiness for potential future closed periods	Learning and Community Engagement Coordinator			✓	✓		

Note ✓ indicates the year the work is intended to or did happen.

Resources Need

To deliver the above Key Actions above it will be necessary to invest in:

- Staff time.
- Staff training in equality to support groups with specific access needs.
- Engagement with partner agencies and local community groups.
- Potential investment in production of braille guides.
- Seek grant funding to support exhibition and event programme.

Resources and skills

Overview

Torre Abbey conducts its service in a professional, customer-focused, planned, responsive and accountable manner. Treating all customers with courtesy and in a way that is appropriate to their individual needs in order to deliver excellent customer service. Torre Abbey follows all staffing policies in line with Torbay Council who is an equal opportunities employer, disability confident employer and is committed to the Mindful Employer charter for Employers who are positive about Mental Health. Torre Abbey will work with internal and external stakeholders in a professional and considerate manner. Torre Abbey works with volunteers to engage with the community and provide a stimulating volunteer experience.

In April 2021 a restructure was undertaken to flatten the structure and to provide a more commercial focus to support long term financial sustainability. This can be seen in Appendix 1 – Staff structure.

In 2021 Torre Abbey Café opened as an in-house operation creating an additional 6 roles within the team and taking a good step forward to financial sustainability. Opening at the August Bank Holiday, the first four months Torre Abbey Café has proved very successful through generating significant income and repeat business.

In 2021 Torre Abbey took part in the Government Kick Start Scheme and so far, have employed four young people into roles which otherwise would not have been filled. Torre Abbey are very pleased that 2 of these have already been able to move into permanent employment. Due to the success and the extension to this programme Torre Abbey is looking to take on three more young people using this scheme. Kick Start has enabled Torre Abbey to recruit people who wouldn't traditionally have seen Heritage as a career option for them, to increase the skills base and enable career progression routes. The Kick Starters themselves have gained skills in the Heritage sector as well as general employability skills.

Key objectives

- Ensure that Torre Abbey meets all relevant KPI's.
- Improve forward planning, internal communications and daily operational functions.
- Provide continued personal development for staff and volunteers at all levels, maximising opportunities external training provided through membership organisations.
- Maximise joint working opportunities across partner agencies and other attractions to improve income and attendance at specific events.
- Ensure all staff are fully compliant with Torbay Council policies and procedures.
- Work with internal and external contractors and stakeholders in a professional and considerate manner.
- Substantially increase the number of visitors facing volunteers and make better use of volunteers in other more diverse roles.
- Ensure clear branded identity for staff, volunteers and signage.
- Create new roles via the Kick Start programme to support young people coming into the workplace.

- Undertake recruitment for Torre Abbey Café.
- Undertake restructure.

Key Actions

	Lead	19/20	20/21	21/22	22/23	23/24	24/25
Maintain skills audit and identify learning/development opportunities for staff	Torre Abbey Manager	✓	✓	✓	✓	✓	✓
Source additional training to support groups with specific access needs.	Senior Exhibitions And Visitor Experience Coordinator	✓		✓		✓	
Provide training for staff on recruiting, managing and supporting volunteers	Torre Abbey Manager		✓	✓	✓	✓	✓
Extend volunteer/internship development programme with robust support and training	Torre Abbey Manager		✓	✓	✓	✓	✓
Develop and deliver training for leading tours	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Attend key meetings and joint working opportunities with partner organisations and other local attractions and peer organisations	Leadership Team	✓	✓	✓	✓	✓	✓
Maintain mandatory induction processes which includes all necessary Health and Safety, Emergency and other policies.	Senior Operations Coordinator	✓	✓	✓	✓	✓	✓
Ensure all staff and volunteer uniform and signage are clearly branded with Torre Abbey visual identity	Senior Operations Coordinator	✓	✓	✓	✓	✓	✓
Recruit for the eight new roles via the Kick Start programme	Leadership Team			✓	✓		
Undertake recruitment for Torre Abbey Café	Torre Abbey Manager			✓			
Undertake restructure	Torre Abbey Manager/ Service Manager		✓	✓		✓	

Move team onto using Office 365 in line with Torbay Council timescales	Senior Project Officer			✓			
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Note ✓ indicates the year the work is intended to or did happen.

Resources Need

To deliver the above Key Actions above it will be necessary to invest in:

- Staff time.
- Maintain memberships of organisations who provide free training for staff and volunteers.
- Engagement with partner agencies, attractions, peer organisations, stakeholders and contractors.
- Potential investment in staff and volunteer uniform and signage to ensure they continue to be clearly branded with Torre Abbey visual identity.
- Redundancy & Recruitment costs.
- Costs to recruit café team and ongoing salary and uniform costs etc.
- Uniform and training costs for Kickstart team.

Fundraising

Overview

In the past Torre Abbey has had a good level of success in attracting funding through a variety of sources. There have previously been two phases of major grants from National Lottery Heritage Fund (NLHF) for capital works. The first phase took place from 2004 to 2008 and extensively renovated the medieval areas of the building, secured fire safety arrangements and improved access to the building. The second phase from 2011 to 2013 focused on renovating the sea facing facade, fixed the second floor roof areas and significantly improved the interpretation, including the installation of the 800 year’s gallery. Torre Abbey has a strong track record of attracting smaller grants to support exhibitions, access and learning programmes.

Torre Abbey was in the process of submitting a round one application to the NLHF for a further major capital project to support a third phase of renovation works at the outbreak of Covid, known as Phase III. The funding pot was closed due to Covid and when it reopened in 2021 the criteria had changed as a result of Covid-19 and unfortunately Torre Abbey was not successful at EOI.

In 2019/20 Torre Abbey secured funding from National Lottery Heritage Fund to undertake a digital volunteers project which included the creation of the hybrid meeting room and ensured the collection was fully digitised and made available online.

In 2020 Torre Abbey secured funding to conserve and repair Courtyard 1 and 2 which was funded fully by external sources with no match funding from Torbay Council.

In 2022 Torre Abbey secured funding from the MEND (DCMS funding via the Arts Council) and from the Cultural Assets Fund via the National Heritage Memorial Fund which along with match

funding from Torbay Council and Friends of Torre Abbey is completing essential works to the Southeast and West Wings, Gatehouse and Courtyard 4. There are also works improve the landscape to the south side of Torre Abbey to remove the tarmac and regain the bottom step of the Georgian stairs. The Chapel North Wall and Sacristy along with investigation works into the rest of the chapel internal walls and roof are being completed. Combined this project is known at Torre Abbey Restoration Project.

Future Projects

Torre Abbey has several planned future projects for which it will require external funding along with match from Torbay Council. Oversight of the projects and day to day operations of Torre Abbey is assigned to the Torre Abbey Project Board. Projects will follow Prince2 methodology.

Torre Abbey New Beginnings

Torre Abbey is next looking to complete a new project called Torre Abbey New Beginnings. Following advice from the National Lottery Heritage fund this will be broken down into 3 phases called Torre Abbey New Beginnings Chapter One, Torre Abbey New Beginnings Chapter Two Prologue and Torre Abbey New Beginnings Chapter Two. Full detail on each project is available in its own business case however in summary:

Project	Basic Scope	Programme	Cost
Torre Abbey New Beginnings Chapter One	Spanish Barn, removal of Pitch and Putt, new buildings	June 2024 – December 2027	£4.3m
Prologue	Surveys, community engagement	December 2026 – December 2027	£200k
Torre Abbey New Beginnings Chapter Two	Torre Abbey Meadows, woodland walk, carpark and external access, zero carbon works	May 2028 June 2031	£4m

Saving Torre Abbey’s Chapel

The Georgian Chapel inside Torre Abbey is a lath and plaster inner room inside the Medieval Abbots Hall, both structures are incredibly important in their own right and as a combination are very rare in the UK. As part of Torre Abbey Restoration Project investigations in the roof and internal walls of the Chapel has found that significant work is going to be required to save the internal Georgian Chapel, without intervention this structure will collapse, potentially within the next 5 years.

At the time of writing we do not know the full details however these will become available in October 2024. It is likely to include significant works on the lathe which at the north end is invested with live woodboring insects, complete reroofing of the structure, supports for the various memorials on the walls and conservation of the flooring. Following completion of the works we will need to reinterpret the space.

Gatehouse interpretation

The 14th Century Mohun Gatehouse has been repaired and conserved as part of Torre Abbey Restoration Project. During this project Torre Abbey has learnt a lot about the Gatehouse and its uses. Torre Abbey will undertake a smaller project to reinterpret this space in 2025/26 to allow time for the environment to settle and to create an exciting way of telling its story. This will include looking at accessibility options for this area of the building which can only be entered via steps.

Torre Abbey Development Foundation

The Global Pandemic highlighted to Torre Abbey that not all funding required can be obtained through grant applications and that an increased level of direct fundraising is required. This will both support match funding and provide funds for projects which do not fit within the remit of external funders.

Torre Abbey recognises that fundraising is an area where Torre Abbey can significantly improve, especially where this is not linked directly to capital works or specific programming.

In 2024 a new independent charity will be set called the Torre Abbey Development Foundation the objectives of which are likely to be as follows:

- 1. The preservation and maintenance, conservation and restoration, improvement, development and alteration, including extensions and additions, of Torre Abbey and its associated buildings, including the Priory buildings, lands, contents, collections and archives*
- 2. To advance the education of the public community within the borough of Torbay and the surrounding county of Devon, and worldwide for the public benefit in relation to culture, the arts, history and heritage and the environment in particular but without limitation through the Torre Abbey Museum, galleries and archival and related historic facilities contained within the Torre Abbey estate.*
- 3. To do all such other things as are incidental or conducive to the attainment of these objects.*

The charity will enable Torre Abbey to take advantage of Gift Aid; apply for grants on behalf of Torre Abbey for which Local Authorities are not eligible; and increase onsite, legacy and Corporate giving.

Torre Abbey and the Development Foundation will have a Memorandum of Understanding and Torre Abbey will have a seat on the board of Trustees. Torre Abbey will remain a wholly owned and managed Torbay Council asset.

Friends Of Torre Abbey

Torre Abbey has been supported by an independent Friends of Torre Abbey group (FOTA). This group is ceasing to operate in 2024 and any remaining funds will be passed to the Torre Abbey Development Foundation.

Key Objectives

- Protecting at risk building and collections, carry out urgent fabric repairs to the Spanish Barn and chapel.
- Contributing to the regeneration of the local area by improving the landscape, making remaining access improvements and connectivity to the sea front.
- Contributing through the Destination Management Plan to develop Torre Abbey for international and high spending visitors.
- Contributing to the financial sustainability and commercialisation achieved by the provision of new Spanish Barn annex buildings and increased capacity of the exiting café.
- Positioning Torre Abbey as ‘the Cultural Hub’ providing unique collections and important artworks within a museum that is a heritage asset; displaying unique architecture; a wonderful venue for festivals, theatrical events and fairs.
- Ensure all projects are fully costed and ready for funding applications.
- Ensure the Torre Abbey Development Foundation is set up and independent trustee’s recruited.
- Provide ongoing administration support to the Development Foundation.
- Investigate options for recruitment of a dedicated Fundraising officer to be shared between Torre Abbey and the Torre Abbey Development Foundation.

Key actions

	Lead	19/20	20/21	21/22	22/23	23/24	24/25
Submit round 1 application to National Lottery Heritage Fund	Torre Abbey Manager/ Senior Projects Officer	✓	✓				
If round 1 successful submit round 2 application to National Lottery Heritage Fund	Torre Abbey Manager/ Senior Projects Officer		✓	✓			
Develop future projects and apply for funding as required	Torre Abbey Manager/ Senior				✓	✓	✓

	Projects Officer						
Investigate options for recruitment of a dedicated Fundraising officer	Torre Abbey Manager/ Senior Projects Officer						✓
Submit relevant grant applications	Torre Abbey Manager/ Senior Projects Officer	✓	✓	✓	✓	✓	✓
Support delivery of projects following successful grant applications	Torre Abbey Manager/ Senior Projects Officer			✓	✓	✓	✓
Ensure the Torre Abbey Development Foundation is set up	Torre Abbey Manager/ Senior Projects Officer						✓

Note ✓ indicates the year the work is intended to or did happen.

Resources Need

To deliver the above Key Actions above it will be necessary to invest in:

- Staff time.
- Support from Torbay Council staff and external consultants with regards to staffing time and skills with regards to applications and delivery of project.
- Success in the Grant application process.
- Match funding as required from Torbay Council and other potential partners.
- Engagement and strong working relationships with other partner agencies, stakeholders and contractors.
- Potential recruitment of additional Torbay Council officers to support project delivery.
- Recruitment of independent trustees for the Torre Abbey Development Foundation.

Risk management

Analysis of business risk is undertaken on a regular basis both on an ad-hoc basis in relation to specific events, programming etc. and on an annual basis for all ongoing tasks. The below risk register shows the risks as per this Business Plan at the time of writing, these will be reviewed on an annual basis in line with the review of this Business Plan.

Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
Commercial risks						
Not monitoring KPI's regarding income and expenditure and therefore remedial action not being taken would result in a loss of income or potential overspend	KPI's are monitored monthly via SPAR KPI's are discussed monthly at management meeting	1	4	4	Ensure continued monitoring	Ongoing understanding of performance
Not reviewing current budget structure and coding to give clarity of specific key income and expenditure streams will make it difficult to have a good understanding of its financial situation and possible growth areas	Review completed March 2020 Rebased October 2023					Closed
To not implement keys action from the Audience Development and Marketing Plan will result in not achieving 10% growth in footfall and associated admissions income year on year and not to increase local customers and memberships by 10% year on year	Covid has changed this objective and now aiming to achieve pre covid levels by end 23/24 depending on ongoing restrictions	3	3	9	Monitor marketing plan and visitor numbers in relation to Covid restrictions	Growth in visitor business. In 2023/24 Torre Abbey achieved pre-covid visitor numbers
To not complete a feasibility study and business case to consider the possibility of running Torre Abbey Tea room as an in-house operation could result in either no tea-room at Torre Abbey if an alternative provider cannot be found or a loss of potential income generation.	Completed November 2019 and now running as a successful in-house operation					Closed

Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
To not undertake ongoing reviews of shop stock and merchandise seasonally to increase average visitor spend per head and overall retail income will result in a loss of income	Minimal seasonal and programme related stock sold, Some branded items available Employed a dedicated Retail Coordinator as of April 2021	1	2	2	Complete minimum seasonal review of merchandise options	Increased income generation from retail sales
To not make ongoing improvements to the wedding, strategy, plan and offer gives a significant reputational and income risk	Employed a dedicated Wedding and Events Coordinator as of April 2021	1	4	4	Complete minimum annual reviews of the strategy and offer	To increase wedding income by 10% each year and raise the profile of Torre Abbey.
To not produce an events strategy and plan and complete regular reviews of established events will result in a loss of income from events and would cause reputational damage	None	3	3	9	PD & CH to complete strategy, plan and undertake reviews	Improved income generation
To not secure funding to undertake capital works would result in having to close areas of the building reducing visitor numbers and commercial opportunities.	Funding applications in progress	4	3	12	Funding secured and works completed to fix most areas. The chapel is the only area now requiring urgent works.	Main building now repaired and event spaces reopened

Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
Raising Awareness risks						
To not address identified strategies and actions within the Audience Development Plan and Marketing Plan will result in static or reduced visitor numbers and reach	Marketing plans are produced for each activity. Continuing changes to Covid restrictions will impact audience development goals.	1	4	4	Ensure all strategies and actions within the Audience Development Plan and Marketing Plan are delivered in a timely manner	Increased visitor numbers and audience reach
To not re-assess visitor and non-visitor feedback and service usage, or to make continual customer-led improvements will result in a poor level of service	Feedback is gathered from various sources however this isn't consistently learned from or applied	3	3	9	Produce a framework for gathering and regularly analysing feedback in order to inform decisions and to implement improvements	Increased understanding of visitor experience and improvement in level of service delivered
To not provide a sustained level of excellent customer service across all visitor engagement interactions and to all internal and external stakeholders will result in a lack of return business and reputational damage	Customer service is currently variable depending on the staff and other operational constraints	3	4	12	Ensure delivery of the customer service is a priority for all members of the team in all interactions which is monitored via personal targets. Review customer service training for the whole team and is regularly reviewed and refreshed	Improved customer and internal and external satisfaction which will result in increased word of mouth advertising and increased repeat business

Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
To not collectively discuss types of activities which will enhance the visitor experience and programming or to not deliver a dynamic annual exhibition and events programme will result in a lack of performance against KPI's	Employment of a Senior Exhibition and Visitor Experience Coordinator has vastly improved this Developed a framework to ensure collective discussions and to effectively communicate decisions to the whole team.	1	5	5	Monitor programming against KPI's	Increased performance against KPI's and better communication within the team
To not review the 1196 club membership offer including the package on offer will result in a drop in income from membership and not retaining members	The Offer is currently strong. Annual reviews taking place. New scannable membership cards have been introduced to allow improved monitoring	1	2	2	Review offer annually	Increased income from membership and profile building.
To not develop education strategy for reaching additional primary schools and a new offer for secondary and FE level education will result in continuing to miss opportunities for additional income and access some hard to reach audiences.	2021 restructure moved the Community Engagement and Education Coordinator to be directly line managed by Torre Abbey Manager to allow better oversight	1	2	2	Develop strategy and plan for education	Significantly raised profile and some increased income

To not develop a volunteer strategy and work with support groups such as the Development Foundation will continue to place additional pressure on staff and reduce the ability to undertake some tasks	Strategy has been started and due to be completed in 2022. A new Business Support and Volunteer Officer post has been created which is already helping to recruit and support additional volunteers. Funding been received for a digital volunteers project in 22/23	1	2	2	Develop strategy to include recruitment, induction and retention to develop a strong sustainable volunteer offer. Improve framework for working with support groups	Increase and retain volunteers to support the work of Torre Abbey
To not work with the ERBID company to improve destination marketing will result in a lack of new visitors coming to the area and therefore a reduction in visitor levels	Currently work well with the ERBID company this could be further developed	1	4	4	Improve working links with ERBID Company and continue to work closely with them	Increased visitors to the area

Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
Conservation risks						
To not extend cataloguing and documentation of collections and maintain collections care in line with SPECTRUM could result in the loss of the Museum accreditation status for Torre Abbey	Torre Abbey works to the standards required, however some backlog exists	1	5	5	Continue to work to the standards required. Continue to reduce the backlog of documentation to reach set targets	Maintain museum accreditation standards
To not maintain organic principles across the garden wherever possible or not to extend rainwater collection in garden and maintain water saving measures will impact on Torre Abbey's environmental sustainability and potential reputational damage	Torre Abbey currently maintains this	1	2	2	Maintain current practices and extend rain water collection and water saving measures where possible	Maintain and improve environmental sustainability
To not secure funding to carry out capital works required to prevent further deterioration and water ingress to the building will continue to place the indigenous collection at risk and limit the ability to host touring exhibitions.	Funding applications in progress	4	3	12	Funding secured and works completed to fix most areas. The chapel is the only area now requiring urgent works.	Repaired building allowing improved access and collection no longer at risk of damage
To not digitise the collection and create an online portal would continue to limit access to the collection to those who can visit the site and objects currently in store will remain inaccessible to all						Closed. This work is now completed
To not fully catalogue the complete archaeology collection will continue to put this significant collection at risk due to lack of knowledge. It will therefore need to remain a closed collection and not accessible to the public	Collection closed to the public in a secure space	3	3	9	Secure funding to undertake this project work	Archaeology collection is catalogue and digitised.
To not undertake climate mitigation and/or adaption methods will mean that Torre Abbey continues to contribute to the climate emergency and puts the site and collection at risk from extreme weather	Work started with Climate Change Officer to understand Torre Abbey's contribution and what can be achieved	3	3	9	Complete climate change review of Torre Abbey, seek funding for costly mitigation methods and action those which can be achieved within existing budgets	Torre Abbey will improve its carbon footprint

Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
To not undertake the collections review would mean conservation costs remain high and the collection may be less relevant to the site and audiences.	Planned collection review for 25/26	2	3	6	Ensure collection review happens	A collection which is relevant to the site and audiences
To not collaborate with English Riviera UNESCO Global Geopark (ERUGP) would jeopardise the partnership between Torre Abbey and English Riviera UNESCO Global Geopark and would result in significant reputational damage to both organisations	Torre Abbey is an important partner within the ERUGP however this could be more proactive and creative in the opportunities this can present.	2	2	4	Produce more proactive and creative ways to interact and engage with ERUGP and maximise potential opportunities	Potential to reach new audiences and to provide a tangible access point to the Geopark

Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
Learning and Access risks						
To not extend education & access work to increase access opportunities to all, to market to these groups, to reach and make hard to reach groups feel welcome would result in potential significant reputational damage and not to meet relevant access and inclusion legislation.	Access is currently good, however can be improved upon especially in terms non-physical barriers	3	4	12	Develop a learning strategy as above which includes access opportunities. Develop a plan for improving access for those with non-physical barriers and maintaining current physical access equipment	Reach a wider audience and improve welcome and experience for all visitors throughout the full visitor journey
To not secure funding to conserve and repair the Southeast range including the Learning Suite, Ballroom and courtyard 4 which are the primary learning spaces (including an outdoor learning space) would mean Torre Abbey would not be able to deliver the learning and community engagement programme.						Closed. Works now complete
To not secure funding to conserve and repair the Southwest range and Gatehouse will result in these areas remain closed.						Closed. Works now complete
To not secure funding to conserve and repair the Chapel will result in these areas remain closed and potentially lost.	Early engagement with potential funders has started	4	4	16	Gain a full understanding of the works required and submit relevant funding bids.	Works will be completed and the chapel reopened
To not deliver a virtual tour and online portal will limit access to the site and collection to people who are able to physically visit and limit access during potential further enforced closures.						Closed. Works now complete
Covid may continue to effect touring exhibitions availability and costs of installation.						Closed. Touring exhibition programme has restarted

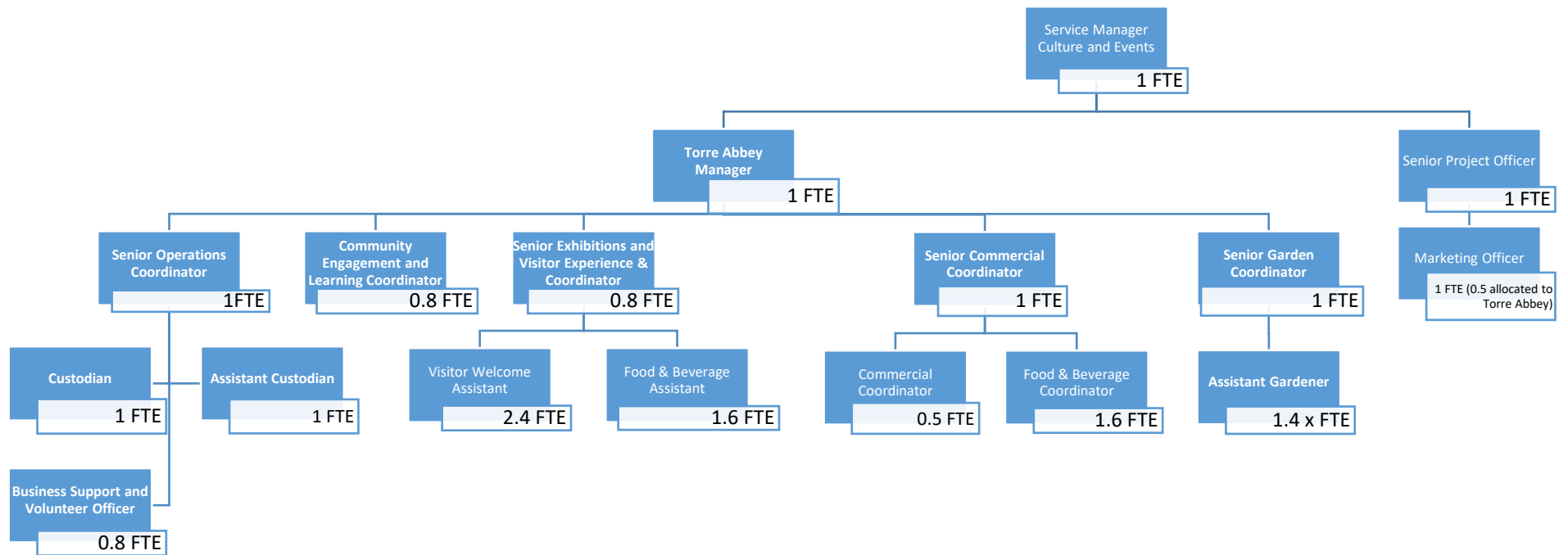
Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
Resources and skills risks						
To not maintain a skills audit and identify learning/development gaps for staff including regarding Health and Safety, Emergency and other policies will result in not complying with relevant legislation or being able to provide a safe environment for staff, volunteers and visitors	Torbay Council's corporate H&S team ensures Torre Abbey stays compliant with legislation.	2	4	8	Ensure all new staff attend relevant H&S training within induction and feel confident to deliver this as part of their role. Update relevant plans and policies to reflect any future legislation changes	Compliance with legislation
To not provide training on visitor service and experience along with other training including volunteer management would result in reputational damage	Gaps in visitor service and experience skills could be more closely monitored and refreshed	2	3	6	Improve and refresh training opportunities for the team and continue to monitor via appraisals and skills audit	Improved visitor experience and professional development for the team
To not attend key meetings and engage in joint working opportunities with partner organisations and other local attractions would result in a lack of visibility within key areas and reduce subsequent growth opportunities	Torre Abbey attends meetings wherever possible however financial constraints currently limit the involvement if these are out of area	4	3	12	Maintain current profile	Maintain visibility and maximise subsequent growth opportunities
Covid infection rates could impact staff availability leading to temporary closures. Potential loss of staff could result in a loss of specialist knowledge, skills and experience.						Closed. Impacts of Covid are now minimum and have been embedded within normal sickness policies
To not be able to recruit to vacancies due to the Brexit and Covid related labour shortage could result in inability to provide areas of service, staff to be moved into essential roles and potential closure of Torre Abbey						Closed. These impacts have now reduced.

Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
Fundraising risks						
To not submit round 1 application to National Lottery Heritage Fund and if successful not submitting round 2 application to National Lottery Heritage Fund would result in no chance of receiving grant						Closed. Funding not achieved. Alternative methods of delivering the work now in progress
To not achieve the grants applied for would jeopardise the future viability of Torre Abbey as a heritage attraction and business and would jeopardise the structural integrity of parts of the Grade 1 building and Ancient Schedule Monument	Support from external consultants to ensure credible bids are submitted	3	5	15	Complete funding applications as they are available. Torre Abbey has a good track record of achieving funding.	If successful the Torre Abbey will be in a much stronger position for a sustainable future.
To not investigate fundraising opportunities and create a fundraising strategy would continue to limit income opportunities						Closed. In 2021 a Fundraising strategy was created and opportunities investigated
To not have a Development Foundation will mean that Torre Abbey remains unable to access grants only available to the charitable sector and not access gift aid or onsite, legacy and corporate giving.	Permission granted for Officer time to set up the charity and to recruit trustees. Strong action plan in place to support	1	4	4	Trustees recruited and application to charity commission on going.	A new Torre Abbey Development Foundation will greatly improve fundraising opportunities and income
For the Friends of Torre Abbey group to close due to lack of engagement by the committee and lack of members would reduce income for Collection Care and Acquisition						Closed. FOTA are closing as of 2024.
To not recruit a dedicated Fundraising officer will continue to limit the number of funding applications made and the success of the fundraising strategy		4	3	12	Request permission to create a new role shared by Torbay Council and the Torre Abbey Development Foundation	A fundraising officer will be in post and support the fundraising strategy and Development Foundation to give this the best chance of success.

Risk	Current controls	Likelihood <small>(1=low, 5=high)</small>	Impact <small>(1=low, 5=high)</small>	Severity <small>Likelihood x impact</small>	Action	Outcome
Not delivering grant funded projects in scope and within agreed time frames could result in repayment of grants and a loss of reputation impacting on success of future grant applications	Strong project team to deliver agreed projects.	1	5	5	Be realistic in grant applications and timings of projects to ensure they are deliverable	Torre Abbey delivers project outcomes as scope within time frames required.

Appendix 1 – Staff structure

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Document Management

This policy will be published and reviewed from time to time, at least once every five years. This policy has been approved by the Director for Place, Torbay Council in consultation with the relevant elected member

Arts Council England will be notified of any changes to the policy, and the implications of any such changes.

Date	Version	Reason	Changed by	Review due	Date approved
October 2019	1.1	New document created from older out of date documents	Lucinda Heron, Victoria Weller	April 2020	28/10/2019
March 2021	1.2	Covid update	Lucinda Heron, Victoria Weller	April 2022	01/04/2021
January 2022	1.3	Further covid review and change of approach to fundraising	Lucinda Heron, Victoria Weller	January 2023	07/01/2022
September 2024	1.4	2024 review	Lucinda Heron, Victoria Weller	July 2024	06/09/2024

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Objective	Key Actions	Progress to March 2024	Progress April to June 2024	Progress July to September 2024	Action for October to December 2024	Action for January to March 2025
Commercial	Remain open during the Torre Abbey Restoration Project	Shut for first 2 weeks in January for conservation cleaning prior to re-opening to visitors on 16th January. Works to repair Spanish Barn roof undertaken mid March to mid April, income lost from booking for Torbay Guild of Artists lost due to this necessary work.	The Abbey is open but with many areas still closed due to extension of building works. Partial hand back of areas other than the chapel was due to be end of May beginning of June, 12-14 week extension requested by the contractors.	Abbey remains open to visitors but still being majorly impacted by building works. Partial hand back other than the chapel on 6th September. Thrupp Gallery re-opened to visitors August.	Re-open and redisplay areas closed due to project - Ballroom, Learning Lab, Thrupp Studio and Gatehouse. The Gatehouse mezzanine level will be open for visitors for the first time ever following conservation and repair of this area	The Abbey will close to visitors for a deep clean and conservation cleaning from Monday 6th Jan to Tuesday 28th January. Extra couple of weeks required for this due to project and dust levels created by the works! The Abbey will fully re-open all areas other than the chapel.
	Monitor impact on private hire by capital works project	Ballroom, Learning Lab, not available for rental. Spanish Barn potential rentals affected by scaffolding across South range and Gatehouse	Extension of capital works project by potential 12 -14 weeks has impacted income generation opportunity. Refunds have needed to be given to bookings for the Spanish Barn weddings due continued impact of scaffolding and building site approx. £5,0000. Weddings in Palm house and Undercrofts have been popular, trend for smaller weddings remains	Ballroom and Learning lab handed back 6th Sept. Clean and reinterpretation being undertaken. Ballroom booked for IACF. Spanish Barn , Undercroft and gardens booked for IACF for the week long IACF September 9th-15th Sept	Ballroom one of the main areas to be dressed for Christmas. Hosting a wedding Fair in October in the Spanish Barn to promote the site as a venue post project. Torbay Guild of Artists booking I the Spanish Barn during November.	Newly restored and re-opened areas main focus for marketing and promotion for private hire for 2025-26
	Ensure a food and beverage offer remains whilst the café is not available due to capital works	Recruitment of new seasonal café team	Café offer was opened for May in a temporary Shepards hut with a limited offer in line with EHO advice. It was well received by visitors but has struggled to make a profit due to limited offer. But costs have also been controlled due to this including staff, stock and wastage.	Café offer remains open with a limited temporary offer until beginning of September due to extension of building works. Shut for a week 9th to 13th September to facilitate move back into café proper. Potential break even position, awaiting income from Zettle sales £15,900 to be transferred before a clear position can be understood. Café re-opened Tuesday 14th September ready for IACF has taken nearly £3,000 in the first three days.	The café will remain open until the end of October and will then move to opening only linked to events such as Winterfest, staff will move to minimum hours contract from the beginning of November one day per month until March 2025	Café will be closed and re-open ready for Easter holidays 2025
	Deliver events which can be achieved using the available spaces	Planning for events programme which can be delivered whilst capital works being undertaken. Gardens, Spanish Barn and grounds main focus for this plan. Summer Fair, Halloween and Winterfest main internal events for 2024/25 financial year.	Delivered a number of smaller events linked to the Cary exhibition including a Georgian re-enactment day in the gardens.	Summer Fair in grounds of Torre Abbey, second year increase in visitors to the event increased by 700 from first year to 3.300. Outdoor theatre in the gardens As You Like It, Peter Pan and 440 Shakespeare all sold out.	Halloween light and sound experience ticketed in the gardens for half term week early evening. Third year of event popularity of event growing year o near, sold out in 2023, unique offer in Torquay, early interest in ticket sales positive. Winterfest craft festival last weekend of November. Plans to have a light and sound projection on South range of Torre Abbey for Bay of Lights trail. Performance of A Christmas Carol in the Spanish Barn in December- Dukes Theatre.	Planning events programme for coming season 2025, using evaluation of previous years events programme.

	Grow footfall through seasonal programming and changing exhibitions	Footfall reached pre-covid numbers 22,500 by end of March 2024. Paddington Exhibition helped this from May to July 2023.	Cary exhibition had local interest, delivered in partnership with South West Heritage Trust, minimal cost to Torre Abbey but did not have wide appeal to promote footfall. 4,185 footfall until end of June 1,200 down on previous year. ERBID surveys show 40-60% drop for majority of tourism businesses across Torbay, crypto and cost of living crisis highlighted as reasons	Vikings Fact of Fiction exhibition opened end of July. Visitor numbers back on track with previous year to end of August. Expecting to see higher visitor numbers during September due to Vikings exhibition.	Vikings Exhibition until November 2024 will drive visitor numbers in these months. Christmas exhibition and programming will drive footfall	Expecting to reach footfall targets by the end of financial year. Building 2025 programme to see 10% growth in footfall for next financial year. Peter Rabbit exhibition booked for Easter 2024
Conservation	Ensure all collection is properly moved stored and monitored onsite to SPECTRUM standards throughout the capital works project	Collection moved and stored in June/July 2023. Regular collection monitoring taking place. Collection remains in good condition.	Regular collection monitoring taking place. Collection remains in good condition.	Collection starts to return to normal locations. Condition assessments are undertaken as moves take place.	Chapel collection still in storage and will be continued to be monitored	
	Ensure all collection is redisplayed post project in accordance with SPECTRUM standards			Collection will be assessed prior to move and reinstated as per new visitor experience plan.	Collection will be assessed prior to move and reinstated as per new visitor experience plan.	
	Re-open areas closed to visitors once the project is completed			August 2023 Thrupp, learning lab and ballroom reopened to the public. Gatehouse open for tours only	Gatehouse will be reopened for self led visits. Interpretation will be minimal whilst the environment settles and a detailed interpretation plan is developed	
	Undertake conservation work to artwork for redisplay post project		6 paintings sent for specialist conservation prior to redisplay		Paintings will be returned to Torre Abbey and rehung according to the display plan	
Learning and access	Improve education offer to have a focus on Torre Abbey's history in line National Curriculum key stages				Education offer developed in 2023 however not launched due to Torre Abbey Restoration Project. Education Officer working with the Design team and Business Development Manager ready for launch in January	New materials distributed to schools across Torbay.
	Reopen the repaired Learning Lab as an improved space post project		Planned opening delayed due to extension to the project	Learning Lab reopened with a 6 week artist in residency for two Geopark artists inspired by Torre Abbey and the Restoration project.		
Resources and Skills	Provide training in giving tours for all members of the team to enable growth in this area of the business		Staff and volunteers trained to undertake tours which are now offered FOC every Thursday.	Tours continue every Thursday and have a moderate uptake. Tours at the Summer fair drove footfall and membership purchase.		
	Monitor staff sickness levels and impact on operational business			Staff sickness has been very high with 2 team members out long term sick. This is having significant impact on the team and a moderate effect on operations and put the wages budget under considerable strain.	As staff return to work undertake sickness reviews and phased return as required.	

Projects/Fundraising	Deliver Torre Abbey Restoration Project on time within budget	Project progressing well however anticipated time extension requested and to be agreed	12 week time extension for main elements of the project agreed. Additional funding of £120,000 from National Heritage Memorial Fund secured.	Additional £60,000 from FOTA secured and time extension to end of December secured for Chapel works within MEND. All other areas of the project complete except for snagging items.	Chapel work to be completed with no additional budget increase required	Investigation works finalised and report completed to inform future works in the chapel and internal chapel project created.
	Write Strategic outline case for Torre Abbey New Beginnings	Develop SOC for capital growth board	finalise SOC and present at capital growth board. Approval received to progress.			
	Submit applications to National Lottery Heritage Fund for next major project Torre Abbey new Beginnings		Prepare EOI and procure QS and project manager	Submit EOI and received confirmation from NLHF to proceed to development phase application. Procure Architect for project	Finalise architect procurement. Submit development phase application.	Await development phase application result in April 2025 and prepare procurement documents for services so that they are ready to go if successful.
	Support Friends of Torre Abbey with their decision to close as a charity	FOTA notified Torre Abbey Manager to close charity. Torre Abbey agreed to absorb FOTA members into the 1196 membership scheme		Last FOTA AGM took place. Contact details for new Development Foundation trustees passed on	Funds remaining in FOTA account will be transferred to Torre Abbey Development Foundation	
	Support the Launch of Torre Abbey Development Foundation as a charity to support fundraising opportunities.		Recruitment of Trustees successfully undertaken with 3 new trustees agreed and confirmed.	Charity commission paperwork submitted	Charity officially launches at Winterfest	Development foundation starts to raise funds for Torre Abbey.

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Meeting: Overview and Scrutiny Board

Date: 2 October 2024

Wards affected: All wards

Report Title: Annual Review of the Events Strategy as aligned with Destination Management Plan

When does the decision need to be implemented? November 2024

Cabinet Member Contact Details: Jackie Thomas, Cabinet Member for Tourism, Culture & Events and Corporate Services, Jackie.Thomas@torbay.gov.uk

Director Contact Details: Alan Denby, Director Pride in Place, alan.denby@torbay.gov.uk

1. Purpose of Report

- 1.1 To review of the delivery of the Torbay Council English Riviera (Outdoor) Events Strategy 2021 – 2027 and English Riviera Destination Management Plan 2022 – 2030 to ensure that delivery of the Strategy and Plan remain achievable, following last year’s Events, Culture and Tourism Review.

2. Reason for Proposal and its benefits

- 2.1 The proposals in this report help us to deliver our vision of a healthy, happy and prosperous Torbay by the Events Team providing and supporting a range of events year-round for the benefit and wellbeing of residents in accordance with the updated Events Strategy and supporting the Destination Management Plan in attracting visitors to the area.
- 2.2 The reasons for the proposal and need for the decision are to ensure that the Events Team is fulfilling the requirements set out in the Events Strategy and the requirements set out by the Overview and Scrutiny Board Task and Finish Group at the end of 2024, and that this is in line with the Destination Management Plan.

3. Recommendation(s) / Proposed Decision

1. That Overview and Scrutiny Board review the detail of this report and considers any recommendations it wishes to make.

Appendices

Appendix 1: English Riviera (outdoor) Events Strategy 2021 – 2027 updated May 2024

Appendix 2: Progress matrix for English Riviera (outdoor) Events Strategy 2021 – 2027 updated May 2024

Appendix 3: Destination Management Plan Matrix Growth Theme 4 Culture and Events.

Background Documents

The Event application portal is linked here. [Apply4 - EventApp - Torbay](#) this is being updated to over the next few months to work better for applicants and free up team resources.

The Destination Management Plan can be found here: [English Riviera Destination Management Plan - Torbay Council](#)

1. Introduction

- 1.1 The English Riviera (outdoor) Events Strategy has been in place since 2021 and runs until 2027 however it was updated in May 2024 as a result of recommendations to Cabinet and the Overview and Scrutiny Board following a Task and Finish Group enquiry at the end of 2024.
- 1.2 The team had previously been depleted in numbers due to budgetary issues but has been restored to a minimum level as of May 2024 following the 2024/25 budget setting process.
- 1.3 The team has made some good progress in delivering the Events Strategy and also the recommendations set out by the Overview and Scrutiny Board, however due to the English Riviera Airshow 2024 being delivered inhouse, even with some support from the local community, and a busy summer season, a number of the actions from the recommendations are still in progress and will be undertaken by the team over the autumn and winter months.
- 1.4 The Events Strategy sets out six key actions as follows:
- **Strategic Focus** - Shift the strategic focus to achieving more with the limited resources available.
 - **Events Charter** - Develop an Events Charter to set clear expectations from organisers and to cement the actions that are important to local communities in event planning.
 - **Capacity Building** - Build capacity in the sector to make the English Riviera a centre of events excellence across the spectrum of event types and sizes.
 - **Events Infrastructure** - Review investment into events infrastructure in order to develop key sites and promote them so that the English Riviera is welcoming and able to meet the needs of regionally and nationally significant events, with an ambition to support UK renowned and world class events.
 - **Event skills development** - Support the development of local event organisers, producers and promoters to create high-impact events and enable job skills and job creation.
 - **Events Marketing** - Ensure the events offer of the English Riviera is promoted far and wide as a welcoming and vibrant destination that has a diverse range of appeal.
- 1.5 Details of progress against these actions can be found as Appendix 2. Progress matrix for English Riviera (outdoor) Events Strategy 2021 – 2027 updated May 2024.
- 1.6 The English Riviera Destination Management Plan Matrix Growth Theme 4 Culture and Events can be found as Appendix 3.

2. Options under consideration

- 2.1 In addition to the key actions in the revised Events Strategy, further actions set out by the Overview and Scrutiny Board Task and Finish Group at the end of 2024 have been included in the matrix – Appendix2. Progress matrix for English Riviera (outdoor) Events Strategy 2021 – 2027 updated May 2024.

3. Financial Opportunities and Implications

- 3.1 The Events Team, in line with the Events Strategy uses the resources currently available in the team and externally in order reduce the cost to the council and increase income.

4. Legal Implications

- 4.1 All events must meet a minimum standard of competence in the management and delivery thereof. Events should be in compliance with health and safety legislation (where reasonably practicable). The council is liable for all activity on council land. Events should also be in align with Purple Book Guidance. Most events will be assessed by the area's Public Safety Advisory Group who will apply legal principles to any event management plans received.

5. Engagement and Consultation

- 5.1 Stakeholders were consulted in the development of the Events Strategy and subsequently with the update.

6. Procurement Implications

- 6.1 All events that are tendered by the council are done so in line with Procurement legislation and with guidance and support from the Council's Procurement Team.

7. Protecting our naturally inspiring Bay and tackling Climate Change

- 7.1 Reducing the carbon footprint of events is one of the key considerations in the development and delivery of events run by the Council's Events Team. Equally this is a significant factor when considering Event Management Plans submitted to the Council by event organisers.

8. Associated Risks

- 8.1 The Events Strategy plays a key part in the development of strong cultural experiences for our community and in attracting visitors to the area. Events are also significant in supporting local businesses within the area, such as equipment suppliers, hospitality and accommodation sector. Any curtailment to the events strategy puts all of the above at risk.

9. Equality Impact Assessment

Protected characteristics under the Equality Act and groups with increased vulnerability	Data and insight	Equality considerations (including any adverse impacts)	Mitigation activities	Responsible department and timeframe for implementing mitigation activities
Age	<p>18 per cent of Torbay residents are under 18 years old.</p> <p>55 per cent of Torbay residents are aged between 18 to 64 years old.</p> <p>27 per cent of Torbay residents are aged 65 and older.</p>	<p>The teams works to ensure that there is a broad spread of events in a year-round programme that appeals to a wide range of ages.</p>	<p>An analysis of events and their appeal.</p>	<p>Events Team April 2025</p>
Carers	<p>At the time of the 2021 census there were 14,900 unpaid carers in Torbay. 5,185 of these provided 50 hours or more of care.</p>	<p>A good number of events in the area are free of charge and therefore accessible to all. The team also encourages event and activity promoters to allow reduced price or free access for carers.</p>		
Disability	<p>In the 2021 Census, 23.8% of Torbay residents answered that their day-to-day activities were limited a little or a lot by a physical or mental health condition or illness.</p>	<p>Key events will have an element of support for those with Disabilities. i.e. Airshow has disabled viewing areas with appropriate seating, Electric Bay has a disability viewing area, Bay of lights is designed to be as accessible as possible with flat pathways between features.</p>		

Gender reassignment	In the 2021 Census, 0.4% of Torbay's community answered that their gender identity was not the same as their sex registered at birth. This proportion is similar to the Southwest and is lower than England.	Key events are welcoming to all regardless of gender.		
Marriage and civil partnership	Of those Torbay residents aged 16 and over at the time of 2021 Census, 44.2% of people were married or in a registered civil partnership.	Key events are welcoming to all		
Pregnancy and maternity	Over the period 2010 to 2021, the rate of live births (as a proportion of females aged 15 to 44) has been slightly but significantly higher in Torbay (average of 63.7 per 1,000) than England (60.2) and the South West (58.4). There has been a notable fall in the numbers of live births since the middle of the last decade across all geographical areas.	Private spaces for breast feeding are available on request at key events – airshow and Electric Bay		
Race	In the 2021 Census, 96.1% of Torbay residents described their ethnicity as white. This is a higher proportion than the South West and England. Black, Asian and minority ethnic individuals are more likely to live in areas of Torbay classified as being amongst	Key events are welcoming to all regardless of race.		

	the 20% most deprived areas in England.			
Religion and belief	64.8% of Torbay residents who stated that they have a religion in the 2021 census.	Key events are welcoming to all regardless of religion or beliefs.		
Sex	51.3% of Torbay's population are female and 48.7% are male	Key events are welcoming to all regardless of their sex. The events team is 50% female. Events activities are programmed with a mixed sex audience in mind.		
Sexual orientation	In the 2021 Census, 3.4% of those in Torbay aged over 16 identified their sexuality as either Lesbian, Gay, Bisexual or, used another term to describe their sexual orientation.	Key events are welcoming to all regardless of their sexual orientation. The events team supports the annual Pride event.		
Armed Forces Community	In 2021, 3.8% of residents in England reported that they had previously served in the UK armed forces. In Torbay, 5.9 per cent of the population have previously served in the UK armed forces.	The team works with the armed forces community to private Remembrance Sunday events as well as other activities such as the recent opening of Rifles Garden and affirmation of the freedom of the borough event		
Additional considerations				
Socio-economic impacts (Including impacts on child	The team acknowledges that significant numbers of local residents are in the 10% most deprived in the UK (according	The team ensures there is a good mix of free entry events in the area and also encourages promoters of paid for events		

poverty and deprivation)	to the 2019 indices of multiple deprivation	to provide discounted or free access to certain sectors of the community.		
Public Health impacts (Including impacts on the general health of the population of Torbay)	The team work closely with public health due to events pulling large crowds together	The team worked with Public Health following the pandemic to ensure safeguards against the covid virus were in place at events. Also at the recent airshow significant additional measures were put in place to safeguard against secondary spread of the covid virus by visitors to the event from Brixham.	Regular communication with the public health team	
Human Rights impacts				
Child Friendly	Torbay Council is a Child Friendly Council and all staff and Councillors are Corporate Parents and have a responsibility towards cared for and care experienced children and young people.	The events team works with the CYP teams to support looked after children at key events, and offers some form of unique opportunity.		

10. Cumulative Council Impact

10.1 None

11. Cumulative Community Impacts

11.1 None

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English Riviera (Outdoor) Events Strategy

2021 – 2027

Updated May 2024



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Foreword

Our cultural offer, including events, is seen as a critical contributor to the area's success, making Torbay, the English Riviera, an attractive proposition to live in, work in and visit. There are opportunities to improve our events sector in order to better support the experience had and perception of visiting the English Riviera – one of the premier UK resorts. This is of particular significance in the minds of influencers who are now central in shaping opinions of potential visitors as to whether a place is going to be great to visit, and as such, these individuals can play a significant part in an area's success.

Equally important is the opportunity for local people to contribute to the development of an authentic cultural offer and to promote the area's identity as influenced by its physical environment, its rich heritage, world class UNESCO Global Geopark designation, and the exceptional quality of life. Also important is the involvement of, and support from the local business community who can be excellent advocates of culture and events in the area and offer support in various ways.

This strategy is a starting point, and it aims to address these issues, build capacity and deliver a strong and vibrant events sector that will have a positive effect on the local economy and enrich the lives of local residents as well as visitors to the area by achieving **a multi-layered, year-round, area-wide events offer.**

Councillor Jackie Thomas

Cabinet Member for Tourism, Culture & Events and Corporate Services

May 2024

Introduction

The Covid-19 pandemic put a spotlight on events in the area as part of the wider offer to visitors, our community and involve businesses, and there is a clear need to look at how we operate in a more strategic way. Events in 2020 were decimated. All key events were cancelled and there was a need to proceed with caution to prevent further spikes of the virus in this area and keep residents and visitors safe in the future whilst we move forward with a post vaccination society. Events had to adapt as it was difficult to operate in the way they used to. It is also clear that the Covid recovery in terms businesses and growth has taken much longer than anticipated. However, even before the Covid-19 pandemic arrived there was a clear need to review and reposition the events offer of the area.

Since the pandemic, the cost of living crisis has meant that event infrastructure, fuel, power and personnel costs for events have significantly increased and things have had to be looked at in different ways and planned differently to make them affordable. Members of our community and our visitors have less disposable income, and what they do have has to go further, therefore attending events and activities are seen more as a luxury than a must do.

We need to do things differently, to think smarter and plan our events offer to enhance the wider tourism offer of the English Riviera, with a more long-term focus, so that we're not struggling to fund and produce even a minimal level of headline, feature and supporting events. To meet our vision of being one of the premier resorts in the country, we need a plan that provides our local community with activities and events that enrich their lives and supports their development and well-being.

In brief terms, in our community and across the Southwest, we have event organisers, producers and event specialists who can work together to support the delivery of a multi-layered, year-round, area-wide events offer and look to work collaboratively with commercial event organisers nationally and internationally to bring high quality events to the area. It is acknowledged that one of the key challenges is drawing together the difference in working cultures and viewpoints of the various stakeholders including volunteer/community, local authority and professional large-scale organisations. The council, through this strategy aims to support all of the above activity.

Torbay, also known as the English Riviera, is a unique and special place. Through working with groups such as the Torbay Story steering group, Torbay Together (now acting as the Place Leadership Board), input from Torbay Culture and the clear focus of the English Riviera BID, as well as recent work and development of strategies such as the Destination Management Plan, Cultural Strategy, and other local plans, we have started to align the different opinions of organisations and groups about how our unique distinctiveness should be evolved to provide significant opportunities both for residents and visitors to the area. We have also looked to align with The Arts Council England Strategy and Sport England Strategy, where relevant, to ensure links to the national aims for culture and events.

The recent award by the National Lottery Heritage Fund of the 10 year Heritage Fund to the area demonstrates how funding bodies see the huge potential of the area.

Torbay Council has a stated objective of Torbay being one of the premier resorts in the country, and good quality events should form part of this vision. This strategy aims to draw together views about events from across the community and will be used to move forward options and opportunities; it forms the basis of a plan for the next six years (from 2021), with a view on a longer-term strategy.

Further information on alignment with Torbay/English Riviera strategies can be found in the background document *English Riviera Events Strategy – Evidence base*.

Scope

This strategy has a focus on **outdoor events** in the area which include various genres - cultural, creative, traditional, innovative and on-trend activity and certainly includes music events, sporting events and more; and the support that is given to ensuring that events happen in a safe way especially on Council land by the Torbay Council Events Team. Whilst the focus is on outdoor events there are clear links to indoor events and other activity in the area and these will also be taken into consideration and investigated further when resources allow. It is hoped that in due course an addendum to this document, linking to and focussing on indoor events will be developed.

This strategy acknowledges the strength and depth of volunteer coordinators and their support for events in the area. Without these exceptional people many events just wouldn't happen. Events aren't easy to stage, they can be a slog and take a lot of grit and determination to make happen. The strategy seeks to support, develop and encourage such volunteers to strengthen their skills and abilities should they want such support, and seeks to make links across the sector, including commercial event operators, so that a wider support network can be developed. It also aims to be the launching point in trying to make it easier for events to take place in a safe way, and with expert support available where needed.

This strategy also recognises the work that other organisations play in ensuring the continuance of an annual events programme and supporting events to come to take place in a safe way most notably Brixham Town Council, Torbay Harbour Authority, Torbay Culture and the Paignton Green Events Group which is now known as the English Riviera Events Group.

Although not directly referenced, the strategy acknowledges the strength of the area in hosting local high quality independently produced performances by performing arts groups such as town bands, musical groups, choirs and family entertainers, and the commitment and work of these groups and individuals in delivering high quality entertainment that contributes to the well-being of local people and visitors to the area, and certainly add a dimension to the multi-layered emphasis of this strategy. It is acknowledged that these groups require good quality performance areas with appropriate amenities.

Events are also directly and indirectly woven into relationships with the business community who partly rely on events to bring people to the area, who supply infrastructure and support for events and also support volunteering and provide other support for events.

Context

In its simplest form, the English Riviera is a traditional seaside resort reaching ahead to provide the best possible 21st Century offer, set against a challenging landscape of limited public finances and extraordinary budgetary demands and pressures. The recent Covid-19 outbreak has only served to exacerbate how fragile the local economy and the events programme is, and proven the need for a more coordinated events strategy and how it would benefit the locality as it moves into a recovery and repositioning phase.

Sitting on the South Devon Coast, neighbouring Dartmoor National Park, the English Riviera is a UNESCO Global Geopark and home to a wealth of natural assets such as its natural coastal beauty, it is also known as England's Seafood Coast and the birthplace of Agatha Christie. It hosts a number of leisure, heritage and cultural assets such as Kents Cavern, Torre Abbey, the Princess Theatre and the Riviera International Conference Centre. The area has multiple Blue Flag and Seaside Awards for its beaches and Green Flag awards for excellent parks and gardens, as well as the only UK destination to have held the Purple Flag award for seven consecutive years (as at 2021). The recently adopted strap-line of Torbay Together and the English Riviera BID – *Naturally Inspiring* – sums it up extremely well.

The area is well known for its coastal and maritime links with a good-sized yachting community in Torquay and Brixham. Tor Bay has an international reputation as a sailing and championship venue. Brixham is the largest fishing port in England, by value of catch, and Paignton has a sea-facing events space and pier. The area is marketed as a year-round destination using outdoor and adventure activities as a reason to visit, such as kayaking, paddle-boarding, coasteering, caving, abseiling, wild swimming and sailing.

In 2019, there were more than 100 outdoor events, either small, medium or large-scale that took place on Torbay Council land including several that took place within the realms of the Tor Bay Harbour Authority; as well as a small number of key events that took place on private land. Further information can be found in the background document *English Riviera Events Strategy – Evidence base*.

Events and festivals are acknowledged as fundamental in improving the quality of life of a local population. They provide opportunities for expressing collective belonging to a group or a place; create occasions for drawing on shared histories, cultural practices and ideals. They are also an important element in the marketing and development of tourism and valuably important in extending the season. The importance of events taking place in developing the offer in the 'shoulder months' is recognised. If the area is to be a year-round destination, the right events will play a key part. Many towns and cities use events and festivals as vehicles for regeneration projects and tourism promotion, all vital to the local economy.

Events can be critical in enabling successful regeneration funding bids (as has happened in Liverpool, Bournemouth, Brighton and Hull), giving one area an edge over a competitor as well as

showing local distinctiveness. They provide an additional reason for tourists to visit a particular location and can also be a key factor in a tourist's decision to choose one destination over another. They provide enjoyable things to do for visitors, allow informal and rewarding contact with the local community, local environment and provide new cultural experiences for visitors. All of these things, with the right type of events, can bring money into the visitor economy, supporting local jobs and local businesses. Many of the considerations for staging events are set out on the following page.

The legacy of the Covid-19 global pandemic is likely to be felt in the events sector for the duration of this strategy. This strategy and the related Event Policies may need to adapt to ongoing changes in government legislation and public health advice.

In addition, environmental concerns are a significant factor in this area as coastal resort that relies on its coastline and landscape for visitors and residents alike, and care needs to be taken to look after our naturally inspiring environment in line with the principles set out in the UNESCO Global Geopark designation, in order to preserve and protect what we have for future generations. As such, events need to be well managed in an environmentally conscious way, using fewer resources whilst protecting the landscape and marine environment.

Events can help support sustainability initiatives through the following:

- Motivate event organisers and suppliers to adopt high sustainability standards in event delivery. Continue to improve, review and evolve the environmental criteria that organisers are expected to meet.
- Improve on-site infrastructure and facilities that supports positive sustainable behaviour and reduces the impact on the environment
- Make best use of green infrastructure
- Explore potential for sharing of equipment, infrastructure and resources between events
- Offer experiences that supports the local natural environment and promotes a local scientific and other designation such as the UNESCO Global Geopark designation. For instance, Tor Bay boasts some of the finest sailing waters in the world

Reasons for Staging Events

Social

- Opportunities to participate in community events
- Improve the health and wellbeing of residents
- Encourage community cohesion, celebrating diversity, creating a strong sense of community (and often a “feel-good factor” amongst the community) links to the community plan
- Promote inclusivity and equality
- Supporting children and young people through events (CYP Strategy)

Cultural

- Contribute to a sense of community, local pride and cultural identity
- Create community identity and cohesiveness
- Celebration of cultural heritage
- Introduce new and challenging cultural ideas
- Fostering a culture of innovation and imagination
- Support and showcase art forms

Economic

- Attract visitors from beyond the region
- Extending the season into the shoulder months. The right types of events in the off-season will attract more visitors when the local economy needs them
- Contribute to the growth of overnight stays and day visitors
- Enhance national profile, generating significant media coverage
- Provide employment opportunities
- Support local businesses and act as a catalyst for regeneration and renewal
- Maximise income generation to invest in community events
- Social value – linking to local and contracted businesses
- Wealth building within the community

Skills

- Develop capabilities of communities and organisers to take greater responsibility for events
- Build skills training and career pathways into the events sector (including volunteers and existing volunteer event organisers)
- Present opportunities for volunteering with community groups and those running events, to upskill and develop confidence
- Continue to build capacity and expertise across the area's events sector
- Event land and spaces management
- Local talent linked to external expertise
- Build confidence in local workforce/creatives

Many destinations have increasingly recognised these benefits and have developed extensive events programmes. The last 20 years or so have seen a remarkable rise in the number of events and cultural festivals in towns and cities throughout the UK, Europe and elsewhere. Evidence shows that a properly resourced and mature events programme, with a distinctive creative vision, and staged in an interesting and accessible location, can generate significant profile, attract new visitors and deliver substantial economic benefit.

Such an approach has significant economic benefits to the locality. It draws in different target audiences to different activity all of whom will spend money on car parking, food and accommodation, in shops and at other visitor attractions whilst they are in the area.

To build the necessary capacity in the area and develop a year-round season-based rhythm of cultural events is not cheap to do, but by pursuing match funding and re-directing income generated by the Events Team as and when capacity has sufficiently grown to do so, there is

potential to secure the variety and capacity desired whilst building wider economic impact and indirect benefit to the Council.

Many events are free to the public, utilising existing public spaces and cultural assets, spark interactions among community members and nurture a positive image of urban areas. However, outdoor events are always susceptible to poor weather, with strong winds being a particular issue for coastal events. Equally, very good weather can also create logistical issues with increased pressures relating to larger than expected crowds and the need for shade.

Successful events destinations offer festivals and events, which are connected to the place, inspired by its location, history, heritage, people and living culture. They deliver authentic, high quality events, which for the most part can only be found and experienced in that way in that particular place. Places that nurture this approach – such as Brighton, Bournemouth or even Liverpool - even for those events that are *brought-in* rather than home-grown – tend to be more successful and sustainable. Not only as a tourism destination but also a place to live, work, study and invest in. Further information to support the need for action can be found in the background document *English Riviera Events Strategy – Evidence base*.

The English Riviera hosts many events throughout the year. Many of these target a local audience and are therefore limited in economic potential, although visitors might go to them when visiting; some are more commercial touring events that attract a regional audience because the Bay is the most convenient location to experience the event (such as shows at Princess Theatre and Palace Theatre, Circus on Paignton Green or touring exhibitions at Torre Abbey); and a few are headline events that are unique to the English Riviera and high profile, with the ability to attract visitors to the area and shape the reputation of the Bay. There is currently very little resource for product development, so what funding is available has to be used creatively, liking in with the area's repositioning plan which has an emphasis on greater impact socially and economically.

The area has a fantastic central resource for promoting events in the English Riviera Business improvement District Company's (ERBID) event listing on the tourism website. And for key events such as English Riviera Airshow, Seafood Feast, Walking Festival, Bay of Lights collaborative promotion is a focus, with ERBID taking the lead.

Whilst many events were cancelled in 2020, the Covid pandemic also showed us how resilient certain sectors in the Torbay area could be, with, as you would imagine, the creative sector at the forefront. It was surprising how much organisations were still able to deliver during such a challenging time. Such delivery included Create to Recover, English Riviera Film Festival, Devon Open Studios Launch, Online Virtual Art Exhibitions. In addition, the pandemic has brought cultural organisations and freelancers together via *What Next* and there is now a real opportunity to build on and create better collaborations and partnership working.

Some of the most noteworthy events currently or recently staged on the English Riviera include (this is a flavour and not a complete list):

- English Riviera Airshow

- International Agatha Christie Festival (takes place at multiple venues)
- Wednesday Bike Night (previously Bike Festival although BMAD appears to have folded)
- Brixham Pirate Festival
- BrixFest
- Geopark Festival
- Eyeview projects such as Wavelength (a one-off project with potential to develop as a regular event Oct-Dec)
- English Riviera Triathlon
- Rowcroft Sleepwalk
- Torbay Half Marathon
- Children's week
- Into the Mix
- Paignton Festival
- Seafood FEAST
- English Riviera Film Festival
- Torbay Steam Fair
- Various Sailing events at all levels including major international and national sailing events

Further information about current events and current sports events in the area can be found in the background document *English Riviera Events Strategy – Evidence base*.

Future Direction

Torbay Council is relooking at the area's future, its priorities, approach and the delivery structures needed to reposition and to realise its potential. This Events Strategy has been developed in response to the Council's Corporate Plan, to align with the Destination Management Plan, Cultural Strategy and Heritage Strategy, and also to act as a recovery plan for events in the area following the Covid-19 pandemic and as an events repositioning plan. In addition to the plans outlined above, it is designed to sit alongside the Economic Strategy, Neighbourhood Plans (3), the Joint Health and Wellbeing Strategy, the UNESCO Geopark Management Plan and other related reports and plans, and informs the vision for the English Riviera until 2027 with a view beyond this point.

The English Riviera has the ambition to build the range and scope of medium and large scale (Headline and Feature) events staged in the area to deliver a year-round programme (with a focus on the shoulder seasons) of high quality, distinctive events which will appeal to visitors and residents, have a positive impact on the local environment and support the promotion of the Bay across all its agendas. When this strategy was first drafted, relatively few of these events were of regional significance, this has been addressed to some extent, but more work needs to be done in addressing this issue as part of the outcomes of this strategy. New events need to be sustainable, more regionally distinctive, work in the off-season and have a greater impact.

Event organisers may also wish to consider virtual and digital programming as a way of promoting the area, increasing event revenues and expand participation through online platforms and social media, although this is not a focus of this strategy which is more about enabling physical events.

Vision, Objectives and Actions

Events are critical to the local economy and health and wellbeing of residents and this strategy outlines a future in which they can play a much stronger role in supporting community wellbeing, the area's profile, reputation and economic growth, in support of the area's recovery from the impact of the Covid-19 pandemic and repositioning as a significant destination for events.

Events help to make the English Riviera a more vibrant and interesting place to live, visit, work and study in. They bring people together and shape a strong sense of identity. They provide opportunities to stimulate tourism and economic growth.

Events also have wide cultural and social benefits for our community. They strengthen identity and pride, impact positively on health and wellbeing, and enhance educational outcomes and economic opportunities as well as encourage a greater appreciation of the area's unique natural environment.

Vision

Our vision represents what needs to be achieved between now and 2027. It recognises the breadth of impact and benefit that a well-run events programme can deliver. It centres on achieving a greater focus on **quality, distinctiveness and impact**. It will also support a greater emphasis on quality events to support the social and economic impact in the area, by making it more attractive to visitors.

This question of authenticity is key: if Torbay has ambition to be a truly leading destination of choice, then a better mix of originated content (whether from local or national suppliers) and toured in (visiting) events needs to be nurtured, as well as quality products. The question of balancing risk with ambition is to be explored: The Airshow is a flagship event, but there are questions about its long-term environmental and economy sustainability and, in addition, several events as anchor points would be stronger, and may help future proof the events offer.

We will deliver and oversee events that create unique experiences for audiences, whilst embracing innovation and creativity at every step in all areas.

We will deliver and oversee events that extend our seasonal range, whilst also growing the social and economic benefits for all associated, whilst also increasing the positive impact that they have on Torbay.

We will focus on becoming a leader in sustainable events, ensuring our footprint is minimised whilst we continue to deliver high levels of quality and production.

We will endeavour to showcase Torbay as the most creative, innovative and productive event location in the South West.

Objectives

In setting these objectives for events on the English Riviera, we recognise that there should be a balanced approach – where events are not the end in themselves but rather a vehicle through which other area-wide needs are met:

Events on the English Riviera will:

- Enhance the national and international profile and reputation of the area (including the UNESCO Global Geopark designation)
- Be of high quality and professionally delivered with our support.
- Attract more visitors to the area, in line with the DMP, whilst also increasing engagement from our residents.
- Increase the social and economic impact to all involved.
- Improve and increase diversity
- Take the lead on environmental considerations
- Provide opportunities for our younger, and disadvantaged residents to increase their potential future through either voluntary or paid participation with access to become part of productions

In addition, the Council and partner organisations will:

- Achieve an innovative range of headline events.
- Seek additional third party funding and use existing finances (S106 and CIL) to support and match fund opportunities to create strong event spaces as well as exceptional events in Brixham, Paignton and Torquay.

Strategic action plan

Identified below is the strategic action plan to deliver the vision and objectives and which are discussed in greater detail in Appendix 1 - **Strategic Action Plan**.

1. **Shift the strategic focus** to achieving more with the limited resources available. And seek out funding and match funding opportunities.
2. **Development of an Events Charter** to set clear expectations from organisers and to cement the actions that are important to local communities in event planning.
3. **Build capacity** in the sector to make the English Riviera a centre of events excellence across the spectrum of event types and sizes.
4. **Investment in events spaces** in order to develop key sites that meet the needs of quality event organisers that manage events that will have a UK wide audience.
5. **Support the development of local event organisers, producers and promoters** to create high-impact events and enable job skills and job creation.
6. **Support Marketing promotions with partner groups and organisations** to ensure the events offer of the English Riviera is promoted far and wide as a welcoming and vibrant destination, that has a diverse range of appeal.

As part of all of the above, events should be more focussed on the shoulder seasons. And in terms of the Council's Events Team, which has limited resources, a review of the systems used in order to free up time, as well as consideration for charging for use of council land and officer time should be considered.

Conclusion

This strategy recognises that the English Riviera has significant work to do to improve its viability as a host for quality, attractive events, developing a multi-layered, year-round, area-wide, events offer and attracting and developing viable and professional event organisers in order to deliver meaningful benefits to the community and the local economy and which attract visitors.

The ambition is to start progress towards achieving more with the existing limited resources but finding ways to draw in income to cover such events. It won't be an easy task but by having a strategy this process has started and all stakeholders can acknowledge this and work together. The strategy advocates six specific actions that we believe can help achieve this by a greater focus on 'quality', 'distinctiveness' and 'impact' and which will help achieve our vision.

Appendix 1 - Strategic Action Plan

This is the strategic action plan which outlines the actions that need to be undertaken at a strategic level. A more detailed delivery action plan will follow on from the adoption of this Strategy including Key Performance Indicators. The delivery action plan will detail a pathway to delivering the specifics of the strategic action plan, looking at issues such as specific events, timings, resource required etc.

Action 1 - Strategic Focus

Shift the strategic focus to achieving more with the limited resources available.

To build a multi-layered, year-round, area-wide portfolio of events that deliver distinctive experiences for visitors and residents and also supports economic development and profile building priorities. There will be a mixture of established successful events, community (local) events, new events which can be developed and national/international events which we will try to attract to the area. In most instances the Council will act in a strategic coordinating role, working in partnership with various organisations to support the delivery of these events. This may mean doing fewer events of greater benefit.

Key Aims

The aims of this approach are to:

- Differentiate the English Riviera in a competitive and overcrowded market for event audiences.
- Ensure Headline events' profile, attendance and impacts are not diluted by an excess of similar events. It is recognised that local community events would very rarely impact on these larger events.
- Develop new opportunities that fill gaps outside the core summer months in the annual calendar, and ensure the correct type of events that draw in visitors fill the summer months.
- Go out to the market to see what is possible to achieve the above in terms of Headline and Feature events.

Event Classification

To support these key aims it is propose that the area's events are classified in a framework of four distinct groups:

Headline Events

These will be grown to three (and then potentially to five as capacities increase) big impact annual cultural and sporting highlights which showcase the area. The aspiration should be for events that can be classified as **English Riviera: Naturally Inspiring** that display high quality strong ambition; deliver significant economic impact; attract large audiences; achieve significant media coverage; and generates more overnight stays in the area.

Headline Events - Potential Development

Suggestions for further potential Headline or Feature events (to be considered by the advisory Events Steering Group) include a light and sound based event (potentially building on Torbay Culture's Wavelength project), a Food Festival, an Outdoor Adventure Exhibition, a Walking Festival, a Music event if resources allow, a significant sporting event, a Christmas related event, a Pride Event (will need to be evolved with the LGBT+ community), a cycling event, a sailing event or a significant cultural creative event. Further information and specific ideas can be found in the background document *English Riviera Events Strategy – Evidence base*.

Feature Events

Established, growing or one-off events that contribute to the vibrancy, profile and tourism appeal of the area. They will be able to demonstrate how they can deliver quality and high levels of ambition, achieve greater public profile, deliver economic impact and attract visitors to the area from Exeter, Bristol, Plymouth and the wider sub-region, as well as some from further afield. Seafood Feast is an example of a significant Feature event but is not an outdoor event (as yet).

Feature Events - Potential Development

A significant vacuum exists during the winter months leading up to Christmas and New Year. The potential exists to build the Winter Riviera brand. A distinctive, authentic and creative, promotional 'umbrella' branding that creates the opportunity to promote the English Riviera as a winter visitor destination, which reaches beyond Christmas markets and is not just about "Tinsel and Turkey" packages with limited benefit to the local economy.

Other business operators in the area have also suggested a summer music season as a feature event. A series of music offerings on a stage on Torre Abbey Meadows. This would offer an eclectic mix of shows from popular music, rock music through to jazz and classical music on stage over a series of nights, each night attracting a different audience. The impact would be very visible and would be a high-profile offering. The event would need to be fenced off and would only work with a suitable promoter. The Council would need to support the development of such an event and give the land and land re-instatement for an agreed period of time (say three years). Other suggestions for music events include a multi-site, multi-venue festival. Further information and specific ideas can be found in the background document *English Riviera Events Strategy – Evidence base*.

Area Events

These are events delivered at area level that although of a recognised quality are predominantly aimed at residents. They will have limited impact or attraction to visiting audiences beyond the south Devon sub region but contribute to the year-round ambience of the area as a happening place. Paignton Festival, Paignton Regatta, Torbay Carnival,

Children's Week, THHN City to Sea Marathon currently fit this category. We would group touring tented circus, fairs and light entertainment shows as area level events. However, these events are unlikely to achieve more than modest growth in visitor impacts or engagement beyond local audiences. They should however be well-managed exemplars of sustainable events, adding to the distinctiveness and uniqueness of the area and its neighbourhood and making the most of opportunities to support local suppliers.

Community Events

These are small-scale community or community of interest organised festivals and events taking place across the area. They have a capacity of 999 or less. The Council provides advice and guidance and could run a grant scheme through a new advisory Events Steering Group (with appropriate accountability measures in place) so that eligible organisations can apply for project funding.

While these events have real value to local communities and should be welcomed, the limited resources of the Council should be targeted at events which deliver a wider set of impacts and many of these events will continue to look after themselves. Nonetheless the Council should support the permissions required and offer guidance and advice on best practice delivery.

Such small community events, up to 999 attendees because of their nature, currently require limited support and Health and Safety monitoring and this will be encouraged moving forward to free up the Council's Events Team to support delivery of the wider strategy. Any bespoke concerns will be flagged up with relevant partners agencies, or via PSAG, and for those selling alcohol or providing entertainment, will also need a licence, which will address any relevant concerns.

Sports Events

There is huge potential for the development sporting events to take place within the area. Whilst this is not specifically covered within this strategy, it is explored within the background document *English Riviera Events Strategy – Evidence base* along with suggested ideas for development and is a theme that will be picked up between this strategy and the impending sport strategy that is currently being developed. As such the potential of sports events will be considered as part of the categorisation process detailed above. Most will be Area Events but as these grow in stature they will become Feature events or even Headline events. Some significant sports events can be classed as Feature events because of their wider draw. Significant music events like Boardmasters have grown out of sporting activity and niche events. Research into the potential to link outdoor adventure and especially sea-based activity should be explored.

Summary of opportunities

- Focus efforts on making the most of events with the greatest potential to deliver economic impacts

- Equally focus on events that deliver on well-being and social impact for our community
- Encourage actions to increase the direct impact on the local economy by Headline Events
- Support bids for occasional international events e.g. sporting events or Geopark related programmes
- Develop a seasonal year-round programme of events (with key anchor points) and packaging to present a coherent offer
- Encourage the use of local suppliers and the distinctiveness of all events that take place in the English Riviera

Specific recommendations

1. Work more closely with ERBID to ensure that the Events Strategy and Destination Management Plan are aligned. Review progress of jointly funded projects at monthly meetings, with a focus on the shoulder season and out of season activities.
2. Work with the English Riviera Events Collective to ensure that the group develops in a way that it represents the wider community of event and all are aligned strategically.
3. To use seed funding from the Council specifically towards starting up and sustaining Headline and Feature events, this sum to be made available each year, where budgets permit, from 2022 to 2027. No event to be funded for more than three years, and funding would be on a sliding scale.
4. A firm commitment should also be given to supporting existing Area and Community events with help and advice. A one-off funding pot that events can apply to, to support their development, if necessary, where budget permits, as well as infrastructure development on key sites.
5. To go out to the market of national commercial events organisers using existing resources to ascertain what Headline and Feature events might work in the area, who is interested and what leverage may be required to bring appropriate events to the area.
6. Research and progress themes already outlined in the previous section with the ERBID and English Riviera Events Collective.

Action 2 - Events Charter

Develop an Events Charter to set clear expectations from organisers and to cement the actions that are important to local communities in event planning.

We will create a simple Events Charter for any events on Council land (or more widely if other landowners wish to adopt it) as a public statement about what the Council and organisers are trying to achieve through events and how they are going about it. It is intended to help organisers understand what is expected from them and to which they publicly commit themselves. It will also be a tool to use with local communities who may be impacted by events, to show what collectively is trying to be achieved, to highlight the approach to quality and well-managed events and to build better relationships between those delivering events and those impacted by them.

Key Aims

The Charter acknowledges that the Council will:

- Provide a welcoming and supportive location for events
- Promote events that enhances the reputation and image of the area
- Provide resources to assist the planning and delivery of priority events as well as financial support to community events
- Encourage and enable events organisers to work together in a respectful and collaborative way

Organisers will:

- Positively contribute to the quality of life for local communities
- Maximise the economic contribution from events to the area economy
- Work together in a respectful and collaborative way
- Deliver innovative and imaginative programming
- Make the most of creative partnerships and collaboration that supports locally based event producers and suppliers and strengthens capacity building
- Promote health and wellbeing while minimising any disruption to local health and social care services (events should not impact too much on necessary day to day services)
- Deliver the most sustainable events that help protect the environment as far as possible
- Minimise disruption to residents and businesses
- Support opportunities for young people especially care-leavers
- Consider use, where appropriate, of *Changing Places* facilities

Specific recommendations

1. That the Council commits to a single point of contact for all event enquiries drawing upon extensive experience gained in managing and regulating events and help to facilitate end-to-end multi-agency support in the planning and delivery of events including support across the different departments and responsibilities of the Council such as waste provision through the newly established Swisco.
2. That the Council will simplify the events application process by upgrading the digital process in order to reduce paperwork and increase efficiency using a system such as the Council's new CRM system or similar.
3. The Council will embed infrastructure in key events locations as a priority, as part of new development levies and payments (S106 and CIL), which will help provide environmentally sustainable event spaces in the future. Other spaces should be developed and brought on-line as funding permits after the key spaces are at the required level.
4. All event organisers above a certain threshold (999+ attendees) will be required to sign up to the Charter.

Action 3 - Capacity Building

Build capacity in the sector to make the English Riviera a centre of events excellence across the spectrum of event types and sizes.

To ensure that the Events Team are focussed on the area of greatest opportunity with the tools and resources to help them. We will develop a portfolio package (PDF or via the event application system) that can be sent to interested parties detailing location, amenities and capacities etc.

We will shift our resources towards events that can help the area have a bigger and better impact. We recognise that, as it stands, a large proportion of time and resource is spent facilitating the permissions of smaller and community events that have limited economic impact. This will ensure that the Events Team are focused on the areas of greatest opportunity with the tools and resources to help them.

The Council currently processes event plans (necessary for health and safety reasons) and approves approximately 110 events a year on key council owned event sites (and does not approve a small number which is equally, if not more, time-consuming), which necessitates a significant workload and time spent by the Events Team processing applications, facilitating consultations and supervising event preparations to ensure well-managed, safe events that mitigate negative impacts on local communities linking in with the area Public Safety Advisory Group, H&S and safety officers, Licensing team, Environmental Health, Highways, Natural Environment team and others. The SAG 'Torbay Guide for Organisers' document provides advice around event safety to all organiser's and is extremely well written and helpful, it is acknowledged this will need updating to ensure it is in line with this Event Strategy.

The sector and organisers can help the Council achieve what it wants but often are unclear exactly what that is. So, it is recommended to bring them on board to help find solutions to the challenges faced by events – whether that is programming outside of peak periods; sharing best practice in sustainable delivery; or innovating and driving out distinctiveness. Much was learnt about from offering a more dynamic service to a number of event organisers during the Covid 19 pandemic, and relationship building is key to successful interaction.

Managing Applications

The existing process and supporting system for managing events applications needs to be reviewed. Either upgrading the existing system or investing in a new system. Options and ideas can be found in the background document *English Riviera Events Strategy – Evidence base*

Programme Development

The Council's Events Team will act as an enabler, facilitator (and occasional commissioner) rather than a direct deliverer of events. The programme would be developed and advanced through a process of stakeholder engagement and collaborative working to create and shape a high-quality annual calendar of activity. Opportunities should be taken to enable communication among event organisers, encourage use of public spaces and manage any diary clashes for the area. The Events Team will provide supervision for the area's events programme. They will be responsible

for advising, supporting and in some instances investing in the area's Headline, Feature, Area and Community portfolio of events.

Using clear criteria, the Events Team would engage with local, national and international external organisations and agencies to identify and bid for one-off Headline sporting and cultural events. An essential criteria would be that an external local lead or co-partner(s) is secured. The criteria are a guideline and not all potential Headline Events will meet every element. Options and ideas including criteria, development of the sector operational roles and site hire charges can be found in the background document *English Riviera Events Strategy – Evidence base*.

Charging

A charging specification is detailed in the background document *English Riviera Events Strategy – Evidence base*. This will support the cost of looking after the event spaces and towards income budgets that support the events officers to enable events and future planning. Alternative mechanisms to fund events will also need to be pursued (i.e. ERBID expansion and other grant funding). There will be regular reviews of hire fees and charges and it is suggested that not for profit Community and Area events will largely be significantly discounted, although reinstatement fees will still need to remain in place.

From consultation, many organisations have expressed concerns about road closure fees for community events, and this will need to be investigated further to see whether there is a cost benefit of no fee for such road closures being incurred, although the main cost here is for enacting and lifting road closures which the fee from the likes of Amberon Ltd or Swisco which the Council cannot bear.

Specific recommendations

1. Explore digital tools that can help with event applications to improve efficiency. Enhance the existing online process which is clunky and not at all user friendly for event applicants or end users (officers). Linking in with the Council's new CRM system or similar.
2. Use existing digital platforms (e.g. social media groups) to connect the various organisers to support each other and use best practice from the English Riviera Events Group and other similar groups in other localities.
3. Fostering the capacity and capabilities of the local sector and engaging them in the area's challenges. Support local event managers and promoters with opportunities for training and skills development including volunteer event coordinators.
4. Retain support from other operational teams at the Council to deliver this strategy and maintain the reputation as an attractive destination to deliver events, and where necessary support these teams' resources where there is a significant increase in work.
5. Event development needs to be geared more towards the shoulder seasons. This should be a consideration for any new applications for support (financial or officer time) and use of land.
6. The Council will maintain a stable and sufficiently resourced and funded Events Team to support events, especially those on council land, working collaboratively with the newly formed advisory Events Steering Group.

7. Charging. The above will necessitate a charge for the use of event spaces and bonds in place for land reconstitution to some extent (mainly commercial, Headline and Feature events in due course).

Action 4 - Events Infrastructure

Review investment into events infrastructure in order to develop key sites and promote them so that the English Riviera is welcoming and able to meet the needs of regionally and nationally significant events, with an ambition to support UK renowned and world class events.

The English Riviera benefits from a limited number of open spaces. However, the area's principal spaces are not equipped to support major events, and substantial infrastructure has to be brought in. This is not a major problem and saves on issues with storage but with consideration to environmental issues a stable power supply rather than bought-in diesel generators is preferable. More importantly, the surface of key even spaces needs consideration. If we are to achieve a year-round events programme we will need more durable key events spaces otherwise we'll struggle with dust bowls and muddy areas. Water points are also important as is protecting event sites against traveller encampments.

Paignton Green and Torre Abbey Meadows are the area's principle event spaces although not formally designated as such. However, they need to be developed as dedicated events ready spaces capable of hosting a range of events and entertainments. This means investing in built-in infrastructure in the public realm with outdoor performance in mind either funded through grant funding, S106 funding or through hire fees. This is necessary to fulfill the objectives set out in Section 2 of this report namely to 'Enhance our national and international profile and reputation; Encourage civic pride and community cohesion; and develop capacity and capabilities in the area's events sector. A detailed analysis of needs of these key spaces will be undertaken once this strategy is adopted, although the key elements are already known. Other event spaces will be developed in due course once funding permits. The new space at Princess Gardens is an example of this. The site has had some investment but more is required to develop it as a versatile year-round events space. Such spaces can be used by various community and commercial organisations and would be an ideal location for outdoor theatre and other uses. Torre Abbey grounds are also a good space for events.

There is a need to provide the following on the principle event spaces:

- Better "clean" power provision, water supply and high speed Comms (especially at Paignton Green).
- Provision of "almost" off the shelf Traffic Management plans to guide organisers about what is and isn't possible for specific sites and why

With recent developments such as the space at Princess Gardens and proposed development of the area adjacent to the clocktower "The Strand" in Torquay as part of the Town Improvement Plan and also the town centre development in Paignton as part of the Future High Street Fund works there are already plans to ensure that these developments provide for the existing and

future needs of events and event organisers. Introducing surfaces that can accommodate events, dropped kerbs for vehicle access, electricity and water points, data points for high speed comms, are all examples of improvements that are needed for modern events. There is also a need to look at dedicated event spaces in Brixham.

There has been recent government discussions about making events spaces more resilient in response to terrorist attacks which may require significant investment. This is yet to be developed into full policy and needs to be looked at in any detail. The process was held up by the Covid-19 crisis but should also be taken into consideration when the full information comes forward.

Direct funding for capital improvements to support events may be unlikely to be forthcoming in the current climate. But the needs of events and event organisers should be considered as part of the early thinking and planning for major projects (public and private) that are taking place in and around the main event locations.

Future development requirements

The main requirements that future development should consider would include:

- Provision of flat, open space
- No street furniture or public art that cannot be easily moved (not including murals)
- Provision of electricity power supply (preferably from renewable sources), data (high speed comms), water points (including drinking water) and drainage at appropriate underground points
- Vehicle access for unloading
- Performer parking
- Security and site safety designed in
- The establishment of event ready infrastructure will also critically assist reducing environmental impacts managing energy and water more efficiently, reducing waste and carbon emissions.

Specific recommendations

1. Seek out funding options to upgrade existing event spaces including reviewing S106 and CIL funding
2. Work with the Estates Management Team to develop event space opportunities
3. Engage with ERBID to develop marketing opportunities and support for new and evolving events, and to act as a critical friend

Action 5 - Event skills development

Support the development of local event organisers, producers and promoters to create high-impact events and enable job skills and job creation.

The team will explore options and opportunities to support the development of event organisers, producers and promoters (including volunteer event coordinators) where possible through training and skills development (where funding is available), through coming together to discuss

opportunities and through a potential conference as detailed in 3.6. This will build a highly skilled and resilient events sector that are willing to work together, share ideas and best practice and build the level of capacity and quality that is required in the area.

Support for volunteering programmes will also be given, linking in with wider initiatives such as those already developed by Torbay Culture and the CDT. Links with South Devon College should be further explored to enable work experience, employment opportunities and volunteering opportunities for students.

Specific recommendations

1. The events team supports the development of new opportunities and seek out funding opportunities to support the development of events organisers, producers and promoters.
2. Volunteering programmes will be developed with stakeholders and event organisers and producers will be encouraged to offer opportunities.

Action 6 - Events Marketing

Ensure the events offer of the English Riviera is promoted far and wide as a welcoming and vibrant destination that has a diverse range of appeal.

Event marketing promotions are crucial to promote the English Riviera is welcoming and able to meet the needs of regionally and nationally significant events, with an ambition to support world class events. From a council perspective a dedicated annual marketing plan will be developed and delivered by the Culture and Events Marketing Coordinator to support key events, but there is a need to work with the community to share the load in terms of wider community events.

ERBID currently do a fantastic job in supporting the marketing promotions of events in the area and providing positive constructive advice in the development of new and evolving events, on behalf of their stakeholders (accommodation providers and other tourism sector provision), and it would be useful to involve, where possible, their input in the development of new events, either as part of the proposed advisory Events Steering Group or as a critical friend. Likewise, linking in with the Destination Management Group. There is much discussion within groups such as What Next about collaboration and joined up event marketing promotions that needs to be supported.

Specific recommendations

1. Support opportunities for joined up marketing promotions to promote all events. Including smaller events that do not have the national appeal that ERBID focusses on. Look at opportunities for joined up promotions.
2. Focus on Social Media amongst other media but also to investigate Influencer Marketing; Influencers, Bloggers, Travel Brands and Partners
3. Link in with ERBID and the Destination Management Group for specific feedback on events.

This document can be made available in other languages and formats.
For more information please contact events@torbay.gov.uk or phone
01803 208862

Action	Task	Progress to March 2024	Progress April to June 2024	Progress July to September 2024	Action for October to December 2024	Action for January to March 2025
1	Strategic Focus					
1.1	ERBID Work more closely with ERBID to ensure that the Events Strategy and Destination Management Plan are aligned. Review progress of jointly funded projects at monthly meetings, with a focus on the shoulder season and out of season activities.	Regular progress and planning meetings set up between Torbay Council service lead and ERBID some time ago to discuss progress against key jointly funded and/or coordinated events.	Regular meetings between Torbay Council and ERBID continued. Agreed jointly funded and/or coordinated schedule of events for 2024/25, 2025/26 and 2026/27 for Agatha Christie Festival, English Riviera Walking Festival, Seafood Feast, Bay of Lights Illuminatiuon Trail and English Riviera Airshow	As previously. Also included Directors of International Agatha Christie Festival and Seafood Feast in the meetings	Planning for 2025/26	Prep for 2025/26
1.2	EREC Work with the English Riviera Events Collective to ensure that the group develops in a way that it represents the wider community of event and all are aligned strategically.	Regular meetings to discuss member group issues in relation to events on council land. Significant funding provided by the council for joined up sharing of equipment at events.	Regular meetings attended and issues worked through. More collaborative approach to events adopted	As previously. Some issues with events land that were resolved through discussion.	Work with EREC to plan for 2025/26	Prep for 2025/26
1.3	Seed funding events To use seed funding from the Council specifically towards starting up and sustaining Headline and Feature events, this sum to be made available each year, where budgets permit, from 2022 to 2027.	Limited available funding for this. One-off funding provided to the Brixham Pirate Festival from alternative budget to support growth as second biggest attended event in the area.	Funding provided for Agatha Christie Festival, along with funding set aside for a renewed Geopark Festival from 2025, Paddleboard Championships from 2024 and a new Wild Swimming event (pump priming only 2025).	As previously, plus discussions about potential future events.	Review budgets ahead of 2025/26. Links to marketing piece as per 1.5	Fund where appropriate if funding available
1.4	Existing events A firm commitment should also be given to supporting existing Area and Community events with help and advice. A one-off funding pot that events can apply to, to support their development, if necessary, where budget permits, as well as infrastructure development on key sites.	Support provided mainly through the English Riviera Events Collective Group. No available budget for event funding. Although a significant grant given to English Riviera Events Collective towards shared events equipment to the benefit of all. Significant staff resource provided in liaising with and supporting events through the application process and PSAG, as well as attendance at events where necessary. Land provided for free to all all existing community events which may not be sustainable moving forwards.	Ongoing liasion with EREC.	Support at and attendance at events where necessary. Infrastructure feasibility study requested.	Work with EREC to review issues and needs ahead of 2025 season.	

1.5	<p>National Event organisers To go out to the market of national commercial events organisers using existing resources to ascertain what Headline and Feature events might work in the area, who is interested and what leverage may be required to bring appropriate events to the area.</p>	<p>Limited progress made due to limited staff resources. Some good conversations with event organisers, producers and promoters. Previous success with Electric Bay.</p>	<p>Limited progress made whilst we recruited and new Senior Events Officer brought up to speed. Discussions with some potential event providers.</p>	<p>Some discussion and planning. Various event organisers, producers and promoters have questioned the lack of event infrastructure.</p>	<p>Development of a plan and marketing promotional assets. Develop a direct sales campaign with supporting Point of sale to then actively use on outreach to potential event promoters and production companies.</p>	<p>Action to continue with aim on implementing dedicated website to take this workload from events officers.</p>
2 Events Charter						
2.1	<p>Single point of contact That the Council commits to a single point of contact for all event enquiries drawing upon extensive experience gained in managing and regulating events and help to facilitate end-to-end multi-agency support in the planning and delivery of events including support across the different departments and responsibilities of the Council such as waste provision through the newly established Swisco.</p>	<p>Better working between departments and more joined up approach but no single point of contact established as yet. Link to 2.2 and development of system.</p>	<p>Limited progress made whilst we recruited and Senior Events Officer brought up to speed.</p>	<p>As previously.</p>	<p>To be progressed. To streamline and add clarity as to how people interact with the events team - Senior Events Officer. Through telephone and online - the application process.</p>	
2.2	<p>Application process That the Council will simplify the events application process by upgrading the digital process in order to reduce paperwork and increase efficiency using a system such as the Council's new CRM system or similar.</p>	<p>New events application system implemented.</p>	<p>Acknowledgement that system still could work better and make it easier for applicants and officers.</p>	<p>Investigation into what could change to make system better. Process of reviewing Apply4 sytem and relaunching to be a more intelligent system and reduce duplication commenced.</p>	<p>To oversee the Beta (test) launch of Apply4 in it's second version, before inviting all organisers to open training, and launching the system fully, with a new suite of supporting and interactive documents to make the application process simpler.</p>	
2.3	<p>Event space infrastructure The Council will embed infrastructure in key events locations as a priority, as part of new development levies and payments (S106 and CIL), which will help provide environmentally sustainable event spaces in the future. Other spaces should be developed and brought on-line as funding permits after the key spaces are at the required level.</p>	<p>Advised that there is currently no available funding from S106 for any infrastructure investment. Requested event infrastructure at new develop on the Strand (power and water).</p>	<p>Requested infrastructure as part of new sea defence works (power). Requested feasibility study from Estates management for existing event sites.</p>	<p>Discussions about an infrastructure feasibility study with Estates Team, awaiting further information.</p>	<p>Discuss related costs and progress once update received about feasibility study. Update meeting scheduled.</p>	
2.4	<p>Events charter All event organisers above a certain threshold (999+ attendees) will be required to sign up to the Charter.</p>	<p>Charter developed and consulted on widely. Requested the charter is embedded into application process</p>			<p>Charter to be reviewed as part of the review of the application process</p>	
3 Capacity Building						
3.1	<p>Online application process Explore digital tools that can help with event applications to improve efficiency. Enhance the existing online process which is clunky and not at all user friendly for event applicants or end users (officers). Linking in with the Council's new CRM system or similar.</p>	<p>As 2.2</p>	<p>As 2.2</p>	<p>As 2.2</p>	<p>As 2.2</p>	<p>As 2.2</p>
3.2	<p>Digital platforms Use existing digital platforms (e.g. social media groups) to connect the various organisers to support each other and use best practice from the English Riviera Events Collective and other similar groups in other localities.</p>	<p>Limited progress due to limited staff resource.</p>	<p>As previous.</p>	<p>As previous.</p>	<p>Senior Events Officer to explore options. Work with EREC to develop further than their existing use of everyday social media. But if it already works it works.</p>	
3.3	<p>local sector and engaging them in the area's challenges. Support local event managers and promoters with opportunities for training and skills development including volunteer event coordinators.</p>	<p>Mainly through EREC. Various training given including Chapter 8 training</p>	<p>Some good support through EREC with Airshow. More joined up approach.</p>		<p>Training sessions planned for October/November</p>	

3.4	Support from across the council Retain support from other operational teams at the Council to deliver this strategy and maintain the reputation as an attractive destination to deliver events, and where necessary support these teams' resources where there is a significant increase in work.	Good relations with some teams such as Estates, Parking Services, Highways, Harbours. Relations have improved with Swisco. More to be achieved across the wider council.		Discussions about need for more support from across the council for events such as the Airshow. Pitched up the line to divisional director.	Identify specific areas of council we need to target for better or more support. And how we can get the best performance from the relationship and shared resources.	
3.5	Year-round events offer Event development needs to be geared more towards the shoulder seasons. This should be a consideration for any new applications for support (financial or officer time) and use of land.	Ethos of all intereaction for past three years has been to focus on the shoulder seasons and christmas with Bay of lights initiative.	AS 1.1. Plan developed and ongoing conversation with ERBID	As previous	As previous	
3.6	Staff resource The Council will maintain a stable and sufficiently resourced and funded Events Team to support events, especially those on council land, working collaboratively with the newly formed advisory Events Steering Group.	Team was a very limited resource. It was down to just two FTEs for the majority of 2023/24	Team evolved from two FTEs to 3.6 FTE as of May 2024 but still light on required resource.	Discussions about using part of the underspend from Airshow to support additional seasonal support	Plan to be put in place for necessary staff for 2025. From external and internal sources using existing budgets.	
3.7	Charging The above will necessitate a charge for the use of event spaces and bonds in place for land reconstitution to some extent (mainly commercial, Headline and Feature events in due course).	No change for community events. Evolve commercial/ paying events such as Electric Bay worth circa. £16k for one weekend.	A focus on ensuring bonds were in place for the season		Review of charging policy. Revisit proposed charging structure iin Events Strategy associate documents.	Agree updated charging policy with Place team leadership.
4 Events infrastructure						
4.1	Funding options Seek out funding options to upgrade existing event spaces including reviewing S106 and CIL funding.	As 2.2. The team tried really hard with this and found out there is no available funding from s106 at the present time.	Discuss funding options further once feasibility study has been produced.	As previous	As previous	Explore opportunities for creating external organisations that can apply for funding and benefit financially i.e. airshow being a CIC
4.2	Support within the council Work with the Estates Management Team to develop event space opportunities	As 2.3	As 2.3	As 2.3		
4.3	ERBID support Engage with ERBID to develop marketing opportunities and support for new and evolving events, and to act as a critical friend	As 1.1	As 1.1	As 1.1		
5 Event skills development						
5.1	New opportunities The events team supports the development of new opportunities and seek out funding opportunities to support the development of events organisers, producers and promoters.	Various discussions with potential event organisers, producers and promoters.			Senior Events Officer to Review and progress in line with 1.5. Discussions about Brixham creative arts festival including Strategic Lead Heritage and Culture	
5.2	Volunteering programmes will be developed with stakeholders and event organisers and producers will be encouraged to offer opportunities.	Limited progress due to limited staff resource.	As previous	As previous		Senior Events Officer to look at this in association with EREC and Geopark resilience bid which includes an element of volunteering and Torbay Communities

6	Events marketing					
6.1	<p>Joined up marketing Support opportunities for joined up marketing promotions to promote all events. Including smaller events that do not have the national appeal that ERBID focusses on. Look at opportunities for joined up promotions.</p>	<p>Marketing offer and collaborative working with ERBID strengthened. Discussions with EREC about joined up promotion. Some limited success with this.</p>	As previous	As previous		Senior Events Officer to review options with EREC and Marketing Officer
6.2	<p>Channels Focus on Social Media amongst other media but also to investigate Influencer Marketing; Influencers, Bloggers, Travel Brands and Partners</p>	<p>Limited progress due to limited staff resource.</p>	As previous	As previous		Senior Events Officer to review options with EREC and Marketing Officer
6.3	<p>Management Plan and link in with ERBID and the Destination Management Group for specific feedback on events that are staged.</p>	<p>Feedback received for previous key events. Events Strategy linked through to DMP</p>	Officer who has DMP oversight on Airshow steering group	Requested feedback for airshow.		Service lead to review year with DMP
7	Additional Events Strategy actions from Overview and Scrutiny Board					
7.1	<p>That the Director of Pride in Place be requested to review the resource and capacity of the Events and Culture Team, including administrative support, and to explore how the independent, voluntary, community and business sectors could contribute to ensure that there is sufficient capacity and resources to deliver: future ambitions of the Council and its key partners, including the continuation of the £100,000 match funding from the Council to mirror the funding that the English Riviera Business Improvement District Company (ERBID) puts towards the delivery of the Events Strategy and Destination Management Plan.</p>	<p>This recommendation was also included in the Revenue and Capital Budget 2024/2025 – Report of the Overview and Scrutiny Board submitted as part of the Budget consultation process. This recommendation was subsequently put forward in budget proposals for 2024/25. There is an amount of £1m over four years and an additional £100,000 towards the staffing budget in the proposed 2024/25 working budget.</p>	<p>Maintaining minimum level of staff required. Budget doesn't allow for any more although some additional support would be helpful in achieving everything required. Agreed dual support with ERBID put in place.</p>	<p>Re-sessment of Apply4 system could potentially free up some limited time. Redistribution of tasks amongst the team.</p>	<p>Planned adjustments to Apply4 system made and implemented</p>	

<p>7.2</p> <p>That the Director of Pride in Place and Chief Executive of the English Riviera Business Improvement District be requested to review the communication around how to advertise events taking place in Torbay through https://www.englishriviera.co.uk/whats-on, including signposting approved event’s organisers to the website, to ensure greater take up especially of smaller events.</p>	<p>ERBID already promote headline/ signature and feature events through its tourism website. It is up to ERBID to determine the type of events that they will promote on the site. The Culture and Events team promote events the team are directly responsible for (including those at Torre Abbey and Geopark events), mainly through social media and other channels where appropriate. They will also signpost the ERBID website on the event application site in future. There is not sufficient capacity within the Events team to run an additional events “what’s on” website for all events large and small.</p>				
<p>7.3</p> <p>That the Director of Pride in Place be requested to ask the Destination Management Group (DMP) to explore options for working more collaboratively with attractions across Torbay to establish how they can work together to encourage and incentivise visitors to multiple attractions to help increase footfall.</p>	<p>The English Riviera Attractions Forum is already in place and is working on collaborative working with various attractions including Torbay Council events and owned attractions.</p>				
<p>7.4</p> <p>That Members support the proposed revisions set out in the Events Strategy Suggested Updates document which ensures that it is in line with the Destination Management Plan and consider that the Events Strategy remains relevant.</p>	<p>The Events Strategy was reviewed with suggested updates in March 2024.</p>	<p>The Events Strategy was updated in May 2024</p>			
<p>7.5</p> <p>That a report on implementation against the Events Strategy and Destination Management Plan is submitted to the Overview and Scrutiny Board to review and monitor performance on an annual basis or earlier if budgetary or capacity concerns are identified, to ensure that delivery of the Strategy and Plan remain achievable.</p>	<p>This has been added to the list of items for the 2024/2025 Overview and Scrutiny Board Work Programme. These documents (especially the DMP) are delivered in partnership and will need agreement of partners to do this.</p>		<p>Report submitted</p>	<p>Review progress quarterly</p>	<p>Review progress quarterly</p>

7.6	That the Director of Pride in Place be requested to develop and implement a criteria and application form for Headline and Feature events based on the Events Strategy and Destination Management Plan to enable the Council to assess applications against that criteria, particularly during the shoulder seasons to ensure that the events taking place on Council land are compliant with the Events Strategy.			A review of the Events Application information on the Council's website and the linked information on the Apply4 system is currently being undertaken. Clarity around the criteria for Headline and Feature events will be added before the end of the year - delayed due to limited staffing.		Review of website to include this update.
7.7	That the Director of Pride in Place and the Events Team be requested to assess the effectiveness of the Torbay Events Advisory Panel (TEAP) and whether working with the ERBID and English Riviera Events Collective as an alternative would release capacity within the Team.	TEAP has now ceased as the need for it has been superseded by the English Riviera Events Collective (EREC) and regular Events Meetings between officers and the ERBID which will be maintained going forward.	Regular meetings between Torbay Council and ERBID continued. Also with EREC	Regular meetings between Torbay Council and ERBID continued. Also with EREC		
7.8	That the Director of Pride in Place be requested to explore the costs of a feasibility study to assess whether Torbay's meadows and green spaces could be utilised as show grounds.	This recommendation was also included in the Revenue and Capital Budget 2024/2025 – Report of the Overview and Scrutiny Board submitted as part of the Budget consultation process. However, the final budget proposal does not include an amount for this feasibility study.	As 2.3	As 2.3	As 2.3	
7.9	That the Director of Pride in Place be requested to review the information on the Council's website and documents relating to events such as the 'Events in Torbay A Guide for Organisers' and 'Apply to Hold an Event' to make them more accessible.	A full review and update of Events information and event application information on the council website will be completed before the end of the financial year. Delayed due to limited staff.	As 2.2	As 2.2	Review occurring in line with review of Apply 4 system and website to be updated.	

High Level Action	Detailed Actions	KPIs	Lead Partner	Supporting Partners	Narrative for activity between (Jan-Mar 2023)	Narrative for activity between (Apr-Jun 2023)	Narrative for activity between (Jul-Sept 2023)	Narrative for activity between (Oct-Dec 2023)	Narrative for activity between (Jan-Mar 2024)	Narrative for activity between (Apr-Jun 2024)	Narrative for activity between (Jul-Sept 2024)
10 Thematic Interventions	Undertake a critical appraisal of current programming against the aims of this DMP and the thematic framework to identify signature events across the three towns to strengthen the cultural offer to attract new visitors.	1 Critical appraisal completed	Torbay Council	ERBIDCo, Torbay Culture	2023 events programme is in place. The new Torbay Local Heritage Grant Scheme looks to open this summer and continue through 2024/25 and will enable greater engagement and participation. A review of the current programme between partners may be a challenge and will depend on capacity for supporting partners.	This is an outcome of the planned Overview and Scrutiny Task and Finish Review of Events and event delivery across Torbay. A critical analysis of the Council, ERBID and partner delivery of events is due to take place before the end of the 2023 calendar year in order to prepare for 2024/25 events programme. As referenced, the ERBID Focus Groups have highlighted the importance of events especially the Bay of lights (which is returning for 2023 and potentially beyond).	This is an outcome of the planned Torbay Council Overview and Scrutiny Task and Finish Review of events and event delivery across Torbay.	The Councils Overview and Scrutiny Board have started a review into the Council's delivery of Culture and Events. Signature events have been identified as the: *ER Airshow, Bay of Lights (to be directly delivered by the Council), *Electric Bay/or an alternative (enabled by the Council) *Seafood FEAST (facilitated by the ERBID) *International Agatha Christie Festival (enabled by the Council). 2023 Bay of Lights (1st December-2nd January) was well received by businesses and visitors. Economic Impact currently being evaluated, and initial feedback has been positive. ERBID digital marketing campaign very successful. 2024 Bay of Lights has been confirmed as Torquay Town Deal funding in place for Year 3. As part of the Torbay's Cultural Development Fund project for Paignton Picture House a Creative & Cultural Programme 2023-2025 was created with events such as 'Wide Open' offering free experiences and creative activities across two weekends (22-24 September and 20-22 October 2023).	Torbay Council & ERBID funding reconfirmed for 2024 Agatha Christie Festival, which is a signature event. Advance ticket sales for the event are looking very encouraging. Economic impact for the 2023 Bay of Lights took place with positive feedback received. 2024 Bay of Lights event has been confirmed. Criteria are being developed in line with the DMP, Events Strategy and other Community and Economic Development Strategies to ensure the Council approves use of Council land for events in line with these strategies. Economic Impact is currently being evaluated for the 2023 Bay of Lights, but initial feedback has been positive, and the Digital Marketing Campaign was very successful. 2024 Bay of Lights has been confirmed, funded through the Torquay Town Deal. First phase evidence added to evidence folder. Will inform events programming in Paignton through 2024. Framework being reviewed and enhanced in Jan/Feb 24.	A revised Events Strategy is in place. Events - ER Airshow has been delivered largely by in-house team for the first time with significant costs saved and much learning. Feedback has been largely positive with some issues (inc. car parking) and available staff resources up to and during the airshow, which needs to be addressed, as well as options for hospitality and keeping key partners and sponsors onboard. Event spaces more generally need investment, the heavy rain has led to spaces being unusable and certainly not for additional event growth. Planning is progressing for Electric Bay and Bay of Lights trail. Culture - The new Strategic Lead for Culture and Heritage has started which will allow for a greater focus on key cultural strategy areas such as Paignton Picture House, Heritage Places and developing the new Cultural Strategy with a focus on the Geopark.	Events - Electric Bay in July and Agatha Christie in September. There is also a discussion about how the sea defence work will affect Paignton Green events for the next three years which will involve significant planning. Other Updates - Lots of other work including Paignton Picture House, Playing Pitch Strategy, Heritage Places that we're working on, but also it seems Assembly Rooms and Resident Discount Scheme are coming out

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