

**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

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## 1. Purpose of Report

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- 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

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- 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

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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

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## 1. Introduction

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- 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

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- 2.1 N/A

## 3. Financial Opportunities and Implications

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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
<b>Additional considerations</b>				
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

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10.1 None

## 11. Cumulative Community Impacts

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11.1 None