

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	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.	Limited progress made due to limited staff resources. Some good conversations with event organisers, producers and promoters. Previous success with Electric Bay.	Limited progress made whilst we recruited and new Senior Events Officer brought up to speed. Discussions with some potential event providers.	Some discussion and planning. Various event organisers, producers and promoters have questioned the lack of event infrastructure.	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.	Action to continue with aim on implementing dedicated website to take this workload from events officers.
2	Events Charter					
2.1	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.	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.	Limited progress made whilst we recruited and Senior Events Officer brought up to speed.	As previously.	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.	
2.2				Investigation into what could change to make system better.	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.	
	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.	New events application system implemented.	Acknowledgement that system still could work better and make it easier for applicants and officers.	Process of reviewing Apply4 system and relaunching to be a more intelligent system and reduce duplication commenced.		
2.3	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.	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).	Requested infrastructure as part of new sea defence works (power). Requested feasibility study from Estates management for existing event sites.	Discussions about an infrastructure feasibility study with Estates Team, awaiting further information.	Discuss related costs and progress once update received about feasibility study. Update meeting scheduled.	
2.4	Events charter All event organisers above a certain threshold (999+ attendees) will be required to sign up to the Charter.	Charter developed and consulted on widely. Requested the charter is embedded into application process			Charter to be reviewed as part of the review of the application process	
3	Capacity Building					
3.1	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.	As 2.2	As 2.2	As 2.2	As 2.2	As 2.2
3.2	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.	Limited progress due to limited staff resource.	As previous.	As previous.	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.	
3.3	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.	Mainly through EREC. Various training given including Chapter 8 training	Some good support through EREC with Airshow. More joined up approach.		Training sessions planned for October/November	

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>	

7.2	<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>				
7.3	<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>				
7.4	<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>			
7.5	<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.	