

## **Review of Events, Culture and Tourism Task and Finish Group**

### **Members**

Councillors Twelves (Chairwoman), Brook, Carter, Mandy Darling, Fellows, Nicolaou and Jacqueline Thomas

(Contact on t: 01803 207087 or e: [governance.support@torbay.gov.uk](mailto:governance.support@torbay.gov.uk))

A meeting of **Review of Events, Culture and Tourism Task and Finish Group** will be held on **Monday, 20 November 2023** commencing at **10.00 am**

The meeting will be held remotely via Zoom (the links to the meeting are set out below)

Join Zoom Meeting

<https://us02web.zoom.us/j/87265336536?pwd=RTRJVURqVitBS0pQNU5KbzNhbHgxUT09>

Meeting ID: 872 6533 6536

Passcode: 671131

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## **Agenda**

- 1. Apologies**
- 2. Overview and Scrutiny Review of Events, Culture and Tourism Scope and Timeline** (Pages 4 - 10)  
To agree the initial scope and timeline for the Review of Events, Culture and Tourism.

### 3. Cultural Assets and Strategy

(Pages 11 - 24)

1. To consider how we use our cultural assets (e.g. English Riviera Global UNESCO Geopark, Agatha Christie and Torre Abbey etc.) to help them become self-sustaining in the future and ensure they being maximised for our tourism and culture offer.
2. To consider how the Council uses data to inform decision in relation to use of cultural assets.

#### Information Required:

- Cultural Strategy - Enjoy, talk, be, do, a Cultural Strategy for Torbay and its communities 2014-2024 - [Cultural Strategy-document.pdf \(torbay.gov.uk\)](#)
- List of cultural assets.
- Details of any promotion of our cultural assets.
- Details of the data used to inform decision making in relation to cultural assets.

#### Key Lines of Enquiry:

- What is the direction of travel for the revised Cultural Strategy – Martin Thomas, Executive Director for Torbay Culture to be invited to give a presentation on this.
- What are our cultural assets?
- Which ones are promoted and which ones are not?
- What is the Council currently doing to support the financial sustainability of our cultural assets?
- How do we priorities our resources to ensure that the assets with the greatest strategic importance which contribution most towards the identity, reputation and brand of Torbay.
- How and what data is used to inform decision making in relation to cultural assets?

#### Other background documents:

- Torbay Heritage Strategy 2021-2026 - [Torbay Heritage Strategy - Torbay Council](#)
- Heritage Places Fund - [£200million funding for Heritage Places will boost local economies and pride in place | The National Lottery Heritage Fund](#) and [Torbay to be included in £200m commitment launched by The National Lottery Heritage Fund to help areas across the UK thrive - Torbay Council](#)
- Torbay Story – [Torbay Story - Home](#)
- English Riviera Naturally Inspiring - [https://www.englishriviera.co.uk/?utm\\_source=Torbay%20Council&utm\\_medium=web](https://www.englishriviera.co.uk/?utm_source=Torbay%20Council&utm_medium=web)
- English Riviera Global UNESCO Geopark webpages - [English Riviera Global Geopark - Homepage \(englishrivierageopark.org.uk\)](#)

- Torre Abbey webpages - [Torre Abbey \(torre-abbey.org.uk\)](http://torre-abbey.org.uk)

(Note: The Cabinet Member for for Pride in Place, Culture & Events and Parking, Councillor Billings, The Divisional Director Economy, Environment and Infrastructure, Lisa Tuck, the Executive Director Torbay Culture, Martin Thomas, the Service Manager for Culture and Events, Phil Black have been invited to the meeting for this item.)

## **Overview and Scrutiny - Review of Events, Culture and Tourism Scope and Timeline Final Draft**

### **Purpose and Scope**

To undertake a review of the current events, culture and tourism offer to include:

1. how do we use our cultural assets (e.g. English Riviera Global UNESCO Geopark, Agatha Christie and Torre Abbey etc.) to help them become self-sustaining in the future and ensure they being maximised for our tourism and culture offer;
2. how does the Council use data to inform decision in relation to use of cultural assets;
3. a review of the Torbay Council English Riviera (Outdoor) Events Strategy 2021 – 2027 (Events Strategy), incorporating delivery to date, and to determine if the objectives have been delivered and are still relevant and make recommendations;
4. consideration if the events that the Council supports are contributing towards the delivery of the English Riviera Destination Management Plan (DMP) 2022 – 2030;
5. what is the criteria for, enabling, delivering and funding events on Council owned land;
6. how is the success of events measured and evaluated;
7. does the Council and Destination Management Group have sufficient resources and capacity to deliver the Events Strategy and DMP and what opportunities are there to utilise resources from outside the Council;
8. what data does the Council use and how do we use data to inform decision making in relation to events; and
9. how does the Council engage and work with community and voluntary organisations on events;
10. what opportunities are there to facilitate benefits to our care experienced young people and foster families in respect of events;
11. how do we ensure that local business benefit from tourism and culture and help us to promote it.

## Timescales

See further details below.

## Methodology

- Review Panel established at Overview and Scrutiny Board 5 July 2023.
- Agreement of Key Lines of Enquiry and subsequent issue of Call for Evidence 7 September 2023.
- Task-and-finish group to be established to receive briefing notes and information arising from Call for Evidence (various dates).
- Overview and Scrutiny Board in (date to be confirmed) for final agreement of recommendations for presentation to Cabinet and/or Council.

## Communications and Engagement

- Response to questions and posts by O&S Co-ordinator/Leads/Members
- Invites to meetings (see timetable below)
- Publication of final report (to be confirmed)

## Information required

- Torbay Council English Riviera (Outdoor) Events Strategy 2021 – 2027 <https://www.torbay.gov.uk/DemocraticServices/documents/s112183/Events%20Strategy%20Appendix.pdf#:~:text=This%20strategy%20has%20a%20focus%20on%20outdoor%20events,Council%20land%20by%20the%20Torbay%20Council%20Events%20Team.>
- English Riviera Destination Management Plan 2022 – 2030 <https://www.torbay.gov.uk/council/policies/economic-regeneration/dmp/>
- Torbay Heritage Strategy 2021-2026 - [Torbay Heritage Strategy - Torbay Council](#)
- Enjoy, talk, be, do, a Cultural Strategy for Torbay and its communities 2014-2024 - [Cultural Strategy-document.pdf \(torbay.gov.uk\)](#)
- Heritage Places Fund - [£200million funding for Heritage Places will boost local economies and pride in place | The National Lottery Heritage Fund](#) and [Torbay to be included in £200m commitment launched by The National Lottery Heritage Fund to help areas across the UK thrive - Torbay Council](#)
- Torbay Story – [Torbay Story - Home](#)

- English Riviera Naturally Inspiring - [https://www.englishriviera.co.uk/?utm\\_source=Torbay%20Council&utm\\_medium=web](https://www.englishriviera.co.uk/?utm_source=Torbay%20Council&utm_medium=web)
- Torbay Council webpages - <https://www.torbay.gov.uk/leisure-sports-and-community/>
- English Riviera Global UNESCO Geopark webpages - [English Riviera Global Geopark - Homepage \(englishrivierageopark.org.uk\)](http://EnglishRivieraGlobalGeopark.org.uk)
- Torre Abbey webpages - [Torre Abbey \(torre-abbey.org.uk\)](http://TorreAbbey.org.uk)

### **Further Background Documents:**

The Value of Arts and Culture in Place-shaping (2019) - [The Value of Arts and Culture in Place-shaping Evidence Review to the Value of Arts and Culture in Place-shaping \(2020\)](#) - [Evidence Review to the above report Cultural Cities Enquiry, that led to Cultural Compacts \(2020\)](#) - [Cultural Cities Enquiry, that led to Cultural Compacts Review of Cultural Compacts Initiative \(2020\)](#) - [Review of the Cultural Compacts Initiative](#)  
Torbay Culture Impact Report - [Torbay Culture Impact Report](#)  
Example case – The Impact of Hull UK City of Culture (2018) - [Example case - The Impact of Hull UK City of Culture GreatPlace Programme Evaluation](#) (2021)

### **Membership of Task-and-Finish Group**

Councillor Twelves (Chairwoman)  
Councillor Brook  
Councillor Carter  
Councillor Mandy Darling  
Councillor Fellows  
Councillor Nicolaou  
Councillor Jackie Thomas

External Advisor: Carolyn Custerson, Chief Executive Officer, English Riviera BID Company Ltd

Support Officer: Teresa Buckley, Democratic Services Team Leader

Lead Officer: Lisa Tuck, Divisional Director of Economy, Environment and Infrastructure

Meeting/Milestone	Action	Information Required	Key Issues Arising
Overview and Scrutiny Board – 5 July 2023	Establish review		<p>Initial draft scope was:</p> <p>To undertake a review of the current tourism and leisure offer to include:</p> <ul style="list-style-type: none"> <li>• learning from the music festival (this topic was discussed at the Overview and Scrutiny Board on 5 July 2023 and will be covered by a separate review);</li> <li>• criteria for holding and funding events;</li> <li>• how success of events is measured and evaluated;</li> <li>• are Torbay’s assets (e.g. Geopark and Torre Abbey) being maximised for our tourism and leisure offer.</li> </ul>
Task and Finish Group - 7 September 2023 (private)	Agreement of scope of the review and call-for-evidence.	<ul style="list-style-type: none"> <li>• Draft Scope and Timeline</li> </ul>	<ol style="list-style-type: none"> <li>1. To agree the Draft Scope</li> </ol>
Task and Finish Group – 20 November 2023	<ol style="list-style-type: none"> <li>1. To consider how we use our cultural assets (e.g. English Riviera Global UNESCO Geopark, Agatha Christie and Torre Abbey etc.) to help them become self-sustaining in the future and ensure</li> </ol>	<ul style="list-style-type: none"> <li>• Cultural Strategy</li> <li>• List of cultural assets.</li> <li>• Details of any promotion of our cultural assets.</li> <li>• Details of the data used to inform decision making in relation to cultural assets.</li> </ul>	<ul style="list-style-type: none"> <li>• What is the direction of travel for the revised Cultural Strategy – Martin Thomas, Executive Director for Torbay Culture to be invited to give a presentation on this.</li> <li>• What are our cultural assets?</li> </ul>

Meeting/Milestone	Action	Information Required	Key Issues Arising
	<p>they being maximised for our tourism and culture offer.</p> <p>2. To consider how the Council uses data to inform decision in relation to use of cultural assets.</p>		<ul style="list-style-type: none"> <li>• Which ones are promoted and which ones are not?</li> <li>• What is the Council currently doing to support the financial sustainability of our cultural assets?</li> <li>• How do we priorities our resources to ensure that the assets with the greatest strategic importance which contribution most towards the identity, reputation and brand of Torbay.</li> <li>• How and what data is used to inform decision making in relation to cultural assets?</li> </ul>
Task and Finish Group By (enter date)	<p>1. To review the Torbay Council English Riviera (Outdoor) Events Strategy 2021 – 2027 (Events Strategy) to determine if the objectives are still relevant and make recommendations.</p> <p>2. To consider if the events that the Council supports are contributing towards the delivery of the English Riviera Destination Management Plan (DMP) 2022 – 2030.</p>	<ul style="list-style-type: none"> <li>• Torbay Council English Riviera (Outdoor) Events Strategy 2021 – 2027</li> <li>• Delivery and Action Plan plus Key Performance Indicators and review of actions over the past two years</li> <li>• English Riviera Destination Management Plan 2022 – 2030</li> <li>• Structure chart for Culture and Events.</li> <li>• Details of the budget for Culture and Events for the last 5 years and what % of the overall Council budget this is.</li> </ul>	<ul style="list-style-type: none"> <li>• Are the objectives of the Torbay Council English Riviera (Outdoor) Events Strategy 2021 – 2027 still relevant?</li> <li>• How much of the Events Strategy has been delivered to date?</li> <li>• Are there any elements of the Events Strategy that could benefit from change?</li> <li>• Does the Events Strategy compliment the English Riviera Destination Management Plan 2022 – 2030?</li> <li>• Do the events that the Council supports contribute towards the delivery of the English Riviera</li> </ul>



Meeting/Milestone	Action	Information Required	Key Issues Arising
		<ul style="list-style-type: none"> <li>High level details on how the Culture and Events budget has been spent over the past two years, what this has been spent on and how has this delivered the Events Strategy.</li> </ul>	<p>Destination Management Plan (DMP) 2022 – 2030?</p>
<p>Task and Finish Group By (enter date)</p>	<ol style="list-style-type: none"> <li>To consider the criteria for, enabling, delivering and funding events on Council owned land.</li> <li>To consider how the success of events is measured and evaluated.</li> <li>To consider if the Council and Destination Management Group has sufficient resources and capacity to deliver the Events Strategy and DMP and what opportunities there are to utilise resources from outside the Council.</li> <li>To consider how the Council uses data to inform decision making in relation to events.</li> </ol>	<ul style="list-style-type: none"> <li>The criteria for, enabling, delivering and funding events on Council owned land and evidence of how this has been used</li> <li>Details of how the success of events is measured and evaluated.</li> <li>The resources of the Events Team and what other resources could help deliver the Events Strategy and DMP.</li> <li>Details of the data used to inform decision making in relation to events.</li> </ul>	<ul style="list-style-type: none"> <li>What are the criteria for, enabling, delivering and funding events on Council owned land and does this prohibit events that the Council may wish to support taking place and how has this been used to determine which events should go ahead?</li> <li>How is the success of events measured and evaluated and does this make a difference to future events?</li> <li>Does the Council and Destination Management Group have sufficient capacity to deliver the Events Strategy and DMP and who else could help deliver this?</li> <li>How and what data is used to inform decision making in relation to events?</li> <li>Are there other data sources which would provide greater benefits?</li> <li>What data sources do other local authorities use?</li> </ul>

Meeting/Milestone	Action	Information Required	Key Issues Arising
Task and Finish Group By (enter date)	<ol style="list-style-type: none"> <li>1. Business benefits from tourism and culture and how they can help promote it.</li> <li>2. To consider how the Council engages and works with community and voluntary organisations on events;</li> <li>3. To consider what opportunities there are to facilitate benefits to our care experienced young people and foster families in respect of events</li> </ol>	<ul style="list-style-type: none"> <li>• Details of how the Council and ERBID communicate and engage with local businesses.</li> <li>• Details of how other local authorities engage with local businesses, community and voluntary sector organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• How are businesses made aware of what is happening in Torbay from a tourism and culture perspective.</li> <li>• How are businesses able to engage with and influence tourism and culture activities.</li> <li>• How do other Councils engage with local businesses, community and voluntary sector organisations and what can be learned from this.</li> <li>• How can our local businesses and business leaders help promote tourism and culture.</li> <li>• How can we maximise opportunities to benefit our care experienced young people and foster families in respect of events.</li> </ul>
Additional meetings/milestones to be confirmed	To consider if any further information is required and/or further meetings.		
Overview and Scrutiny Board – (enter date)	Agreement of final report to Cabinet/Council		

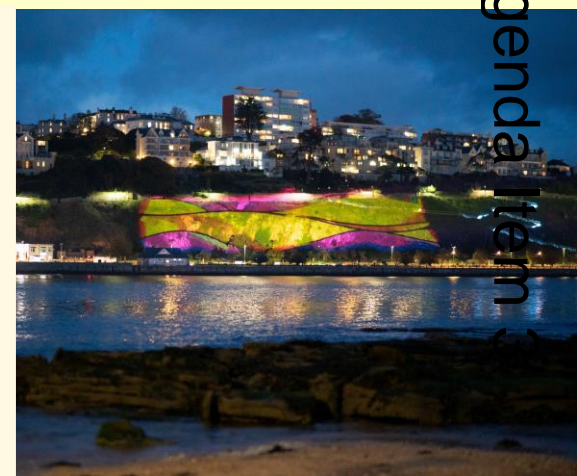


# Task & Finish Group: Review of Events, Culture & Tourism 20 November 2023

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## Strategic cultural partnerships and Torbay's cultural and heritage strategies

Martin Thomas, Executive Director - Torbay Culture, Torbay Council



Agenda Item 5



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**Participation in culture and heritage = Better quality of life**

... it grows the local **economy**, supports **communities**, strengthens **civic engagement**



- **Context** and delivery against existing **Cultural Strategy** aims
- **Expanding** on the Cultural Strategy – **Torbay’s Heritage Strategy**
- Torbay’s **opportunities** – including **Heritage Places** 10-year investment partnership, alignment with **Levelling Up** funds
- **UNESCO** and our USPs ...and *why*
- **Ambition** - our aspirations for the future...

## Context:

- **Cultural Strategy ‘Enjoy, Talk, Do, Be – a cultural strategy for Torbay and its communities’** 2014-24 aims: participation, strategic alignment, natural and built environment. Strongly referenced the potential of our UNESCO designation
- **Torbay Culture** est. 2015, exec role based within TDA (Council, ACE, TDA were partners in strategy development at time). Martin Thomas arrived December 2018. Exec role moved into Torbay Council December 2021.
- **Delivery phases of strategy:** *Great Place Scheme* (2017-20) = cultural programme enabled us to develop audiences for Global Geopark and local stories and places (activity and research)
- **COVID response:** *Create To Recover* (2020) *Culture Recovery Fund* work (2021)
- Partnership research (NHS, Public Health, HE sector) and our own commissioned / originated work: *Audience evaluation* (2020), *Culture Health & Wellbeing* reports (2020/21); *Creative Industries in Seaside Resorts & Country Towns* (2022, UoE/PEC)

## Delivery against the 'maturing' cultural strategy:

- **Keep growing – cultural and creative development for our home:** **Agatha Christie** artwork, AC Festival sustainability; **CDF:** supporting programme in Paignton, digital skills programme (SDC), CDF National Network visit to Torbay (Sep 2022); **Hospital Rooms** delivery in mental health wards (Nov 2022)
- **Living well – better future for young people:** Supporting **interventions** (via external opportunities - Literature Works, AC Festival, CDF programme). **Evidence and impact –** culture health and wellbeing reports; UoE research into creative industries.
- **Encouraging a renaissance for historic places and spaces:** **CDF capital** investment; MEND and other funding Torre Abbey; Torbay local heritage grant scheme; Heritage Places
- **Environment – celebrating our UNESCO Global Geopark:** Active participation in UNESCO revalidation, advocacy and funding advice, supporting programming, participation in the UK National Commission audience development resilience work (underway now)
- **Cultural tourism:** 'Writers on the Riviera' and 'Speed Up and Slow Down' delivered, continued participation in **DMG**, prioritisation of Agatha Christie as authentic USP

# Expanding on the Cultural strategy – Torbay Heritage Strategy 2021-26

## Why:

- To address deficits in respect of Torbay’s heritage – urgency of built heritage challenge (i.e. ‘traffic light’ issues, needs, opportunities). Context of 12 SAMs, SSSIs, Accredited museums, 860+ listed buildings, National Nature Reserve
- Better grasp of our underused USP of English Riviera – our distinctiveness (ERBID)

## Actions from Heritage Strategy:

- **Heritage interpretation framework**, endorsed by National Lottery Heritage Fund 2021
- **Investment in a new local heritage grant scheme** (Heritage Fund) Bespoke scheme, to be used as inspiration for scheme in Northern Ireland 2023>>
- **Capital investment alignment** with national funding – **‘Lightplay’** Royal Terrace Gardens 2021 natural and science heritage as inspiration; **CDF2 Paignton Picture House** (DCMS & ACE) alignment with others (DLUHC); **Torre Abbey** (MEND etc) focus for investment and transformation, etc 2022 >>
- **New conservation role** – Principal Historic Environment Officer role (appointed 2023)



## Torbay's opportunities to maximise

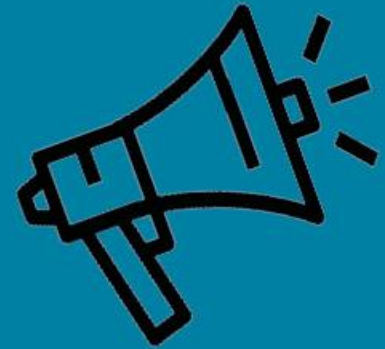
- **Torbay is among the first 'Heritage Places'** - closer and deeper collaboration with the **Heritage Fund** 10 year funded partnership (£200m across 10 years, 20 places), aligned with Fund's national strategy to 2033, and local opportunities for Torbay
- **'Levelling Up Partnership'** DLUHC LUP (£400m, 10 years, 20 places) is a parallel opportunity. Heritage Fund 10 Year partnership to be cross referenced and complementary
- **'Levelling Up for Culture Place'** (LUCP) DCMS & ACE listing (2022) resulted in £3.5m DCMS investment = CDF2 - Paignton Picture House and MEND - Torre Abbey
- **Potential future Arts Council investment in Torbay** ACE investment in Torbay for 2023-26 was low (comparators N Devon, Torridge, S Somerset as other LUCPs; neighbours Exeter, Plymouth, Cornwall). Dialogue ongoing with ACE to address this
- **'Torbay Story'** toolkit to tell our USPs, authenticity, relevance and inspirational. Align this and LUP with a **Theory of Change model** the Heritage Fund want to agree by Dec 2023.

# #HeritagePlaces

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Heritage  
Fund



## Torbay's opportunities to maximise

- **'Heritage Places' development year (2024) informing three x 3-year cycles of support to 2033** will provide route for Council and local partners to follow. Working **alongside** the Heritage Fund (UK) and other bodies (Natural England, Arts Council England, Historic England) this in turn can encourage greater investment from government and NDPBs (e.g. HE's commitment to prioritise Torbay projects like Torre Abbey, Picture House).
- **Capacity building** additional resources (2 FTE roles / or variation e.g. 3 x PT) to work alongside Planning, Culture & Events, Policy etc and partners.
- **Relevance for local residents** ensuring local plans (e.g. Conservation Area Appraisals) are relevant to local people, up to date, and build on 'already committed' investment areas (e.g. Torbay Road, The Strand, etc). Economic and social impact assessment – providing evidence for future investment = benefits local and visitor economy
- **Public involvement and participation** Supporting consultation and engagement through heritage forum. Informing stages of the plan, and prioritising funding requests.

# Complementarity with UNESCO

- *(A Geopark) ...'uses its geological heritage, in connection with all other aspects of the area's **natural and cultural heritage**, to enhance awareness and understanding of key issues facing society...' (Earth Hour, the UN SDG, environmental and social responsibility)*
- **'Human-centred'**:
  - *'Culture should not be considered as a policy domain in isolation, but rather as a cross-cutting dimension that may foster a paradigm shift to renew policymaking towards an inclusive, people-centred and context-relevant approach'*
- **Enriching lives:** through improving our places, access, and participation
- **Helping build '*inclusive, innovative and resilient communities*'**: our strategies for heritage and culture echo UNESCO's desire to see stronger '*regional cultural identities*'
- **Evidence-based approach to programmes:** analysis and evaluation to inform actions. Tools for advocacy, measurement of impact, and progress

## Why it matters

- **60% of people** more likely to **report good health** if they attend a cultural place or heritage setting in the previous year – in **Torbay** we have evaluation and evidence of cultural participation helping **improve health outcomes**
- Secondary school children who engage with culture are **twice as likely to volunteer** in their community, **20% more likely to vote**

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Children from lower income households who access culture at school are **3 times more likely** to gain a degree or Level 6 qualification

- **>386,000 jobs** supported by **heritage tourism** in the UK – in **Torbay**, heritage was clearly identified as an opportunity through the **Torbay Story**, and is a **growth area for careers** in leisure, hospitality and outdoor activity
- contribution of **heritage tourism alone to GDP = £36.6bn** – **Torbay** can benefit from a share of this by connecting our places

- **Extensive evidence** (UK and international) illustrates the value of improving places through heritage and culture. **Benefits** = economic (including inward trade and investment), health and wellbeing, community cohesion, respect for public spaces
- **Property prices increase:** in locations where cultural infrastructure (i.e. heritage attractions, museums, etc) has been supported; this extends to a distance of 20+km
- **Local economic vitality - economic activity increases in areas of cultural activity** = change in local economic output will be between 1.5 to 2.5 times the sum of the budget of the cultural organization and the total expected expenditures of visitors coming from outside the community (i.e. 'multiplier model' of re-investment / purchasing power in local economy, tested extensively over many years)
- **The value of heritage and culture is an important aspect of economic health:** (e.g. over the last 20 years in the US, almost **half** of all community, civic, political, social service, or other non-profit organizations now sponsor cultural events to build membership, raise money, educate youth, or contribute to civic life in other ways)

## Ambition – our aspirations for the future:

- Investment in cultural Infrastructure and people
- Talent pipeline and future skills for next generation
- Support that really underpins the ambition

### LIVERPOOL CALLING

AND THE RESULTS  
ARE IN

#### EUROVISION HOST CITY 2023 IN NUMBERS



**£54.8M**

net economic boost to  
Liverpool City Region



**162M**

162M viewers globally over  
three live BBC shows



**280K**

>280,000 pieces of  
global news coverage



**2M**

2M people reached through  
the education and  
community programmes



**328K**

328,328 people engaged  
with the 2-week Eurofestival



**473K**

Venues welcomed  
473,000 attendees  
for Eurovision events



**475**

475 volunteers  
contributed to 12,000  
hours of Eurovision  
activities



**99%**

99% of the OGAE's –  
the official Eurovision Fan Club –  
loved the undeniable festival  
atmosphere and city welcome



**175K**

175,000 city centre hotel  
rooms were sold in May –  
the best month on record  
since 2016 (STEAM Data)



**87%**

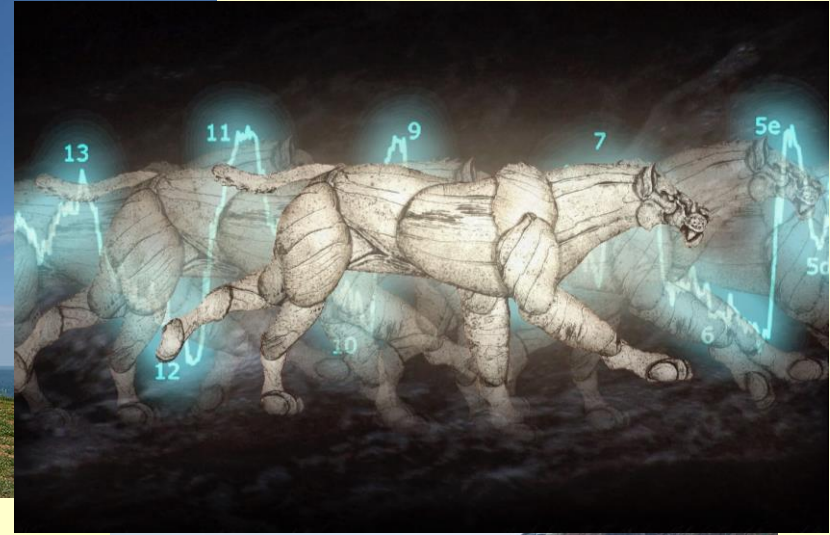
87% of people thought  
the Eurovision Song  
Contest promoted  
positive feelings across  
the countries involved



**96%**

96% of participants in  
Eurovision nightlife would  
recommend Liverpool  
as a destination





*Questions ?*

