



Enjoy, talk, be do,

A cultural strategy for Torbay and its communities
2014-2024



Supported using public funding by
**ARTS COUNCIL
ENGLAND**



Enjoy, talk, be
do,

**A cultural strategy for Torbay and its communities
2014-2024**

commissioned by TDA, funded by Arts Council England

Strategy document

ENJOY, TALK, DO, BE...

A cultural strategy for Torbay and its communities 2014-2024

Foreword



Torbay is one of the most beautiful coastal resorts in the UK, with so much to offer residents and visitors to the area. This cultural strategy, commissioned in partnership with Arts Council England, will complement the wonderful assets we have locally.

Our partnership approach has three key aims: increasing engagement and participation in cultural opportunities; maximising the distinctive natural and built cultural assets of Torbay; and ensuring joined-up cultural development is a key contributor to economic and social development in Torbay.

The strategy provides a framework and opportunities which will drive people to work together for the better of the Bay. I am looking forward to seeing the great projects which will emanate from this strategy. I strongly believe it will help reinforce a sense of wellbeing for the Bay as a whole.

Gordon Oliver

Elected Mayor and Leader of Torbay Council

We are committed to making arts and culture accessible to all our residents and visitors and we have great aspirations to raise Torbay's profile as one of the most influential, cultural destinations in the UK.

The arts and culture sectors are continually evolving and I am confident that this passion and knowledge from the industry will help to lead the way and build on the great work already achieved.

There is a great value to providing quality cultural events in Torbay, both in terms of economic benefit and cultural enrichment, and I am sure that this strategy will enable us to develop even more exciting opportunities by working in collaboration with the many organisations in the sector.

Cllr Nicole Amil

Torbay Council's Executive Lead for Harbours, Culture and the Arts



The cultural sector is one of the fastest growing in the economy: actively creating economic growth and jobs, making a major contribution to education, health and social wellbeing, and helping to build better communities. This happens as a result of sustained investment and strategic partnerships that have a genuinely shared agenda.

At Arts Council England we work closely with Local Authorities up and down the country and these partnerships are vital to the strength of arts and culture in England's communities.

Our investment and support is fundamental but we have to work in partnership not only with local government, but with the cultural, business and charitable sectors and with local communities themselves. It is through these partnerships that we can together sustain and grow culture and the arts.

At the Arts Council we believe that we can serve the people of Torbay better by working together with others who share our goals. By combining our efforts we can, and do, make a greater contribution to communities than if we worked alone.

We welcome this Cultural Strategy for Torbay and look forward to continued partnership working with all our partners to see it effectively delivered.

Phil Gibby

Area Director, South West at Arts Council England

We had the pleasure of working on this strategy from March to June 2014. We read policies, strategies, reports and evaluations; visited places; attended events; sent out and analysed returned questionnaires; and most importantly, we met, talked with and listened to people.

Enjoy, talk, do, be is a response to the commitment to culture we found and the calls for concerted action we heard. Our thanks go to everyone who has made a contribution directly through the consultation process or by doing what they do.

While we've worked to scope and shape the strategy, it's *by* as much as *for* Torbay and its communities – that's the 'we' you'll find in what follows.

Mary Schwarz, Cat Radford, Richard Crowe and Sue Kay

Torbay Cultural Strategy consultancy team

The documentation for **Enjoy, talk, do, be** comprises:

- this *Strategy* document
- a four page *Strategy summary*
- a *Three year delivery plan*
- a *Supporting context and evidence report*

These are all hosted on the TDA website - www.torbaydevelopmentagency.co.uk/cultural-strategy

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Introduction

Why this cultural strategy?

While everyone recognises the developing range and richness of cultural experiences on offer in Torbay, there's also a **desire** to 'do more, different and better', to involve a greater number and diversity of people and make more lasting impact.

This cultural strategy provides the framework for the **drive** people are showing to work together to make that happen. Covering the whole of the cultural sector, it supports individual strategies through its collective voice and focus on what can be achieved through collaboration. It represents a key opportunity to harness the value of culture and create the conditions in which to address the challenges of a post-recession context in imaginative ways.

“There is some fantastic work in Torbay, but there is no overarching theme or plan.”

“The cultural strategy can bring everyone together to do something we're not already doing.”

What we mean by culture...

Culture is an inclusive concept that embraces a wide variety of activities, places, values and beliefs that contribute to a sense of identity and wellbeing for everyone in our communities.

It is about our way of life and our quality of life.

Culture includes the visual and performing arts, built and natural environment, heritage, libraries, media, museums, play, sport, tourism and informal leisure pursuits. Cultural values include shared experiences and memories, our diverse backgrounds and what we consider valuable to pass on to future generations.

When people contributing their views to the strategy were asked what they valued about and how they engaged in culture in Torbay, these were just some of the responses:

- connecting with the Global Geopark
- walking around the Bay
- organising the Brixham Pirate Festival
- being taken on a guided tour of Kents Cavern
- writing Torquay's 'other history'
- seeing Gormley's *Field for the British Isles* in the Spanish Barn at Torre Abbey
- buying craft at the Ceramics Festival
- playing football
- working with artists on creativity
- enjoying Children's Week
- hearing young people perform at the Torbay Schools' Festival of Performing Arts
- taking part in the Quest project with Play Torbay and professional artists, performing at Cockington Court, Greenway and Torquay Museum
- planning for the restoration of the Paignton Picture House
- having a ginger cream tea in Babbacombe



The case for culture

The cultural experiences just listed are examples of what people call the *intrinsic* value of culture... the way it helps us 'be us': knowing and expressing ourselves, experiencing and understanding people and the world around us.

Culture also has what people term an *instrumental* value:

Throughout the past decade, statistics, indicators and data on the cultural sector...have underscored that culture can be a powerful driver for development, with community-wide social, economic and environmental impacts...

That's a useful summary from the authors of a UNESCO 'think piece' *Post-2015 UN Development Agenda*, who also point out:

Cultural and creative industries represent one of the most rapidly expanding sectors in the global economy...

Many places have focused on culture to benefit those who live, work and visit there, using:

...cultural heritage [and] events to improve their image, stimulate urban development, and attract visitors as well as investments... Culture-led development also includes a range of non-monetized benefits, such as social inclusiveness and rootedness, resilience, innovations, creativity and entrepreneurship for individuals and communities, and the use of local resources, skills, and knowledge.

Culture can be *transformative* too. As one young Torbay resident taking part in the Quest project (noted before) said,

I've gone from I can't do this...to I feel like a superhero.

There's also a *public* or institutional value to culture. People like easy access to helpful information from cultural providers. They look for a warm welcome and to be treated well, with good food and drink.

“The nature of the public is changing rapidly...The public, as increasingly sophisticated consumers, are likely to be more demanding, and less forgiving of dowdy cultural infrastructure, poor service and over-inflated claims.”

Cultural Value (John Holden, 2006)

Introducing Enjoy, talk, do, be

Charles Leadbeater, author and adviser to governments on innovation and creativity, has described how people look for a 'mix of three different experiences' when they engage with culture:

“Some of the time people want to *enjoy* being entertained and served, to listen... watch... be inspired or unsettled...

Then there are experiences in which the [cultural] content provides a focal point for socialising...the value lies in part in the *talk* the content sets off...

Finally, [people] want to get involved, have a go, *do* their bit.”

The Art Of With (Charles Leadbeater, 2009)

This strategy is named after the concept of **enjoy, talk, do** – with an added **be** to capture a sense of individual and community identity that culture represents and the distinctive image of Torbay it can offer.

Enjoy, talk, do, be is something we all do.





Who this strategy is for and how it will be implemented

Enjoy, talk, do, be is for anyone who influences, makes or delivers policies or whose work affects the quality of experience for those who live, work in or visit Torbay. This includes individual cultural practitioners and organisations; voluntary, community and social enterprises; the private and public sectors. It's not a Torbay Council strategy, although it's approved and adopted by the council which, as a partner among others, has a key role in its delivery.

As a 10 year strategy, it's designed to provide a shared vision, direction and way of working that drives sustainable development. Something everyone can get behind to make a positive difference.

A new **Torbay Culture Board**, supported by a paid executive post, will oversee implementation of **Enjoy, talk, do, be** and the accompanying rolling **Three Year Delivery Plan**. This shows how the actions of the Culture Board and partners deliver the strategy aims. The Delivery Plan will be reviewed and updated every year, ensuring the overarching strategy ambitions remain relevant in a changing world, not least as different delivery partners may emerge.

You'll find more information about the Culture Board in the main part of this strategy. You'll also see the importance placed on ensuring everyone with an interest in, and commitment to, a vibrant cultural offer in the Bay can contribute to the development and delivery of **Enjoy, talk, do, be**.



Strategy format and functions

Enjoy, talk, do, be comprises a shared Vision, with Ambitions, Principles, Aims, Objectives and Opportunities:

- helping everyone see the 'bigger picture' in which they play a part
- informing the prioritising of developments
- evidencing a strategic and sustainable approach

“All working for all of us.”

To encourage wide ownership and active use, the document focuses on key points drawn from the consultation and research that inform future direction, rather than documenting all current cultural provision. The *Strategy Summary* acts as an introduction to the strategy context and aims. For more information and detail, you can read the *Three year Delivery Plan* that includes all the strategy actions and also the *Supporting context and evidence report*.

Context

Torbay's cultural life

Every day developing this strategy, an inspiring story, interesting fact, illuminating experience or innovative way of working was shared about Torbay, where you can find:

- a home to Britain's earliest humans
- valued local heritage assets, some with national and international significance
- museums from the voluntary and public sectors partnering for a sustainable future
- contemporary cultural practices meeting local traditions
- more visitor attractions than any other seaside resort in the UK
- national sporting events on land and at sea
- dedicated volunteering in local sports clubs
- accessible pricing and imaginative marketing encouraging people as 'first time' exhibition visitors and audiences at performances by internationally renowned artists
- a strong community, voluntary and social enterprise sector focused on asset based community development to grow the economy from the local resource
- public, private and voluntary sector providers working together to increase young people's participation and develop their skills
- business investment in cultural activities enlivening town centres to increase footfall

These are all cause for *celebration* – along with the many other distinctive attributes and achievements that make Torbay a special place.

Consultation also evidenced consistent messages about key *challenges*:

- lack of awareness about the existing cultural offer
- low expectations and aspirations affecting engagement, participation and quality
- absent progression pathways for children and young people, particularly those from disadvantaged families and neighbourhoods
- perceived imbalances between provision for residents and visitors
- missed opportunities to share, and learn from, experience
- working approaches such as 'working round "their" way', 'start stop' and 'in out' at times – resulting in isolated programming, one-off or toured in cultural activities offering a great experience in themselves, but not realising all their potential: to make local links; nurture home grown talent; build capacity; and provide for an ongoing legacy of development

People were energised to make **Enjoy, talk, do, be** the *opportunity* to respond to these challenges in a wider context of economic and social needs. They felt empowered to make culture a driver for a better quality of life in the Bay, with these desired *outcomes*:

- increased engagement and participation
- an enhanced and coherent cultural offer
- a resilient and respectful way of working

Taking inspiration from the 'C for culture' shape of the Bay where land and sea meet, past and present link and diverse communities connect across the first urban Global Geopark...

Torbay is set to lead the future with a model of good practice in post-recession cultural development that contributes to sustainable economic, social and environmental development.



OUR VISION

Torbay: a landscape of culture...

*quality of life and opportunity enjoyed by all
in a 21st century coastal location
400 million years in the making*

OUR AMBITIONS

- Enjoy...** enabling more people to take pleasure from cultural activities
- Talk...** encouraging purposeful exchange to share, reflect on and enhance our cultural offer
- Do...** inspiring more people to shape and make cultural experiences
- Be...** celebrating the uniqueness of Torbay's cultural past, present and future

OUR PRINCIPLES

- People first:** residents, visitors, practitioners and businesses all benefitting from and contributing to a vibrant cultural life
- Pride of place:** caring for our buildings, neighbourhoods, town centres, coast and countryside in the unique environment of the English Riviera Global Geopark
- Joined up working:** connecting, complementing and collaborating on development and change for a sustainable future

Imagining the future

With this Vision, these Ambitions and Principles, what could Torbay be like in 10 years' time? These were some of the views offered during the preparation of **Enjoy, talk, do, be:**

A happy place where families are joining in...

Cutting edge, innovative, home grown culture...

People trading well, people earning well...

An offer over, above and including, the bucket and spade...

Activities and food making a more attractive, all year round experience...

Harnessing heritage as a force for good...

Taxi drivers enthusing about the Geopark...

Green spaces being valued and cared for...

A warm welcome for everyone, with confidence that the streets are clean and safe...

Great sport developed in the great outdoors...

A constant flow of activity from beach to high street – all joined up...

Open, collaborative and generous working...

Pride and ownership from local people...

The fostering of what's possible...

Visitors will marvel at the way it is...

Wherever you go in the world, you'll be proud to say you come from Torbay...

Enjoy, talk, do, be offers the opportunity to make all our imagined futures happen.

Aims and objectives

“I’ve got an idea...
who shall I talk with?”

The three strategy Aims, each with their three associated Objectives, are designed to support our Ambitions. They are also informed by our Principles, which provide a continual prompt to check what we’re doing, why we’re doing it and who we’re doing it with and for.

Enjoy, talk, do, be importantly offers the opportunity to break free from ‘silo working’ and maximise impact by understanding how we can complement or collaborate within a joined-up and strategic context.

Each Objective has a summary context, key opportunities and strategy contributors’ views.



Aim one: to increase engagement and participation in cultural opportunities in Torbay

Objective: Build from the community as well as bringing in new and diverse experiences

Summary context

As well as the intrinsic value of cultural experience, engagement and participation in culture can contribute to community cohesion, reduce social exclusion and isolation, and make communities feel safer and stronger. It can help develop people's employability and increases their likelihood of volunteering regularly. Involvement in heritage activities in particular provides a sense of connection that helps maintain social capital in a time of significant change.

Torbay has been identified as an area of low engagement in cultural activities, with certain demographic groups (especially older people and 'blue collar roots' residents as described by Acorn, the community and consumer data classification used by Torbay Council) less likely to engage in the arts. The percentage of adults wanting to do more sport is lower than the regional and national average.

There is an increasing amount of work in the Bay to attract a wider range of people as audiences, participants and organisers of cultural activity. There has been a successful emphasis on introducing people to particular cultural 'offers' which they have not yet encountered. There is also a strong commitment from the voluntary, community and social enterprise (VCSE) and public

sectors to 'start with' communities: using creative consultation, encouraging cultural co-production and focusing on community asset building (for example, in relation to targeted work with children, families and older people). From community organisations to the local housing association, there are many non-cultural sector partners incorporating cultural activity in their work and wanting to do this more. They are also keen for qualitative evaluation to capture the full range of outcomes and impacts from this type of work – cultural and social, as well as economic.

There is a desire within the Bay to connect effectively and respectfully with cultural product and practitioners from beyond the Bay for the benefit of residents, as well as to bring in new – and repeat – visitors. It takes time to develop mutually beneficial partnerships and harness the full potential of long term collaborations, informed by learning from what works well. Planning well in advance, and planning specifically in terms of marketing, will assist with reaching target audiences through timely and appropriate promotion. Good practices in marketing are often isolated to specific initiatives or organisations. The potential to 'sell' the varied offer across the cultural sector in a co-ordinated way is not yet fully explored.

Key opportunities

- harness the developing commitment to and expertise in community engaged work, encouraging robust qualitative evaluation of outcomes and impacts
- scope an accessible 'culture venture' funding scheme for small scale, community based, high impact projects
- add more cultural provision to the residents' card and promote free events better
- build on and extend purposeful and respectful relationships with sub-regional/ regional/ national cultural and educational organisations
- develop a more co-ordinated and collaborative approach to collecting and actively using audience data to undertake targeted and 'relationship' marketing to develop ongoing engagement as well as reach new people (residents and visitors)
- make best use of neighbourhood based newsletters and community networks
- explore 'cross selling and marketing' possibilities across the sector, including considering the potential of Torbay Council's Creative Torbay website to develop into a Torbay focused whole cultural sector marketing tool
- investigate 'packaging' related cultural opportunities to give them a stronger identity
- improve general and specific signage for cultural venues and activities (including temporary ones) so what's on offer is promoted in an accessible, inviting way

Objective: Support creative and cultural learning

Summary context

Creative and cultural learning gives young people skills to become creative and cultural professionals. It also helps them achieve across the curriculum and take responsibility for their learning. Attendance, attitude, wellbeing and attainment at school are all improved by engagement with culture. For example, taking part in structured music activities improves attainment in maths, early language acquisition and literacy; participation in sport improves numeracy skills. Returns on cultural programme investment with at-risk young people out of school are high in terms of social benefits and cost savings to the criminal justice system.

Sub-regional, regional and national cultural organisations are keen to work with local practitioners and organisations to bring their particular contribution to the cultural offer for young people in Torbay. This can be about first experiences, progression, talent development and special events, as well as performances and exhibitions. These organisations expect networked provision that links to schools and other settings and is open to new activity. While the Music Education Hub is developing as a good example of a 'partnership vehicle', there are opportunities for more joined-up working. There are also good examples of links with further and higher education that can raise young people's aspirations, provide work based learning for students and open opportunities for research, which could be extended to other institutions.

Key opportunities

- build a networked infrastructure from the Youth Cultural Partnership, Torbay to open up opportunities for a greater variety of cultural practitioners and organisations to work with children and young people in a range of settings
- share learning from local collaborative education initiatives (eg Future Museums) and take inspiration from innovative creative and cultural learning practice models
- provide and promote a range of progression pathways for young people, to cater for their leisure and career interests, utilising and extending links with further and higher education and the creative and cultural economy
- deepen links between teacher networks and the cultural sector
- initiate links with more higher education institutions in the area

“There is a lack of sustained provision celebrating children and young people's engagement in creative process...projects come to an end without linking them to other opportunities.”

“Artists tell us that they are full of ideas and energy but can't fathom (or find) the structures through which they can bring that to young people – although they know there is a need.”

“Aim high but work up from the grassroots.”

“Use culture to empower, organise and tackle social issues.”

“Embrace new stuff and be open to learning.”



Objective: Harness the health and wellbeing benefits of culture

Summary context

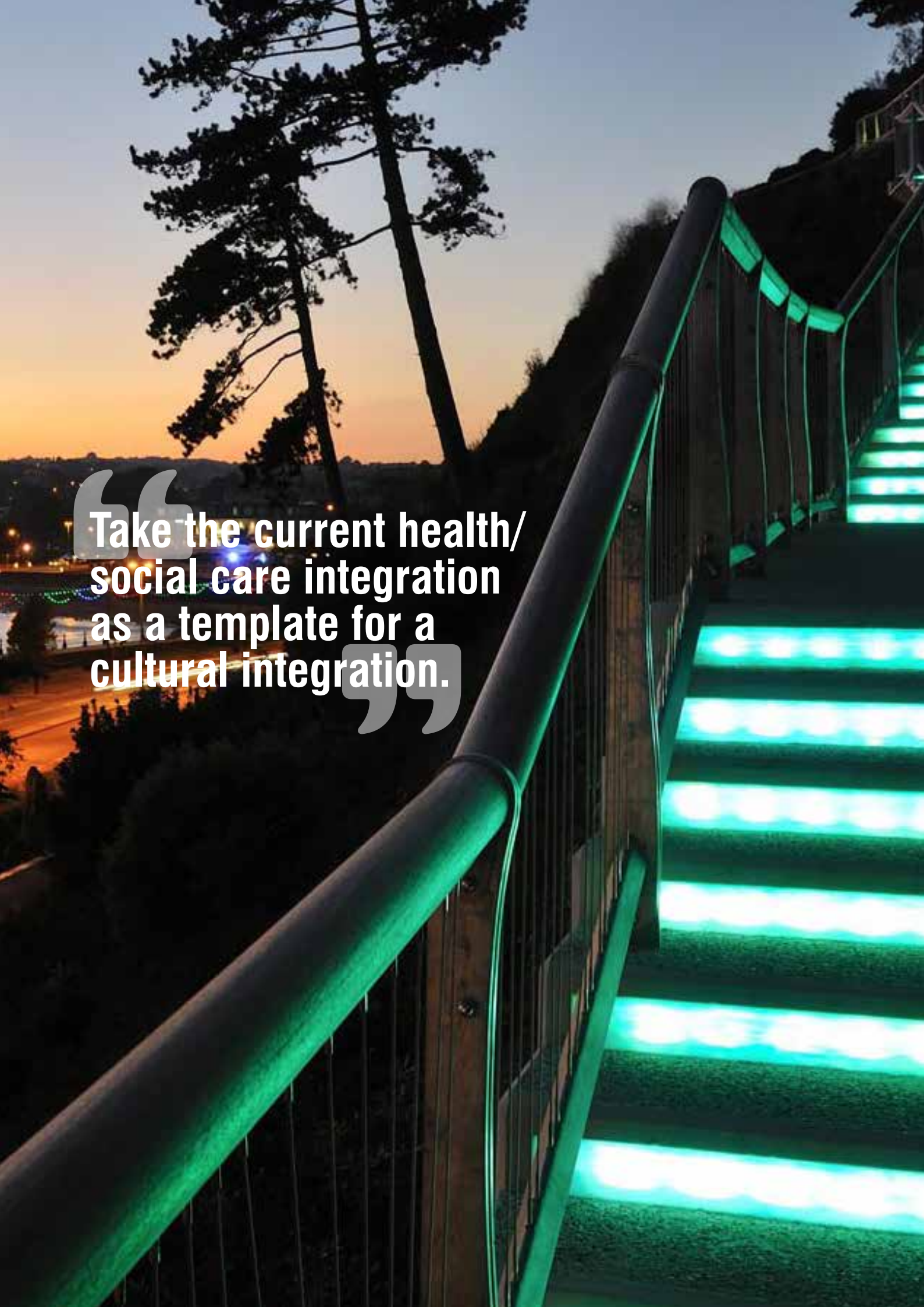
Arts audience members, library users and sports participants are more likely to report good health and higher wellbeing than those who don't engage with these activities, and this can be quantified financially. An increasing amount of academic research evidences the beneficial clinical and social outcomes culture can provide within both health and care pathways. This can be seen in terms of engagement, participation and the creation of positive environments. The strong inter-relationship between cultural activities and individual and community health is seen as one of the key building blocks towards sustainable, resilient communities.

There are significant health inequalities in Torbay and a large older demographic, which offer a particular challenge and opportunity in terms of realising the positive links between culture and health and wellbeing. This is already recognised in Torbay's health and wellbeing strategy and the developing mental health promotion strategy which focuses on the Five Ways to Wellbeing: *Connect, Keep learning, Be active, Take notice, Give*. This resonates in many ways with **Enjoy, talk, do, be**.

With Torbay's pioneer status for integrated health and social care, an active Healthwatch, a new Community Development Trust committed to cultural activity and experienced local arts and health practitioners, there is strong base from which to develop a strategic approach to culture, health and wellbeing. This could also support and influence developments at Torbay's hospital and the specialist health and social care studio school. It would also fit well with the emphasis in Torbay's Community Plan to adopt the model of prevention and early intervention, focusing on the causes of problems, not the symptoms, and creating tangible, measurable outcomes which save costs by reducing the need for intensive and expensive interventions in the long term.

Key opportunities

- learn from individual arts and health projects to develop a strategic cross cultural sector approach to health and wellbeing work
- consider 'social prescribing' for cultural activities
- link with the developing interest in the arts at Torbay Hospital
- explore connections with the Devon Studio School
- enhance Torbay's pioneer status for integrated care through use of cultural provision



“Take the current health/ social care integration as a template for a cultural integration.”

A first-person perspective shot from a hiker standing on a grassy cliff. The hiker's legs and brown hiking boots with black laces are visible in the foreground on the right. In the middle ground, another hiker with blonde hair and a blue jacket is sitting on the grass, looking towards the camera. The background shows a steep cliffside leading down to a blue sea under a clear blue sky with a few white clouds. The text 'Aim two: to maximise the distinctive natural and built cultural assets of Torbay' is overlaid on the left side of the image.

Aim two: to maximise the distinctive natural and built cultural assets of Torbay

Objective: Protect, enhance and utilise cultural places and spaces for culture

Summary context

Torbay is a unique cultural environment: the first urban Global Geopark. This status marks a purpose to explore and celebrate the links between geological heritage and all other aspects of the area's natural and cultural heritages. The Geopark reconnects human society at all levels to the planet and celebrates how its history has shaped every aspect of people's lives. While strategy consultation showed there is still work to do to enable residents and visitors to relate to the English Riviera Global Geopark's significance as the place 'where people, rocks and landscape meet', the potential to develop local appreciation and geotourism is great.

Another key natural asset is the sea. There is a strong steer in Torbay's maritime and marine strategies to harness the potential of fishing heritage and a wide range of water based events. If that potential is considered across the whole cultural sector, there is a wealth of possibilities to explore. Like the Global Geopark, marine leisure is identified as key in the tourism strategy (an 'attack brand').

With local distinctiveness one of the most important ways of giving a destination competitive edge, Torbay has plenty to offer and supports the ambitions of the Heart of the South West (HotSW) Local Economic Partnership Economic Plan:

“Our environment is an important driver of growth.. [it] supports bedrock sectors such as agriculture, food and drink and tourism. It is also has a role to play in supporting a vibrant creative and cultural sector...as well as attracting inward investment.”



The Bay's built cultural assets range from the historical to the contemporary. There are some good examples of multi-use, for example, Paignton Library, which is used for a wide range of purposes and, as a safe community space, encourages people to try new experiences they would otherwise not encounter. Non-cultural spaces can be used for cultural activities too, with Brixham's Fishstock an example of a very successful community based cultural event based on and in the defining industry of the town.

During the consultation, many people referenced the benefits of using places and spaces for a wide range of cultural activity, while there is also a long-standing interest in developing a new dedicated visual arts space. Particular places (for example Torre Abbey, Cockington Court) are exemplars for the effective refurbishment and restoration of other assets in need of care and enhancement (for example, Paignton Picture House) and which could support a range of cultural functions and activities.

In terms of the public realm, while funding for specific public art pieces may be more challenging to secure nowadays, respecting, reflecting and reinvigorating local character by implementing some imagination doesn't necessarily bring an additional cost. Choosing to keep Victorian iron railings, procuring rust resistant street furniture and involving an artist in the design and choice of replacement pavers can make all the difference to how people experience the public realm. Residents feel and maintain a pride in place; visitors are eager to return. Outdoor performances can increase footfall in town centres, with the potential to make an economic as well as cultural impact.

One of the core planning principles within the NPPF (National Planning Policy Framework) is to

“take account of and support local strategies to improve health, social and cultural wellbeing for all, and deliver sufficient community and cultural facilities and services to meet local needs,”

offering a particular opportunity for the cultural sector to engage in development.



Key opportunities

- articulate and share more widely the significance of the Global Geopark, building on past successful creative and cultural projects and learning from the experience of the other designated sites, such as the Jurassic Coast World Heritage Site arts programme and the cultural heritage and arts strategy work in the North Devon Biosphere
- invest in protecting and enhancing existing cultural assets, exploring further multi-use
- develop creative approaches to reveal, connect and present Torbay's past, including the significant 'hidden' social and cultural history of people and events
- continue and promote the work of the Design Review Panel
- ensure cultural needs and opportunities are met through the NPPF

The USP is that this is a lived-in Geopark and this is a great hook for people here...it only takes a little bit of creative play to engage people in the idea.

More attention needs to be paid to the thing that is in the middle of the Bay ie the water...this is what links Torbay's disparate parts and yet it's not used to the full.





Objective: Develop a year-round season-based rhythm of cultural events

Summary context

A wide range of events is promoted in Torbay, by a wide range of organisations. The Events Forum acts as an important mechanism for bringing together the people key to making these events happen. The concept of the *'Eventful'* city or place – as opposed to a place *'with events'* – encourages a strategic and holistic approach to generating events rather than just being 'a container' for them. It's about focusing on place *making*, not just place *marketing*. This brings benefits to residents and visitors alike.

Regularly organised events are an effective way to build longer-term cultural experiences and deliver economic impact and investment over time. They can have a positive association with a place, attracting return visitors at other times. Successful place-based festivals often incorporate the international and the local, opportunities to participate as well as watch, and organise longer term community activities or practitioner training opportunities.

International research about creative cities – applicable to places – shows that successful locations focus on cultural distinctiveness; understand the need for different organisations to collaborate in a context of mutual respect; and address the rich/poor divide that can blight prospects and cause instability. Torbay can also put these approaches into action.

Positively, Torbay has a recent history of work appearing in unusual places across the Bay. This could be developed further, learning from examples of site-responsive work that transforms less known as well as familiar places. Developing Eventful Torbay will require a concerted focus on advance planning. While there are key successes to build on (such as the Agatha Christie Festival with its high satisfaction rates and economic impact), upcoming major cultural events can be useful 'test beds' for new approaches to visitor packages and better co-ordinated marketing. New events can often 'seal the deal' in terms of return visits.



Key opportunities

- continue to work on moving away from a traditional focus on the 'summer seaside season' to create a new year-round 'rhythm of the place', extending the 'shoulder months' and avoiding the 'death in winter'
- support co-ordinated, advance planning so different events complement and enhance each other, rather than compete or duplicate
- develop effective marketing and 'point of sale' strategies to attract high numbers of audiences and participants
- build profile by incorporating an arts, heritage or play input to key sporting events and similarly, think laterally about culture when it comes to major arts events
- review and enhance in kind and subsidised support for smaller events in recognition of their greater return to the local economy
- ensure other organisations that can assist in the promotion of events have all the information they need, in good time
- incorporate information about the cultural offer within welcome hospitality and retail training



“We need a range of affordable offers taking account of different demographics/seasons throughout the year.”

“Liaise on events, to build their catchment.”

“Take the opportunity for new product and experiences and packages.”

Objective: Contribute to safe and sustainable living, working and visiting

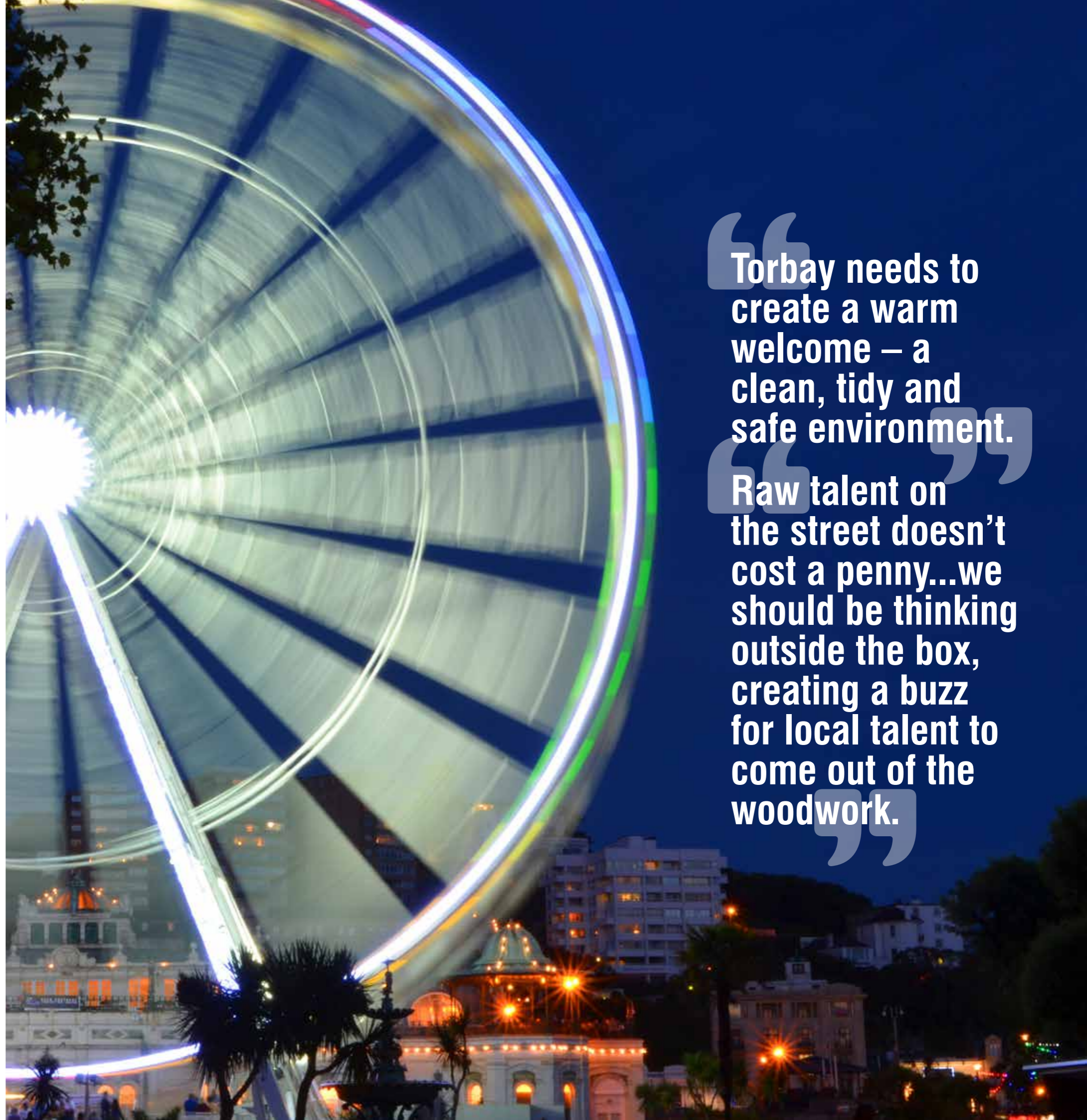
Summary context

When asked what would make Torbay a better place to visit, live or work in, many people talked about the importance in having confidence that the streets were always clean and safe, the environment cared for – and used for positive activities. People wanted to showcase Torbay at its best. Many were clear that the needs of visitors and residents aren't actually in conflict: both enjoy good facilities, good service and plenty of interesting things to do. There were calls for better public transport to support easier access to cultural facilities and events and interest in how 'fleet-of-foot' cultural activities could bring back vibrancy to places suffering disadvantage.

There's plenty the cultural sector can do to raise people's awareness of sustainability issues in imaginative ways, as well as acting in a sustainable way itself, to make a contribution to meeting our energy and climate change challenges.

Key opportunities

- encourage outdoor arts and other cultural events – whether programmed or not – to enliven town and other spaces during the day
- extend longstanding initiatives such as museums at night
- explore new initiatives such as 'White Nights/ LightNights' to support a diversified night time economy
- enable the cultural sector to play a part in delivering the sustainability agenda
- develop a supportive approach to business rate relief and planning permission to encourage cultural pop-up exhibitions, projects and performances in empty shops



Torbay needs to create a warm welcome – a clean, tidy and safe environment.

Raw talent on the street doesn't cost a penny...we should be thinking outside the box, creating a buzz for local talent to come out of the woodwork.

Aim three: to ensure cultural development is a key contributor to economic, social and environmental development in Torbay



Objective: Strengthen support for the creative and cultural economy and the advantages it brings

Summary context

Culture can boost local economies by drawing in visitors (who also spend on hospitality and transport); creating jobs; developing skills and talent; attracting and retaining businesses; and revitalising places. In sport, high profile events make a significant economic impact and non-elite, mass-participation events can raise the profile of a location, generating tourist income for minimal infrastructure investment. The regeneration benefits of investment in the arts can be bigger when that investment is related to place. Every £1 of salary paid by the arts, museums and libraries sector generates double the return in the wider economy through the chain of associated spend. This sector is closely linked to the commercial creative industries, which nationally are estimated to provide nearly five per cent of UK employment, 10 per cent of UK GDP and 11 per cent of the UK's service exports.

The last creative industries mapping in Torbay, undertaken nearly 10 years ago, showed a GVA (gross value added – the primary economic contribution indicator) per capita of £34,993 compared to the regional average of £25,800. One of three core aims in the HoTSW LEP Strategic Economic Plan is to maximise employment opportunities, including through creating higher value jobs – which we know the creative industries generate.

More recent Torbay research has focused on the economic and social return on investment in respect of events and festivals – another useful indicator of the significant impact of the creative and cultural economy alongside intrinsic, personal and community benefits.

There is scope for key data from these reports to be extracted and used alongside qualitative evaluation material (focusing on the experience of audiences and participants) to tell both the 'stats and stories' about what the sector brings – as well as meet its development needs.

Key opportunities

- commission new research to scope the size, impact and development needs of the local creative and cultural economy
- ensure that creative and cultural practitioners and organisations access relevant development support offered by local agencies
- develop bespoke support and training provision where required
- enhance existing evaluation initiatives to include qualitative data
- make the case for culture's contribution to quality of life in promoting Torbay to new and re-locating businesses

“Investment needs to be made with our own local artists, building links between their work and training/support/enrichment from outside sources.”





Objective: Share knowledge, skills and resources to diversify and grow the income base

Summary context

The post recession context demands increased attention by cultural practitioners and organisations to diversify their income base, both earned and unearned. While fundraising in terms of grants from public, charitable trust and foundation sources has become more competitive, there are good advice resources to consult. Funders are increasingly accepting the value of volunteer time as a 'cash' rather than 'in kind' contribution. They are also expecting a good 'return' on their investment, in terms of other monies levered and earned, as well as cultural outcomes. It's no good treating funding as somehow 'free', when there's actually an imperative to generate good audiences and involve plenty of participants in quality experiences. Corporate social responsibility is still a business agenda, one which the cultural sector can help deliver, and a relationship can be developed beyond transactional sponsorship to one of mutual benefit.

Volunteer and friends schemes can bring in both time and financial resources and crowd sourcing is proving successful for many. There's also an increasing emphasis on philanthropic

giving, demanding a new knowledge and skillset. In terms of earned income, selling services and merchandising are two avenues to explore, alongside using alternative currencies based on exchange. Developing partnership working, pooling ideas and resources, is often successful in a context of '*adapt to survive, collaborate to thrive*'. This can happen within Torbay (with Torbay Council, Princess Theatre and Doorstep Arts an example) and beyond, for instance in developing work with Plymouth Culture Board and Exeter Cultural Partnership, as well as national organisations. Making international connections opens up particular European funding opportunities and there may be specific routes to explore with Torbay's links through the English language schools.

Also, bearing in mind the role of culture in social, educational, health and environmental contexts, new funding possibilities have opened up – and commissioning by non-cultural public services is another area in which support and guidance can be accessed.

Enjoy, talk, do, be will be an important support for income generation by cultural practitioners and organisations. In its strategic role, the Torbay Culture Board will generate and align funding for key cross sector initiatives as well as identify development priorities.

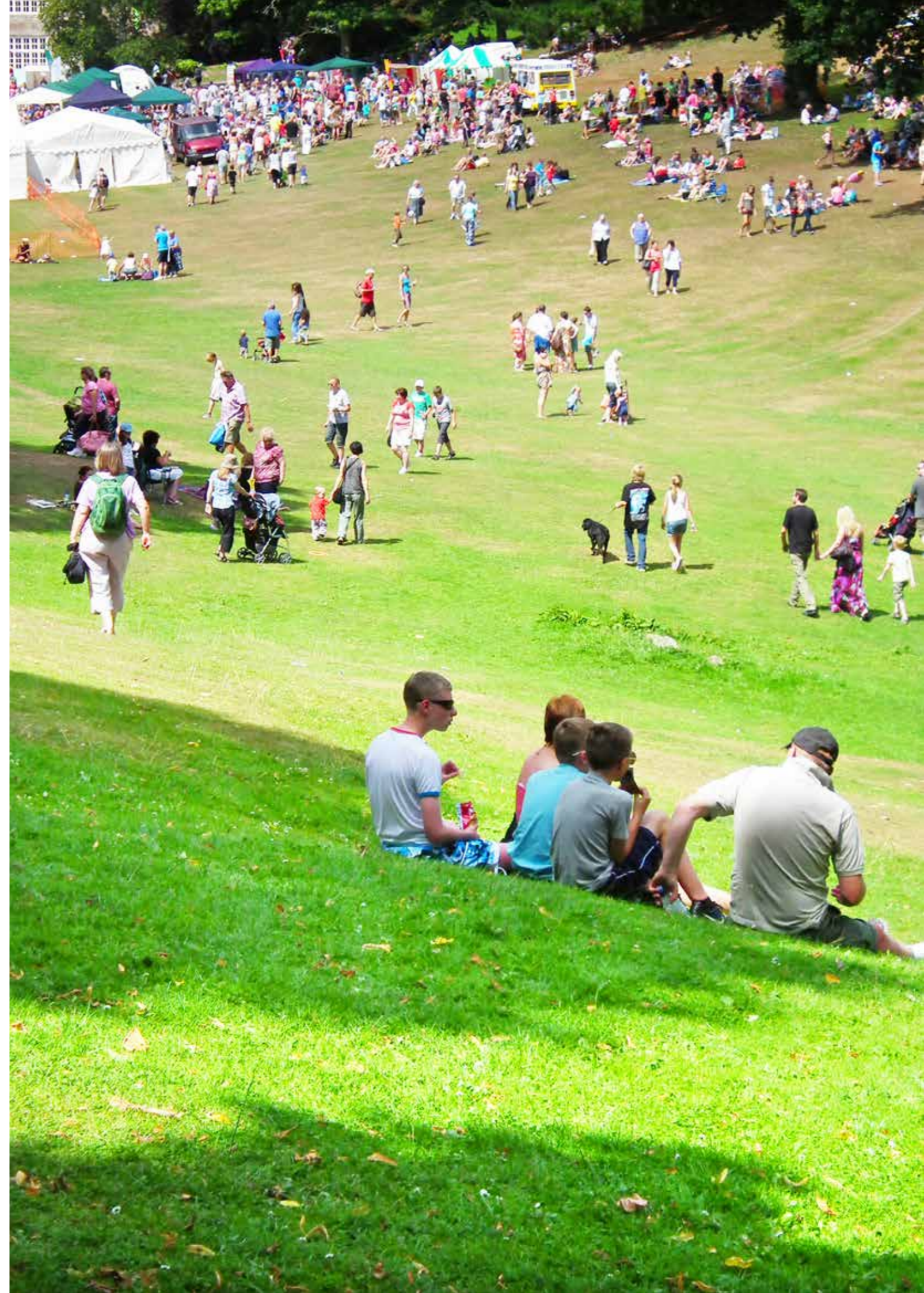
Opportunities

- ensure cultural practitioners and organisations access fundraising and earned income generation (including commissioning) support offered by agencies
- encourage sharing of plans and collaborative funding applications
- support efforts by organisations to develop volunteer and friends schemes
- explore the establishment of a shared event resources scheme
- utilise the Torbay Culture Board's strategic role to generate and align funding for specific key initiatives

“The festivals share a volunteer pool and try to share costs and hiring to get good deals...we wish we could buy fencing and store it somewhere as this would save all the various festivals costs.”

“Match fund each other's initiatives.”

“Scale up joint working...in funding because of joint working...enable development because of funded joint working.”





Objective: Make links to and culture proof other policies, strategies and plans

Summary context

There are strategies for specific areas of the cultural sector (for example heritage, arts and creative industries, sport) and a wide number of other strategies (energy and climate change, economic development, health and wellbeing, harbour and maritime, green infrastructure etc) to which **Enjoy, talk, do, be** links. Culture can make a valuable contribution to the achievement of these other strategies and likewise other strategies can help deliver the cultural offer. It's a win-win situation.

There are direct references to cultural actions in 'non-cultural specific' strategies and importantly, an imaginative review of other actions can prompt the possibility of these also being delivered through cultural provision. In addition, noting one type of cultural activity can lead to delivery through a range of cultural activity: the 'arts-led walking for health learning about heritage sites and using the new green

gym Global Geopark' project (named differently of course) could make for a great day out!

As well as ensuring mutual awareness and connected actions from current strategies, it will be important to 'culture proof' new strategies or those up for review, by having the earliest possible conversations to explore links – the obvious and not so obvious. Policy makers and funding bodies alike respond positively to strategies (and their prioritised actions) which have been drawn up through thorough consultation and framed within a wider context.

The process of developing this strategy has already secured delivery support in terms of some other developing strategies (notably for 'early help' and mental health promotion) and it's being referenced in masterplanning taking place to add value to the *Torbay Local Plan* and *Neighbourhood Plans*.

The vision for Torbay in the *Community Plan* is 'Working for a healthy, prosperous and happy Bay' to which the aims and objectives of **Enjoy, talk, do, be** clearly contribute. The *Torbay Local Plan* includes many cultural objectives which this strategy supports and strengthens.

The aspiration to secure *economic recovery and success* includes developing the Torbay 'offer' as a premier tourist resort and leading destination of choice, investing in facilities and events, with Torquay as a cultural focal point.

The aspiration to *protect and enhance a superb natural and built environment* encourages bringing back historic buildings into use, making the most of the Global Geopark, using the Torbay Design Review Panel and safeguarding heritage assets

“..in a manner appropriate to their significance, having regard to their ability to deliver economic regeneration, express local identity, reveal social histories and narratives and increase the connection of communities with place.”

In order to *create more sustainable communities and better places*, there are objectives to diversify the leisure and cultural offer in the town centres (particularly the night time economy in Torquay); create a more enjoyable, creative built and natural environment using heritage assets, public art and revitalisation of public spaces to attract events, exhibitions and festivals that celebrate and enhance the culture of Torbay; and support new and enhanced recreational, play and leisure facilities, to promote health and social wellbeing for all, including young people.

Key opportunities

- disseminate this strategy widely across Torbay Council and other key agencies and organisations responsible for specific strategy delivery
- hold conversations with other policy and strategy leads to explore links, compiling an up-to-date list to anticipate and enable a culture input in future consultations
- maintain and develop the culture input to the Local Plan process

Actions



Delivery

Consultation showed strong support for an independent strategic group to oversee implementation of **Enjoy, talk, do, be**. This group was seen as taking an enabling leadership 'added value' role across the cultural sector, supported by a paid executive post.

From this clear steer and a review of culture board and cultural partnership models in the South West region and beyond, terms of reference and membership criteria have been drafted for the **Torbay Culture Board** and included in the *Supporting context and evidence report*.

In summary, the Board will comprise individuals with a strategic understanding of the cultural sector and its contribution to sustainable economic and social development in the Bay, contributing beyond an individual or organisational agenda. Board appointments will be made through an open recruitment process in the context of ensuring a mix of knowledge, experience and skills, and representative coverage of key areas eg culture, education, youth, business. Key agencies will be invited to attend. The Board's objectives will be to:

maximise opportunities for the cultural sector to play its full part in Torbay's sustainable development

provide strategic advocacy for the cultural sector in Torbay

promote and enable innovative and joined-up working across the cultural sector, across the Bay and with other sectors

encourage the development and alignment of resources, including advising on securing inward investment for the sector and its wider development role

drive implementation of the cultural strategy delivery plan

undertake quarterly monitoring and annual review of the cultural strategy delivery plan, which will be developed on a three year rolling basis

The **Torbay Culture Forum** – open to all with an interest and stake in cultural development in the Bay – will meet on key cross sector topics, also offering networking opportunities to 'maximise serendipity' in support of collaborations. It will also ensure that the strategy remains grounded and the Board focused on its work.

Board and Forum members will nominate **Torbay Culture Ambassadors** – enthusiasts and advocates of culture, from taxi drivers to housing officers to local cultural celebrities – to champion culture with their colleagues, customers and communities.

The Board and Forum will support an infrastructure in which local, regional, national and international practitioners and organisations can engage most effectively with each other and with audiences and participants – making Torbay the *eventful healthy, prosperous and happy place* that Ambassadors can promote and in which all can make an impact.

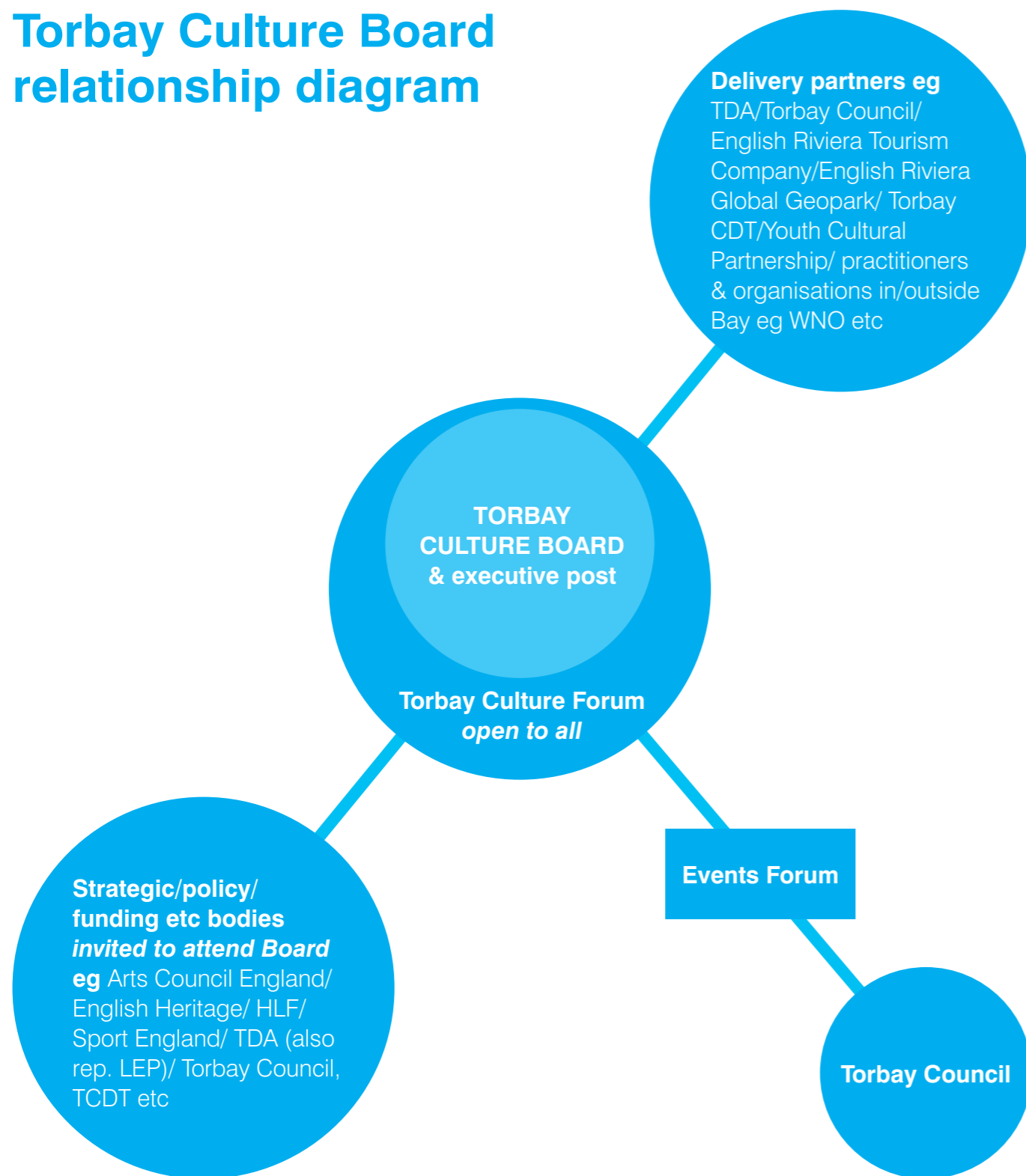


A high-level culture board should oversee strategy...people who have got a clear view of culture as transformative.

A cultural board that is fully inclusive which sees projects through and does not just come up with ideas that are never carried through.

We are all managers in some way... managers of change. If we can embrace change rather than resist it we will go forward faster.

Torbay Culture Board relationship diagram



The rolling Three Year Delivery Plan keeps **Enjoy, talk, do, be** current and implementation live. It has an initial focus on:

- undertaking seven 'foundation' actions to support wide ownership of the strategy
- establishing the Torbay Culture Board and Torbay Culture Ambassadors
- fundraising for the Torbay Culture Board executive post and programme
- organising quarterly Torbay Culture Forum events for networking, strategy updates and key topic presentations, discussion and action planning
- prioritising, timetabling, resourcing and driving key initiatives based on the Aims and opportunities identified in the strategy, within the context of a particular emphasis on a connected approach to developing:
 - **Eventful Torbay**
(focus on visitors and the visitor economy)
 - **Culture, health, wellbeing and quality of life**
(focus on residents' engagement and employability)
 - **Creative and cultural learning**
(focus on young people and progression)
 - **Creative economy**
(focus on practitioners and business)
 - **Marketing and communications**
(supporting all of the above)

Evaluation and sharing learning

Embedded in delivering **Enjoy, talk, do, be** will be an integrated approach to evaluation as a key tool for:

- supporting effective programme and project planning and delivery
- providing robust evidence of outputs, outcomes and impacts through both 'stats and stories' (ie quantitative and qualitative data)
- informing future developments
- offering accountability to stakeholders and funders
- ensuring a positive legacy

Sharing learning will support capacity building and a commitment to continuous quality improvement.



Involvement and impact

Torbay Council as a key strategy partner has approved **Enjoy, talk, do, be** and it now forms part of the council's policy framework. Everyone can benefit from, and contribute to, its delivery, with:

Members of the public being creators and organisers as well as consumers of culture...

Cultural practitioners and organisations thriving in a better connected, more mutually supportive environment, taking and making new opportunities...

Public service providers accomplishing the positive outcomes they need to achieve, from people's engagement and participation in culture...

Voluntary, community and social enterprises incorporating cultural activities in their work and signposting people to other cultural provision...

Businesses promoting the cultural offer to clients, providing space and sponsorship for activity and advocating the value culture brings to prospective inward investors...

Regional agencies and funding bodies understanding the wider context of Torbay's strategic approach to cultural development when making policy and funding decisions...

Investors gaining a range of returns through association with a unique Torbay **landscape of culture**.

Torbay: a landscape of culture...

*quality of life and opportunity enjoyed by all
in a 21st century coastal location
400 million years in the making*

Enjoy, talk, do, be

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Appendices



People consulted

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Jim Barrett

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Tracey Guiry

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RIO

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Sport England

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Torbay Council

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Kay Elliott

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Damian Offer

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Paul Wilson

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Feedback on the strategy documents received from the three political groups at Torbay Council, the Council's Environmental Policy Officer and Community Partnerships has informed the final versions.

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Enjoy, talk, be do,

**A cultural strategy for Torbay and its communities
2014-2024**

**To request a copy in another format
or language phone 01803 208973**

All the strategy documents are hosted on the TDA website
www.torbaydevelopmentagency.co.uk/cultural-strategy

Front cover image from Doorstep Arts: workshop accompanying the
The Incredible Book-Eating Boy by Bootworks Theatre Company.

Other images supplied by: Brixham Heritage Museum, Encounters Arts,
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