Clerk:	Amanda Coote	Governance Support
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Date:	Thursday, 05 October 2017	Torquay
		TQ1 3DR

Dear Member

POLICY DEVELOPMENT AND DECISION GROUP (JOINT OPERATIONS TEAM) - MONDAY, 9 OCTOBER 2017

I am now able to enclose, for consideration at the Monday, 9 October 2017 meeting of the Policy Development and Decision Group (Joint Operations Team), the following reports that were unavailable when the agenda was printed.

Yours sincerely

Amanda Coote
Clerk

Meeting: Policy Development and Decision Group (Joint Operations Team)

Date: 9 October 2017

Wards Affected: All

Report Title: Transformation Project - Public Toilets Review - Request for Consultation

Is the decision a key decision? Yes

When does the decision need to be implemented? ASAP

Executive Lead Contact Details: Robert Excel, Executive Lead for Community Services, robert.excell@torbay.gov.uk

Supporting Officer Contact Details: Terry Gibson, Business Manager, 207254, terry.gibson@torbay.gov.uk

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1. Proposal and Introduction

1.1 For the past two years a comprehensive review of public toilets within Torbay has been undertaken. More recently as part of the Councils Transformation Programme a procurement exercise has been undertaken seeking a commercial partner to deliver our public toilets provision.

1.2 It was agreed at the PDG meeting on the 12th February 2016 that public consultation will take place prior to any final proposals on the type and shape of our future public toilet provision.

1.3 The proposed online consultation can be accessed through the following link:

https://www.torbay.gov.uk/surveys/Toilets/toilets2017v2.htm

1.4 It is proposed that if approved the online consultation will run for a period of 4 weeks.

2. Reason for Proposal

2.1 The procurement exercise has now reached the stage where a preferred bidder can be appointed subject to agreement through the normal decision making process but as outlined above it was always the intention to undertake a public consultation prior to any final decisions being made.

3. Recommendation(s) / Proposed Decision

3.1 That the Mayor be recommended to approve the content of the on-line consultation on public toilets set out at Appendix 1 to the submitted report for a four week consultation period.

Appendices

Appendix 1 Public Toilet Survey

Report Clearance

Report clearance:	This report has been reviewed and approved by:	Date:
Chief Executive	Steve Parrock	
Monitoring Officer	Anne-Marie Bond	
Chief Finance Officer	Martin Phillips	
Relevant Director/Assistant Director	Fran Hughes	4/10/17

Section 1: Background Information	
1.	**What is the proposal / issue?** As part of the Councils Transformation Programme the Council has been reviewing different options for the delivery of public toilets across Torbay. The Council is currently undertaking a procurement process for the provision of public toilets within Torbay and has offered a long-term contract requiring the successful contractor to invest in the public convenience service and facilities to improve services and save the Council money. The Council would like to obtain feedback from members of the public to help us to inform how we can ensure that facilities are fit for the future and meet the needs of our communities and visitors – this feedback will then be used to help shape the future provision of toilets within Torbay. A questionnaire will be made available to members of the public seeking views on the existing toilet facilities as well as possible options for the future of public toilet provision across Torbay.
2.	**What is the current situation?** The Council currently provides, manages and maintains 28 public toilets across Torbay. Of these 28 toilets, 16 are open all year and 12 are open in the summer season. Two of these facilities are pay on entry toilets which charge 20p. The current cost of running toilets in Torbay is £663,000. A further 4 toilets are operated under lease or through the Torbay Coast and Countryside Trust. There is no statutory requirement for a Local Authority to provide public toilets.
3.	**What options have been considered?** A number of options have been considered by the Council for the provision of public toilets, these options now form the basis of the public consultation. The feedback will help to inform how we can ensure that facilities are fit for the future and meet the needs of our communities and visitors.
4.	**How does this proposal support the ambitions, principles and delivery of the Corporate Plan?** Ambitions: Prosperous and Healthy Torbay Principles: Use reducing resources to best effect

	Targeted actions: Ensuring Torbay remains an attractive and safe place to live and visit
5.	**How does this proposal contribute towards the Council's responsibilities as corporate parents?** N/A
6.	**How does this proposal tackle deprivation?** N/A
7.	**Who will be affected by this proposal and who do you need to consult with?** This proposal has the potential to affect residents and visitors of Torbay.
8.	**How will you propose to consult?** A questionnaire will be made available to members of the public seeking views on the existing toilet facilities as well as possible options for the future of public toilet provision across Torbay. The feedback will help to inform how we can ensure that facilities are fit for the future and meet the needs of our communities and visitors. An online questionnaire will be produced giving people the opportunity to have their say on this proposal.

Section 2: Implications and Impact Assessment	
9.	**What are the financial and legal implications?** There is no statutory requirement for a Local Authority to provide public toilets.
10.	**What are the risks?** *To be updated following consultation*
11.	**Public Services Value (Social Value) Act 2012** *N/A*
12.	**What evidence / data / research have you gathered in relation to this proposal?** *To be updated following consultation*
13.	**What are key findings from the consultation you have carried out?** *To be updated following consultation*
14.	**Amendments to Proposal / Mitigating Actions** *To be updated following consultation*

Equality Impacts

15	**Identify the potential positive and negative impacts on specific groups** A number of options have been considered by the Council for the provision of public toilets, these options now form the basis of the public consultation. The feedback will help to inform how we can ensure that facilities are fit for the future and meet the needs of our communities and visitors. This section will therefore be updated following the public consultation exercise once further details are known.

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people			
People with caring Responsibilities			
People with a disability			
Women or men			
People who are black or from a minority ethnic background (BME) *(Please note Gypsies / Roma are within this community)*			
Religion or belief (including lack of belief)			
People who are lesbian, gay or bisexual			

	People who are transgendered			
	People who are in a marriage or civil partnership			
	Women who are pregnant / on maternity leave			
	Socio-economic impacts (Including impact on child poverty issues and deprivation)			
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)			
16	**Cumulative Impacts – Council wide** (proposed changes elsewhere which might worsen the impacts identified above)	*To be updated following consultation*		
17	**Cumulative Impacts – Other public services** (proposed changes elsewhere which might worsen the impacts identified above)	*To be updated following consultation*		

Public Toilet Provision Across Torbay

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Torbay Council is currently responsible for almost 30 public toilets spread out across Torquay, Paignton and Brixham and we appreciate that this facility is an important part of our service offer to residents and visitors. The provision of these facilities costs the council approximately £550,000 per year. In recent years there have been considerable pressures on the Council's finances and it has become increasingly difficult to ensure that we can provide toilet facilities which are clean and comfortable for people to use as well as bring them up to more modern standards which our residents and visitors expect.

We are currently undertaking a review of our existing facilities and considering future options for the provision of toilets across the Bay.

The purpose of this consultation is to seek your views on existing toilet facilities as well as possible options for the future of public toilet provision across Torbay. Your feedback will inform how we can ensure that facilities are fit for the future and meet the needs of our communities and visitors.

Thank you for your time.

For each of the council-run toilet facilities that you have visited and used in the last 12 months, please indicate what you think of their overall quality.

1. Torquay

	Excellent	Good	Average	Poor	Very poor	Not used
Abbey Meadows	○	○	○	○	○	○
Babbacombe Downs	○	○	○	○	○	○
Beacon Quay	○	○	○	○	○	○
Corbyn Head	○	○	○	○	○	○

	Excellent	Good	Average	Poor	Very poor	Not used
Lymington Road	○	○	○	○	○	○
Meadfoot	○	○	○	○	○	○
Oddicombe	○	○	○	○	○	○
Old Town Hall	○	○	○	○	○	○
Sea Front	○	○	○	○	○	○
St Marychurch	○	○	○	○	○	○
Watcombe	○	○	○	○	○	○

2. Paignton

	Excellent	Good	Average	Poor	Very poor	Not used
Broadsands	○	○	○	○	○	○
Festival Apollo	○	○	○	○	○	○
Goodrington Central	○	○	○	○	○	○
Goodrington North	○	○	○	○	○	○
Goodrington South	○	○	○	○	○	○
Paignton Harbour	○	○	○	○	○	○
Paington Central	○	○	○	○	○	○
Palace Avenue	○	○	○	○	○	○
Parkside (Victoria Square)	○	○	○	○	○	○
Preston Bus Shelter	○	○	○	○	○	○
Preston North	○	○	○	○	○	○
Preston Redcliffe	○	○	○	○	○	○
Paignton Green	○	○	○	○	○	○

3. Brixham

	Excellent	Good	Average	Poor	Very poor	Not used
Bank Lane	○	○	○	○	○	○
Breakwater Beach	○	○	○	○	○	○
Brixham Harbour	○	○	○	○	○	○

Fishcombe Cove	○	○	○	○	○	○
Shoalstone Beach	○	○	○	○	○	○

4. If you need to use a toilet when you are away from home, how likely are you to use the following places?

	Very likely	Likely	Unlikely	Very unlikely	Don't know
A toilet in a shop	○	○	○	○	○
A toilet in a restaurant or bar	○	○	○	○	○
One of the Council run public toilets	○	○	○	○	○

5. Please rate how important the following features are to you when using public toilets:

	Very important	Important	Neither important nor unimportant	Fairly unimportant	Not important	Don't know
Modern, comfortable facilities	○	○	○	○	○	○
Clean and well kept	○	○	○	○	○	○
Long 'opening hours'	○	○	○	○	○	○
Easy to find and close to public places	○	○	○	○	○	○
Disabled access	○	○	○	○	○	○
Changing facilities	○	○	○	○	○	○
Inexpensive to use	○	○	○	○	○	○

6. Do you have a RADAR key and use the disabled facilities at any of the Council run toilets in Torquay, Paignton or Brixham? (The RADAR scheme is for people who are disabled and provides access to specially adapted toilets)

○ Yes
○ No
○ Don't know

Use of Radar Key

6.a When you use your RADAR key, how frequently do you use any of these Council run toilets?

	Daily	Once or more a week	A few times a month	Only rarely	Never use
Abbey Meadows	○	○	○	○	○
Babbacombe Downs	○	○	○	○	○
Beacon Quay	○	○	○	○	○
Corbyn Head	○	○	○	○	○
Lymington Road	○	○	○	○	○
Meadfoot	○	○	○	○	○
Oddicombe	○	○	○	○	○
Old Town Hall	○	○	○	○	○
Sea Front	○	○	○	○	○
St Marychurch	○	○	○	○	○
Watcombe	○	○	○	○	○
Broadsands	○	○	○	○	○
Festival Apollo	○	○	○	○	○
Goodrington Central	○	○	○	○	○
Goodrington North	○	○	○	○	○
Goodrington South	○	○	○	○	○
Paignton Harbour	○	○	○	○	○
Paignton Central	○	○	○	○	○
Palace Avenue	○	○	○	○	○
Parkside (Victoria Square)	○	○	○	○	○
Preston Bus Shelter	○	○	○	○	○
Preston North	○	○	○	○	○
Preston Redcliffe	○	○	○	○	○
Paignton Green	○	○	○	○	○
Bank Lane	○	○	○	○	○
Breakwater Beach	○	○	○	○	○

Brixham Harbour	○	○	○	○	○
Fishcombe Cove	○	○	○	○	○
Shoalstone Beach	○	○	○	○	○

Possible Options for Consideration

In other parts of the country Councils have adopted many different ways of providing clean, high quality toilets for members of the public and visitors to use. Possible options are set out below and we are interested to know whether you think these options would work for Torbay.

Option 1. Closure of least used toilets

7. **We know that some of our toilets are rarely used and are expensive to maintain, while we are currently evaluating usage, cost and future viability we are interested to know whether you support the closure of some facilities which would mean that the Council could concentrate its resources and funding on upgrading the facilities which are used the most.**

○ Yes, I would support the closure of some of the least used toilets to concentrate resources on maintaining the ones that are used most.
○ No, I would not support closing some of the least used toilets to concentrate resources on maintaining the ones that are used most.
○ Don't know.

Option 2. Automatic Public Toilets

8. **Some councils have started to set up automated public toilets. These are free standing units provided and maintained by private contractors. They are available for use 24-hours a day on payment of an entrance fee to unlock them instead of having limited opening hours.
Please tell us if you would be supportive of this as a proposal:**

○ Yes, I would support the set up of some automated public toilets
○ No, I would not support the set up of some automated public toilets

○ Don't know

Option 3. Improve and refurbish with a charge to offset costs

9. **Some Councils are able to refurbish and improve the standard and quality of their public toilets by introducing a fee for the use of facilities.**
Please tell us if you would be supportive of this as a proposal:

○ Yes, I would support charging for some toilets if the standard and quality was improved
○ No, I would not support charging to improve the standard and quality
○ Don't know

Option 4. A Community Toilet Scheme

10. **Many businesses like shops, bars and restaurants have toilets that are available for use by their customers. To widen the availability of good quality toilet facilities some councils have introduced Community Toilet Schemes whereby local businesses receive incentives to open their toilets to the general public and keep up their quality. The public are made aware of the location of them and the businesses provide their facilities during their normal opening hours with no requirement to make a purchase of their goods or services.**
The benefits of this scheme could be numerous accessible, high-quality facilities for the public at a low cost to the Council.
Please tell us if you would be supportive of this as a proposal:

○ Yes, I would support a community toilet scheme
○ No, I would not support a community toilet scheme
○ Don't know

11. **Charging a fee to use some toilets would provide some of the funding needed to improve facilities to ensure they are fit for the future and are of a much higher standard than current provision, improvements could include: improved lighting, new fittings and redecoration. Would you support charging a fee for some public toilet facilities?**

○ Yes, I would be prepared to pay up to 20p a visit

○ Yes, I would be prepared to pay between 20p and 50p a visit
○ No, I would not be prepared to pay

12. **Blank for any additional question**

○

13. **Blank for any additional question**

☐

14. **Blank for any additional question**

☐

15. **Blank for any additional question**

☐

16. **Blank for any additional question**

☐

About You

These questions are all voluntary.
Your answers to them will help us to understand where there are differences in the views from particular groups and if we are successfully gathering opinions from all of the different types of people in our community.

17. **Which one of the following best describes you?**

○ Live in Torbay
○ Work / study in Torbay
○ Live and work / study in Torbay
○ I come to visit Torbay as a tourist
○ Other

(Please use this box to tell us more about your 'Other' choice)

18. Please tick the one box that best describes you:

- ○ Working Full-Time (30 hours plus per week)
- ○ Working Part-Time (Under 30 hours per week)
- ○ Wholly retired from work
- ○ Unemployed and available for work
- ○ Permanently sick / disabled
- ○ On a government supported training programme (e.g. Modern Apprenticeship)
- ○ Self employed full or part time
- ○ Full time education at school, college or university
- ○ Looking after the home
- ○ Carer
- ○ Other

(As you chose 'Other' please tell us more about it in this box)

19. Which of the following best describes how you think of yourself?

- ○ Male
- ○ Female
- ○ In another way
- ○ I prefer not to say

20. What is your home postcode?

21. What age group are you?

- ○ Under 16
- ○ 16 - 24
- ○ 25 - 34
- ○ 35 - 44
- ○ 45 - 54
- ○ 55 - 64
- ○ 65 - 74
- ○ 75 +

22. Do you consider yourself to be disabled in any way?

- ○ Yes
- ○ No

22.a If yes, please tell us how it affects you

- ○ It affects my mobility
- ○ It affects my hearing
- ○ It affects my vision
- ○ It affects me in another way

(Please use this box to tell us how else your disability affects you)

23. How would you describe your ethnic origin?

- ○ White
- ○ Mixed race
- ○ Asian or Asian British
- ○ Black or Black British
- ○ Chinese
- ○ Other ethnic group
- ○ Prefer not to say

Thank you for taking the time to tell us about your views and preferences on the range of possible options for the provision of Public Toilets across Torbay

Please click on the SUBMIT button below to send us your responses

Data Protection: The information you provide on this questionnaire will be processed by the Policy, Performance and Review Team, Torbay Council in accordance with the Data Protection Act, 1998. Your responses will be stored as an electronic image and in a database, they will be only used to assist in the analysis of opinion, and will not be retained for longer than necessary. It may also be disclosed to other departments within the Council for such purposes. By giving us your personal data to complete this questionnaire, you acknowledge that you have read and understand this Data Privacy statement, and that you agree that Torbay Council may process personal data relating to you for the purposes detailed above, and in accordance with all applicable legislation. If you wish to access your personal information at any time please contact the Information Governance Team on 01803 201201.

Meeting: Policy Development and Decision Group (Joint Operations Team)/ Council

Date: 9 October 2017/ 19 October 2017

Wards Affected: All Wards

Report Title: Torbay Economic Strategy 2017-2022

Is the decision a key decision? Yes

When does the decision need to be implemented? Immediately

Executive Lead Contact Details: Mayor and Executive Lead for Finance, Governance, and Regeneration. Phone number 01803 207 001 (Ext. 7001) and email mayor@torbay.gov.uk

Supporting Officer Contact Details: Kevin Mowat, Executive Head of Business Services, 01803 208428, kevin.mowat@torbay.gov.uk/ Alan Denby, TDA Director of Economic Strategy and Performance, Phone number (01803) 208671, alan.denby@tedcltd.com

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1. Proposal and Introduction

1.1 TDA was instructed by Torbay Council to revise the current Economic Strategy.

1.2 The revised Economic Strategy provides a five year plan for growing the economy centred on sustainable productive growth. It sets out the objectives and actions for the growth of the Torbay economy, drawing upon its strengths and builds upon core strengths and emerging opportunities.

1.3 The revised Economic Strategy will support Torbay to build on its strengths to deliver economic growth, tackle inequality and create change in the area that benefits everyone who lives here. This Economic Strategy plays a key role in helping Torbay achieve its vision. We will enhance the strengths in the Bay and capitalise on the opportunities whilst addressing some of the key challenges facing our coastal economy.

To achieve this vision, the Strategy has the following four objectives:

a Deliver a successful town centre regeneration programme.
b Continue to create an environment in which businesses and jobs can grow.
c Accelerate the development of employment space geared towards business needs.
d Raise skills levels and broaden the skills base within the workforce.

1.4 The actions in the strategy are set out under 3 core themes. These core themes align with those of the Heart of the South West Local Enterprise Partnership (LEP) enabling easy synergy between local and regional strategies. Torbay's core themes are:

a. Business and enterprise
b. People and skills
c. Place and infrastructure

1.5 The Strategy has been developed from a robust evidence base. This includes evidence from the aftercare programme where we get detailed feedback from key circa 30 strategic businesses on an annual basis, the business barometer and regional and national datasets.

1.6 The Economic Strategy forms part of the Council's Policy Framework but also needs to act as a standalone document that provides an overview to external stakeholders (not least investors) of what the Council is aiming to achieve for the economy of Torbay. The Policy Framework element of the document is from page 10 onwards.

1.7 Following approval of the Strategy, project briefs for all the actions will be developed which will provide a better understanding of the resources required to deliver them. The Council will then be asked agreed an updated Economic Strategy including prioritised actions.

2. Reason for Proposal

2.1. The current Economic Strategy is nearing the end of its delivery period. Furthermore, recent government elections and new policy as well as big issues such as Brexit have necessitated the need to review and revise the existing strategy.

2.2. The TDA will lead on the development and delivery of the actions set out in the strategy. Where necessary the TDA will commission out certain services whereby other organisations are best placed to deliver and bring added funding ensuring sustainable and long term delivery.

2.3. The Economic Strategy forms part of the Council's Policy Framework and was subject to a five week consultation. As part of the consultation we directly contacted the main stakeholders likely to play a part in delivering the strategy. The response was supportive of the strategy and feedback has been considered which has led to the strategy being reworked resulting is a more visually appealing strategy.

2.4. Delivery of the strategy will require resources and investment for both revenue and capital costs. Reducing Torbay's commitment to the economic growth and regeneration agenda will limit the ability to deliver the actions set out in the strategy and the outcomes that are envisaged. While every effort will be made to secure external funding it is clear that in the post Brexit environment there remain questions over the scope, nature and delivery mechanisms for growth funding for instance the proposed UK Shared Prosperity Fund. Torbay should be advocating to Government for the very clear need for investment and other interventions to be shaped not only towards cities but also to coastal areas such as Torbay to complement local resources. Additionally and subject to discussion and agreement with colleagues and members further investment to create a funding source for growth projects over and above what can be secured externally is an option which may be explored further.

3. Recommendation(s) / Proposed Decision

That the Mayor be recommended:

3.1. That the Council be recommended that the Torbay Economic Strategy 2017-2022, as set out in Appendix 2 to the submitted report be approved, noting that the Policy Framework element of the Strategy starts at Page 10.

Appendices

Appendix 1: Supporting Information and Impact Assessment
Appendix 2: Draft Economic Strategy, 2017-2022
Appendix 3: Torbay Economic Strategy, 2017-2022, Evidence Base

Appendix 1

Supporting Information and Impact Assessment

Service / Policy:	Economic Strategy 2017-2022
Executive Lead:	Mayor Gordon Oliver
Director / Assistant Director:	Kevin Mowat

				Author:	Carl Wyard

Section 1: Background Information	
1.	**What is the proposal / issue?** It is proposed that the Economic Strategy 2017-2022 is adopted by Council to replace the Economic Strategy 2013-2018. The adoption of the new Economic Strategy is essential for the future growth of Torbay's economy. The revised Economic Strategy provides a 5 year plan for growing the area's economy with a clear action plan focussing on sustainable productive growth. This plan also informs the community and partners including the Heart of the SW LEP of the ambitions and opportunities within Torbay. Delivery of the plan will support the Council's corporate plan creating new jobs, investing in the infrastructure of the Torbay, improving the productivity of the local authority and supporting the Council by providing new assets which will generate new rental and business rate income.
2.	**What is the current situation?** Torbay's economy **Economy** • Gross Value Added (GVA) in Torbay was £2.08B in 2015. It has grown on average 1.2% per year over the past 10 years. • In 2015 GVA per head in Torbay was £15,600, 38.5% lower than the UK average. The gap in GVA per head across Torbay compared to the UK has widened over the past 10 years; however GVA per worker is over £40,000 and puts Torbay ahead of its neighbours. • Gross Domestic Household Income (GDHI) in Torbay was £16,525 in 2014, around 92% of the UK average. **Business and Enterprise** • In 2015, the number of active businesses in Torbay was 4,010, up 9% compared to 5 years ago.

	• Survival rates of businesses in Torbay exceed the national average over the first 2 years of trading; however survival rates drop below the national average in the third year indicating greater business intervention is required to support businesses medium term growth. • Overseas tourist's figures have been steadily rising, up 11.1% from 2010. • Torbay has seen a 40.7% decline in public sector employment over the past 5 years. • Health, finance and hi-tech are growing sectors with emerging opportunities for growth and collaboration. **People & Communities** • Torbay's demographic is 'greying'. The change in Torbay's demography shows greatest decline in 30-44 year olds, while the proportion of the population aged 65-79 is increasing. • Full time average weekly resident earnings (£443.30) are higher in Torbay compared to workplace earnings (£421.80) indicating that some residents working outside the Bay are realising higher wages. . • Torbay is a net contributor of labour to the wider regional economy with over 4,386 workers migrating out of Torbay for employment in 2011. **Housing Stock** • Since 2012, 1,459 new houses have been built in Torbay and the Council has an aspiration to accelerate the rate of delivery through the Local Plan and emerging proposals for a Housing Development Company. **Commercial Property Prices** • Office and industrial property prices are notably higher in both Exeter and Plymouth compared to Torbay, partly due to the lack of new commercial property stock being developed in Torbay.
3.	**What options have been considered?** The only option which has been considered is the revision of the Economic Strategy, at Torbay Council's request.
4.	**How does this proposal support the ambitions, principles and delivery of the Corporate Plan 2015-19?**

	The revised Economic Strategy explicitly supports the delivery of a prosperous economy as stated within the Corporate Plan. The Strategy specifically seeks to: 1. Continue to create the environment to grow businesses and jobs 2. Accelerate the development of employment space 3. Raise skills levels within the workforce 4. Deliver the town centre regeneration programme 5. Support the Council in its role as corporate parent
5.	**Who will be affected by this proposal and who do you need to consult with?** A clear economic strategy setting out the economic regeneration aims of Torbay will improve the economic performance of the area and benefit all groups within the Bay. This will build upon some of our recent successes including: • Secured £8m funding from LEP, EU Funding and Coastal Communities Funding for the Electronics & Photonics Innovation Centre • Secured £2m funding from the LEP to unlock Claylands employment site • Delivering the successful MADE pilot project supporting over 1900 students • Set up and ran the Pop-up Shop helping nearly 50 businesses to test retail as a route to market; 10 businesses subsequently went on to open their own shop The strategy has been subject to a five week consultation. As part of the consultation the public, businesses, key stakeholders and members were engaged. Consultation feedback has been incorporated into the current version. It was a recommendation from Overview and Scrutiny that the strategy removed reference to the Helipad. Following the recent MEG meeting, the action has been amended setting out that the project will remain in the strategy but will be delivered by the private sector, with no input/resources from the Council.
5.	**How does this proposal contribute towards the Council's responsibilities as corporate parents?** The Strategy recognises that there are increasing opportunities in Torbay, and across the South West, to access higher learning and associated employment opportunities. The Strategy supports the Council's commitment to developing a robust education/employment pathway to maximise those opportunities for our young people. Within this, care leavers and children in our care will be a particular priority. There is a specific action in the Strategy to prioritise our looked after children and care leavers within the activities under the people and skills theme such as:

	• Commissioning a Ready for Work training scheme which will be targeted towards our deprived areas and our care leavers • Organise a minimum of 1 Jobs Fair a year to help match young people, unemployed and underemployed with live vacancies • Use National Apprenticeship Week as a signature event to bring together employers, schools, education providers and young people together • Deliver a business start-up programme targeted at those most in need including care leavers and unemployed
6.	**How does this proposal tackle deprivation?** The Strategy will build upon Torbay's strengths to deliver economic growth, tackle inequality and create change in the area that benefits everyone who lives here. It recognises Torbay has areas of real deprivation and action is needed to address this. Some of these actions can be seen in section 5.

Section 2: Implications and Impact Assessment	
7.	**What are the financial and legal implications?** The strategy assumes that TDA will directly deliver (or commission where other organisations are able to deliver them more efficiently or effectively) the activities identified within the Economic Strategy, as per the commissioning agreement between Torbay Council and TDA. The strategy proposes a range of capital and revenue projects, where capital investment is sought from Torbay Council that will be subject to specific business cases. Delivery of the strategy will require the Council to prioritise bids to appropriate grant funding sources for both capital and revenue projects to support achievement of the outcomes. Successful delivery will require continuation of funding for the TDA's economic development team to provide the necessary capacity to be able to deliver the actions, work with partners and attract grant funding.
8.	**What are the risks?** The revised Economic Strategy will set out Torbay Council's key priorities and objectives for growing and developing the local economy over the next 5 years.

Risk description	Result	Impact	Mitigation
Insufficient budget	Insufficient budget to deliver all actions	Failure to deliver the full scope/ all actions within the Economic Strategy	Cost profile out each action, seek external funding, prioritise actions
Lack of expertise/ skills in specific activities	Require greater resource to deliver some actions	Lead to under delivery of actions	Monitor delivery of actions, commission certain actions which can be delivered more effectively by a third party
Under delivery of Economic Strategy	Fail to deliver upon the objectives identified within the	Fail to improve Torbay's economy and deliver upon Torbay Council's Corporate Plan.	Close partnership working and monitoring of actions.

		Economic Strategy			

9.	**Public Services Value (Social Value) Act 2012** The TDA has an established and successful track record of delivering economic development activities on behalf of Torbay Council. (see attached recent case studies)
10.	**What evidence / data / research have you gathered in relation to this proposal?** In-depth desktop and primary research has taken place to build a robust evidence base, in order to help shape the actions and priorities within the revised Economic Strategy, these include: • Official national and local statistics • Industry surveys • Aftercare company visits This information has been captured in an Evidence Base document appended with this report. Additional qualitative input from local strategic companies, and consultation of the strategy have helped shape the proposal.
11.	**What are key findings from the consultation you have carried out?** Qualitative intelligence through Aftercare meetings with strategic companies across Torbay has been used to help shape the draft Economic Strategy and develop the action plan. Feedback from the consultation highlighted the need for a greater focus on place based regeneration, ambition, greater links to the Council's corporate parenting role, and need to be more visually appealing. The consultation showed strong support for the objectives set out in the strategy: • Deliver a successful town centre regeneration programme • Continue to create an environment in which businesses and jobs can grow • Accelerate the development of employment space geared to business needs • Raise the skills level and broaden the skills base within the workforce More specifically: • Our businesses are looking to grow and need more space to grow into • Schools want to see better connection with businesses. This has started to develop with the MADE project but needs to be maintained to have the desired long term impact. • Businesses need expert business advice from business advisors to help them start up and grow.

	• Getting the right skills remains an issue for businesses • The state of our town centres not only impacts upon our visitor economy but businesses tell us it is also impacting upon their ability to recruit skilled workers.
12.	**Amendments to Proposal / Mitigating Actions** N/A

Equality Impacts

13	Identify the potential positive and negative impacts on specific groups		
	Positive Impact	**Negative Impact & Mitigating Actions**	**Neutral Impact**
Older or younger people	A key objective of the revised Economic Strategy is to improve standards of living and prosperity, by raising skills levels and creating new jobs.		
People with caring Responsibilities	The aims and objectives of the revised Economic Strategy apply across the whole of the community within Torbay. It does not exclude those with care responsibilities.		
People with a disability	The aims and objectives of the revised Economic Strategy apply across the whole of the community within Torbay. It does not exclude those with a disability. One of the key actions is to develop a work programme to encourage those furthest from the labour market.		
Women or men	The revised Economic Strategy focuses on the growth and development of the local		

	economy, by providing equal opportunities for both men and women.		
People who are black or from a minority ethnic background (BME) *(Please note Gypsies / Roma are within this community)*	The aims and objectives of the revised Economic Strategy apply across the whole of the community within Torbay. The draft Economic Strategy does not exclude individuals based on their ethnic background. The Strategy encourages equal opportunities, by raising skill levels and improving standards of living.		
Religion or belief (including lack of belief)	The aims and objectives of the revised Economic Strategy apply across the whole of the community within Torbay. The draft economic strategy does not exclude individuals or members of the community based on their beliefs or lack of beliefs.		
People who are lesbian, gay or bisexual	The aims and objectives of the revised Economic Strategy apply across the board and is not prejudice to sexual orientation.		

People who are transgendered	The aims and objectives of the revised Economic Strategy apply across the whole of the community within Torbay, they do not differentiate between transgender and non-transgender individuals.		
People who are in a marriage or civil partnership	The aims and objectives of the revised Economic Strategy apply across the whole of the community within Torbay. They apply equally to individuals who are married, in a civil partnership or single.		
Women who are pregnant / on maternity leave	The aims and objectives of the revised Economic Strategy apply across the whole of the community within Torbay. They apply equally to individuals who are pregnant, on maternity or paternity leave, along with those who are not.		
Socio-economic impacts (Including impact on child poverty issues and deprivation)	The core objectives of the revised Economic Strategy are to improve living standards and improve prosperity. The Economic Strategy aims to achieve this by creating more jobs and raising skills levels, in turn reducing deprivation.		

	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	The Economic Strategy has a specific action to help those furthest from the labour market to develop the skills to get back into work.		
14	**Cumulative Impacts – Council wide** (proposed changes elsewhere which might worsen the impacts identified above)	The revised Economic Strategy forms part of Torbay Council's Policy Document Framework. The Strategy aligns with the corporate priorities.		
15	**Cumulative Impacts – Other public services** (proposed changes elsewhere which might worsen the impacts identified above)	The Economic Strategy embraces and complements corporate priorities. It is not expected that there will be negative impacts upon current services.		

Torbay Economic Strategy

2017 - 2022

Mayoral Foreword

A healthy and prosperous Torbay is at the core of my manifesto as Elected Mayor of Torbay.

Regeneration and revitalisation of our town centres is a critical part of continual improvement to Torbay's economy. The Council's Transformation Strategy for Torbay's Town Centres, which was agreed in April 2017, provides clarity, certainty and confidence for business, investors and the community.

We are a place with great economic potential. This is evident with the major investments and delivery in key infrastructure such as the opening of the £110M South Devon Highway, securing over £8M for the delivery of the Electronics and Photonics Innovation Centre to support the growth of hi-tech industries, major foreign direct and indigenous investment in our hotel and leisure stock along with new inward investment such as Graphic Controls at White Rock Business Park. Our unemployment remains at its lowest levels for over 34 years, the provision of business support continues to help our businesses to develop and grow, and the delivery of the South Devon Jobs Fair continues to help create new jobs and provide local people with employment opportunities.

The revised Economic Strategy sets out a clear plan for improving productivity, raising employment, increasing training and apprenticeship opportunities, and addressing worklessness and deprivation, to ensure the long term sustainable growth of Torbay's economy.

Looking ahead there is a pipeline of exciting projects such as a new multimillion pound Business Park at Claylands Cross and early developments in the first phase of town centre regeneration. Our commitment and investment in these projects is testament to our determination to create a vibrant and prosperous place for everyone to live and work.

Gordon Oliver
Elected Mayor of Torbay

Vision

'An unrivalled quality of life in one of the UK's most beautiful destinations; where connectivity, culture, and ambition are growing fast, creating opportunities for everyone who lives, works and enjoys being here'

Torbay will build on its strengths to deliver economic growth, tackle inequality and create change in the area that benefits everyone who lives here. Central to this vision is to ensure Torbay is:

- A great place to do business
- A great place to thrive
- A vibrant community

This Economic Strategy plays a key role in helping Torbay achieve its vision. We will enhance the strengths in the Bay and capitalise on the opportunities whilst addressing some of the key challenges facing our coastal economy.

The objectives set out in the strategy are to:

1. Deliver a successful town centre regeneration programme
2. Continue to create an environment in which businesses and jobs can grow
3. Accelerate the development of employment space, geared to business needs
4. Raise skills levels and broaden the skills base within the workforce

This five year strategy will drive sustainable growth centred on our people, our businesses and our infrastructure. We will work in partnership with a wide range of stakeholders from private, public and voluntary sectors to ensure our businesses and our people flourish.

About Torbay

OUR PLACE

• Torbay covers an area of over 24 square miles, located in South Devon, known as the 'English Riviera'.

• It comprises of over 20 beaches and secluded coves along 22 miles of coastline located around the east-facing natural harbour of Tor Bay.

• One of the country's top 10 visitor destinations, welcoming over 4.5 million visitors every year.

• In 2007, Torbay was endorsed by UNESCO as a Global Geopark in recognition of our rich geological, historical and cultural heritage.

• Torbay has a strong reputation at the heart of England's Seafood Coast.

• Torbay is developing a transformational £130M Town Centre Regeneration Programme across Torquay, Paignton and Brixham.

• National and international markets can easily be reached; Exeter Airport in 30 mins, Bristol Airport in 1hr 30 mins, Plymouth Port in 1 hr and London Paddington in 2 hrs 30 mins.

DEMOGRAPHICS

• Torbay is made up of the 3 towns of Torquay, Paignton and Brixham.

• It has a population of 133,373 – the second largest urban area within the Heart of the South West.

• Torbay's population is projected to grow around 9.6% over the next 20 years.

• Torbay has one of the highest proportions of over 65's in the South West – accounting for around 25.7% of Torbay's total population.

• Torbay has a primary retail catchment of around 256,000 people within a 15 mile radius providing annual spend of over £250M on comparison and core convenience goods.

ECONOMY

• A strong entrepreneurial culture.

• Torbay is home to multi-national blue chip companies, within the area’s growing photonics and electronics cluster – which are internationally recognised for their specialisms and capabilities in world leading R&D and innovation.

• Torbay’s economy grew out of fishing and agriculture. Today, the fishing industry remains strong with Brixham landing the highest value catch of any English port.

• Strong tourism and hospitality sector, recognised as the leading UK seaside resort attracting over 4.5M visitors a year with an annual visitor spend of over £435M.

EDUCATION

• Home to a number of leading international language schools.

• Home of South Devon College – recognised as an outstanding educational establishment and national award winning institute for employer engagement.

• Outstanding educational provision with the choice of a top 100 performing state school, three grammar schools, independent institutes and community colleges.

• The percentage of the working population with NVQ levels 2 and 3 in Torbay are above the national and regional averages.

OUR HISTORY

• Earliest traces of settlements in Torbay date back to the Palaeolithic times. There is also evidence that Roman Soldiers visited Kents Cavern.

• During the 19th Century, Torbay came to prominence as a popular seaside resort attracting well-heeled Victorian visitors.

• It is well known that Agatha Christie lived in Torbay, but other famous residents include Peter Cook, Isambard Kingdom Brunel and Rudyard Kipling.

• In 1948 Torbay hosted the Olympic sailing events.

OUR CULTURE

• Valued local heritage assets, some with national and international significance including; Torre Abbey, Oldway Mansion, Lupton House, Cockington Court, and Shoalstone Lido.

• Home to Agatha Christie, the renowned English crime novelist, short storywriter and playwright.

• Home to Europe’s oldest surviving purpose-built cinema – Paignton Picturehouse.

• Designated a UNESCO Geopark.

• Traditional craftsmanship and contemporary design at Cockington Craft Centre.

• More visitor attractions than any other seaside resort in the UK.

Our Journey So Far

Torbay has and continues to face a number of structural economic challenges. Our economy is dominated by sectors renowned for low paid, seasonal employment, such as tourism and hospitality and health and social care. However, a number of key transformational projects have been delivered achieving significant outcomes including:

- Completion of the new £110 million South Devon Highway infrastructure work
- Securing more than £8 million of funding for the development of the Electronics and Photonics Innovation Centre
- Helping more than 2,000 people back into work
- Creating and safeguarding around 250 local jobs through the Torbay Growth Fund
- Delivering four successful jobs fairs
- Engaging more than 1,900 local students with industry
- Advising and supporting more than 1,200 businesses
- Delivering a number of award winning business support programmes
- Supporting more than 350 people to set up their own business

Torbay has a lot to offer...

STRENGTHS

Strong entrepreneurial culture	**Active and supportive business community**	**Good connectivity and access to markets**
Attractive location	Outstanding educational establishments	A leading electronics and photonics cluster
Strong fishing sector	**High value manufacturing base**	**Improving skills levels, particularly at NVQ levels 2 and 3**
Active voluntary and community sector	Officially England's leading seaside resort	UNESCO Global Geopark status

OPPORTUNITIES

Town Centre Regeneration	**Growing cultural offer**	**Strong investment in educational facilities**
Development of an Electronics and Photonics Innovation Centre, as a centre of excellence	Significant local investment programme	Working with the Local Enterprise Partnership to build our relationship with Government
Increasing demand from local expanding businesses	**The Apprenticeship Levy**	**International Trade to open up new markets**

Our Future Projects

TOWN CENTRE REGENERATION

The Council has agreed a ten year strategy for the transformation of Torbay's town centres. The first phase of this transformation, over the next three years, will see development of a range of Council owned assets and delivery of a number of public realm improvements.

This phase 1 activity will, where possible, be funded by the Council to bring pace, as well as scale, to town centre regeneration. Phase 1 delivery, which includes the projects outlined below, has a development value of around £130M, will generate greater investor confidence and will improve town centre performance:

Upton Place – behind the Town Hall, Torquay

Located close to the High Street, provides an opportunity for a range of developments.

The Council's preferred solution is student accommodation, which will bring significant benefits to the town centre as well as supporting the delivery of other projects.

Paignton Harbour

The scheme will enhance the harbour's character, ensure it becomes more of a destination and will help fund other town centre regeneration projects.

Harbour View - between The Terrace and Museum Road, Torquay

This site, with views across Torbay, may accommodate commercial and / or residential development.

Lower Union Lane and linkage to Union Street, Torquay

Refurbishment of Lower Union Lane Multi Storey Car Park will improve visitor experience and will support the regeneration of the upper end of Union Street, encouraging business relocation, new homes and growth.

Paignton Civic Hub – Bus/Rail Stations

Redevelopment of land around Paignton Library, the bus and rail stations will bring a new civic heart to Paignton. It will include a repositioned bus station, refurbished rail station, new commercial and residential space. This new space, plus high quality public realm, will boost town centre performance and give a much clearer identity to this part of town.

Victoria Centre, Paignton

This site, located just off the High Street, provides a range of development opportunities, including residential, retail and commercial space. This will bring more footfall and spend in the town centre.

Brixham Town Centre

Located right in the heart of town, close to the harbour and the High Street, this site will accommodate a hotel, retail, housing, new public space, improved car parking and a range of other facilities.

EPIC

Electronics and Photonics Innovation Centre (EPIC), White Rock Business Park, Paignton

An £8M project comprising of a 3,800m² state of the art hi-tech facility designed to support innovation in the electronics and photonics industries. The development will act as a regional centre of excellence for the sector, providing dedicated lab, cleanroom, office and meeting space.

CLAYLANDS BUSINESS PARK

Claylands Business Park, Brixham Road

Claylands Cross, just off Brixham Road in Paignton, is a seven acre brownfield development site.

Planning permission has been secured for the development for a new Business Park comprising of over 10,200m² of high quality employment space, suitable for growing manufacturers, warehouse and distribution operations. The site will act as a hub to support the growth of local expanding companies, and accommodate new inward investment.

SOUTH DEVON HI-TECH AND DIGITAL SKILLS CENTRE

South Devon College's Hi-Tech and Digital Skills Centre will be a state of the art £17M facility located on White Rock Business Park, next to the College's main campus.

It will provide individuals with the skills that employers need to support their growth in a range of important local hi-tech businesses such as; electronics, lasers, fibre optics, satellite and communications, aerospace, marine, medical and data analysis of 'Big Data'.

TORBAY BUSINESS CENTRE, PHASE 2

Potential £2M development to complement the existing Torbay Business Centre at Lymington Road. Proposals are being explored for around 1,200m² of new employment space to support business growth.

TORQUAY GATEWAY

Situated on the edge of Torquay next to the South Devon Highway, Torquay Gateway is a strategic employment site which offers the opportunity for expansion of the existing Edginswell Business Park, which provides high quality office space.

The Strategy

Central to this Strategy is to support an unrivalled quality of life in one of the UK's most beautiful destinations; where connectivity, culture and ambition are growing fast, creating opportunities for everyone who lives, works and enjoys being here. Torbay will build on its strengths to deliver economic growth, tackle inequality and create change in the area that benefits everyone who lives here. Central to this vision is to ensure Torbay is:

- A great place to do business
- A great place to thrive
- A vibrant community

This Strategy sets out the opportunities and actions for raising productivity and setting in place the foundations for long term sustainable economic growth.

In common with other coastal resorts, despite a strong entrepreneurial culture demonstrated by a high start-up rate, we see a higher than average number of business failures after 3 years. This points to a need for additional business support to help businesses overcome the different challenges they face as they grow.

Like many areas, Torbay has a blend of affluent and deprived areas. To really effect inclusive growth, this Strategy will play its part targeting support to areas that need it the most. This will complement other Council interventions designed to improve the economic and social welfare of our residents in most need.

Successful regeneration of Torbay's town centres along with developing new housing is crucial to improving the overall economic performance of Torbay's economy, and in driving future investment and development in Torbay.

The success of our schools and colleges lead many onto further education, often outside of Torbay, with few returning until later in life. This outward migration of young people is further exacerbated by an ageing workforce.

Demand for 'good quality' employment space of the right type and size remains strong in Torbay. However, the lack of new commercial space being developed continues to be a barrier to attracting new inward investment and limits the growth of Torbay's successful and aspirational businesses.

Even with Torbay being one of the largest urban areas in the South West, its coastal geography significantly shapes the economy. The tourism and hospitality sector remains important to the local economy and delivery of the Destination Management Plan will support the growth and development of the sector.

Productivity levels in Torbay remain amongst some of the lowest in the country, mainly due to the high levels of low paid employment in the tourism and health/social care industries, along with a relatively small workforce compared to the population.

We recognise that there are increasing opportunities in Torbay, and across the South West, to access higher learning and associated employment opportunities. We are committed to developing a robust education / employment pathway to maximise those opportunities for our young people. Within this, care leavers and children in our care will be a particular priority.

Every effort will be made to secure external funding and the Council will prioritise all bids for grant funding which supports delivery of the actions and outcomes envisaged in this strategy. This is expected to include Coastal Communities Fund, any remaining European funding and its proposed replacement, the UK Shared Prosperity Fund. Where additional Council funding is required, it will be assessed on a case-by-case basis in consultation with the Council.

Our Objectives

The Strategy forms part of the Council's policy framework alongside others set out below. The Strategy will also support the Council in fulfilling its role as corporate parent ensuring that opportunities for vulnerable young people and others in the community are embraced. Improving Torbay's long term economic prosperity will reinforce a number of Torbay Council's other key actions including:

- *Working towards a more prosperous Torbay*
- *Promoting healthy lifestyles across Torbay*
- *Ensuring Torbay remains an attractive and safe place to live and visit*
- *Protecting and supporting vulnerable adults*
- *Protecting all children and giving them the best start in life*

Torbay Council Corporate Plan

Torbay Local Transport Plan

Torbay Local Plan

Torbay Housing Strategy

Tor Bay Harbour-Port Masterplan

Torbay Economic Strategy

Town Centres Regeneration Programme

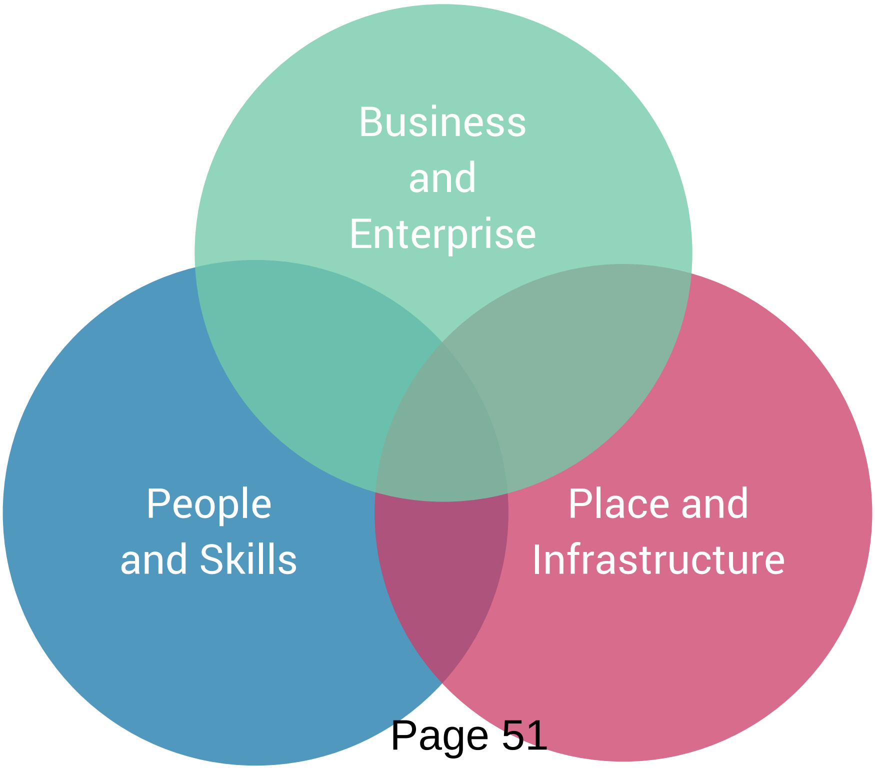
Destination Management Plan

Torbay Culture Strategy

With a clear action plan focussing on growing the economy and creating new jobs, the Strategy draws upon Torbay's strengths and opportunities to:

1. *Deliver a successful town centre regeneration programme*
2. *Continue to create an environment in which businesses and jobs can grow*
3. *Accelerate the development of employment space geared to business needs*
4. *Raise skills levels and broaden the skills base within the workforce*

The Strategy focuses on three core themes. These reflect the need to support business, create full time jobs and raise wages, grow the economy, improve productivity, and provide the best opportunities for care leavers, along with ensuring that Torbay remains a great place to live, work and visit.



How we will get there

THEME 1 - People and Skills
1. Support South Devon College's growth into higher education opportunities offering more educational opportunities for our young people and our workforce
2. Further develop the MADE pilot project to expand engagement between business and schools and explore extending the project into other core/growth sectors, specifically in construction, tourism and other sectors subject to funding being secured
3. Commission Ready For Work training schemes in construction, care, hospitality and hi-tech sectors helping those furthest from the labour market to become employment ready. This will be targeted towards our deprived wards and our care leavers.
4. Implement construction skills and local apprenticeship/employment agreements with contractors (as well as local supply chain opportunities) through planning recommendations on new public construction contracts e.g. Town Centres Regeneration Programme
5. Organise a minimum of one Jobs Fair a year to help match young people, unemployed and under employed with current vacancies
6. Work with schools and other partners to expand the provision of information advice and guidance to young adults through the Torbay Works Programme
7. Help businesses to make the best use of the Apprenticeship Levy, and use National Apprenticeship Week as a signature event to bring together employers, schools and education providers and young people
8. Prioritise our looked after children and care leavers within the activities under the people and skills theme

THEME 2 - Business and Enterprise

1. Develop the business case for new space to support growing businesses

2. Deliver a business start up programme which is aligned and supplements the New Enterprise Allowance (NEA) and other start up programmes. This will be targeted at those most in need including care leavers and unemployed

3. Develop a business growth programme focusing on mid to long term business planning in order to stimulate growth and increase business survival rates in key sectors including retail and tourism

4. Develop a Business Accelerator programme to support the expansion of businesses with high growth potential, particularly in the hi-tech sector and as part of the Electronic and Photonics Innovation Centre project

5. Work with partners (LEP wide) to develop an International Trade Programme to help businesses across Torbay to access new markets and explore trade opportunities in key sectors such as food and drink, manufacturing, tourism and hi-tech industries

6. Deliver the Destination Management Plan, to grow the visitor economy and develop a Business Development Programme to support growth of the tourism businesses

7. Deliver an Aftercare programme to support Torbay's strategically important companies in order to safeguard create new jobs and secure additional investment

8. Review and refresh the Inward Investment Strategy

9. Conduct a quarterly business survey to measure business performance and outlook, and to better understand the challenges facing local businesses

10. Grow and develop Torbay's electronics and photonics cluster, through the Torbay Hi-tech Forum and development of the Electronics and Photonics Innovation Centre

THEME 3 - Place and Infrastructure

1. Deliver Torbay's Town Centre Regeneration Programme (Upton Place, Harbour View; Lower Union Lane, Paignton Harbour site, Paignton Civic Hub; and Brixham Town Centre Car Park site) and work in particular with the private sector to develop Crossways Shopping Centre

2. To support the development of Oxen Cove as a hub for fishing and aquaculture

3. Work to identify sites and partners to develop quality accommodation in line with the Destination Management Plan

4. Work with the Peninsula Rail Task Force to ensure South West rail resilience and mainline trains services into Torbay, including the development of a new station at Edginswell

5. Recognise the importance of all forms of transport connectivity and encourage development of a private sector scheme for a helipad to service Torbay

Delivery of the Economic Strategy

RESOURCES

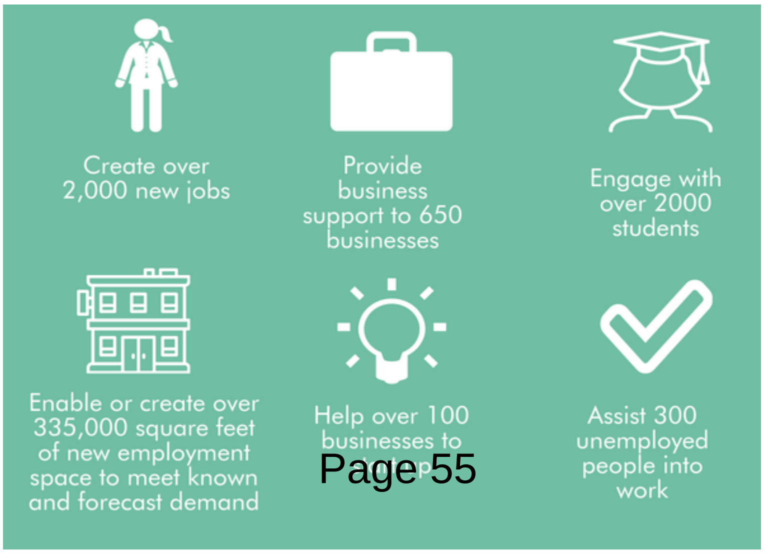
This strategy has been produced by TDA on behalf of Torbay Council. Delivery of the strategy will require resources and investment in both revenue and capital costs. While every effort will be made to secure external funding it is clear that in the post Brexit environment there remain questions over the scope, nature and delivery mechanisms for growth funding for instance the proposed UK Shared Prosperity Fund. Where additional Council funding is required, it will be assessed on a case-by-case basis in consultation with the Council.

Delivery of the strategy will principally be through TDA, with support from Torbay Council and key private sector and third sector partners. Some projects may also be commissioned to ensure the most appropriate and effective delivery.

Every effort will be made to secure external funding and the Council will prioritise all bids for grant funding which supports delivery of the actions and outcomes envisaged in this strategy. Where additional Council funding is required, it will be assessed on a case-by-case basis in consultation with the Council.

OUTPUTS

As a minimum, the Strategy will deliver:



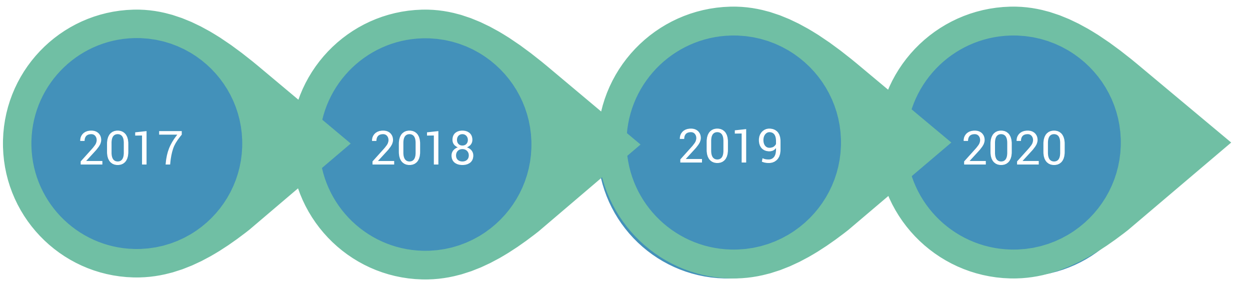
Programme

This strategy will be delivered over a five year period. A significant amount of activity will begin within the first two years including:

- MADE *Qtr 3 2018*
- Ready for Work training scheme *Qtr 2 2018*
- Business start up and growth programmes *Qtr 1 2018*
- International Trade Programme *Qtr 2 2018*
- Destination Management Plan *Qtr 2 2018*

The Strategy will be regularly assessed to ensure progress is made to deliver economic growth in Torbay.

Capital projects we expect to be delivered are set out below:



2017

Electronics and Photonics Innovation Centre

Torbay Business Park, Phase 6 (Graphic Controls)

Torwood Street

2018

Claylands Business Park

South Devon Hi-Tech and Digital Skills Centre

Upton Place

Paignton Harbour

Pavilion

2019

Victoria Centre

Torbay Business Centre, Phase 2

Oxen Cove

Torquay Gateway

Harbour View

2020

Paignton Civic Hub

Brixham Town Centre Car Park

Torbay Economic Strategy 2017-2022

Evidence Base

February 2017

www.torbay.gov.uk

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Introduction

This document has been produced to inform the refreshed Torbay Economic Strategy. In 2010 the TDA produced the Torbay Economic Assessment[1] which set out in detail the local economic picture. In reviewing the Economic Strategy, 2017-2022, this evidence base provides a brief update on the latest economic data to inform the refreshed Strategy. The revision of the evidence base draws upon the latest data to provide a robust foundation and sound understanding on changing circumstances from which to make informed policies. These policies and actions will form the backbone of the revised Economic Strategy.

Headline Summary

Economy

- Gross Value Added (GVA) in Torbay was £2.08B in 2015. It has grown on average 1.2% per year over the past 10 years.
- In 2015 GVA per head in Torbay was £15,600, 38.5% lower than the UK average. The gap in GVA per head across Torbay compared to the UK has continued to widen over the past 10 years.
- Torbay's competitiveness, based on the measure of the UK Competitiveness Index has slowly been declining. In 2016 Torbay was 22.2% less competitive compared to the UK average.
- Gross Domestic Household Income (GDHI) in Torbay was £16,525 in 2014, around 92% of the UK average.

Business and Enterprise

- In 2015, the number of active businesses in Torbay was 4,010, up 9% compared to 5 years ago.
- Survival rates of businesses in Torbay exceed the national average over the first 2 years of trading; however survival rates drop below the national average in the third year indicating greater business intervention is required to support businesses medium term growth.
- Overseas tourist's figures have been steadily rising, up 11.1% from 2010.
- Torbay has seen a 40.7% decline in public sector employment over the past 5 years.
- Health, finance and hi-tech are growing sectors with emerging opportunities for growth and collaboration.

People & Communities

- Torbay's demographic is 'greying'. The change in Torbay's demography shows greatest decline in 30-44 year olds, while the proportion of the population aged 65-79 is increasing.
- Torbay's workforce has remained broadly the same over the past 5 years (while the population has increased), compared to national and regional increases in their workforce numbers.
- Full time average weekly resident earnings (£443.30) are higher in Torbay compared to workplace earnings (£421.80).

[1] http://www.torbaydevelopmentagency.co.uk/dbimgs/torbayeconomicassessment-july2010.pdf

- Torbay is a net contributor of labour to the wider regional economy with over 4,386 workers migrating out of Torbay for employment in 2011.

Housing Stock

- Since 2012, 1,459 new houses have been built in Torbay and the Council has an aspiration to accelerate the rate of delivery through the Local Plan and emerging proposals for a Housing Development Company.

Commercial Property Prices

- Office and industrial property prices are notably higher in both Exeter and Plymouth compared to Torbay, partly due to the lack of new commercial property stock being developed in Torbay.

Economy

As the second largest urban area in Devon, Torbay faces many similar challenges to cities. Wages and economic output in Torbay are lower compared to the national and regional averages as is household income, although to a lesser extent. Torbay has a relatively narrow industrial base with a heavy sectoral reliance on industries including tourism and hospitality, retail, and social care, which typically have a higher incidence of part-time and low wage roles, although there are emerging opportunities around the healthcare and the high technology industries.

The annual release of the Gross Value Added (GVA) data each year is an important indicator to the performance of the regional and sub-regional economies. GVA measures the contribution to the economy of each individual area, industry or sector in the United Kingdom. Figures released at the end of 2016 highlight the challenges faced by the Torbay economy. In 2015 the value of the Torbay economy was around £2.08 billion showing that it produced 0.4% less compared to the previous year.

Table 1 shows the GVA per area over the past 10 years. The Torbay economy has grown at around 1.2% per year. This is the slowest across the Heart of the South West Local Enterprise Partnership (HotSW LEP) geography, when compared to Devon, Somerset and Plymouth at 2.4%, 2.7% and 2.3% on average per year over the same period.

Table 1: GVA (£000,000,000's)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
United Kingdom	£1,241.82	£1,310.79	£1,377.73	£1,414.11	£1,382.23	£1,414.64	£1,452.08	£1,495.58	£1,551.55	£1,624.28	£1,666.34
England	£1,049.48	£1,103.18	£1,161.82	£1,192.18	£1,169.56	£1,200.00	£1,231.24	£1,274.65	£1,323.34	£1,391.83	£1,433.16
South West	£95.56	£99.68	£104.81	£107.26	£106.24	£109.37	£109.50	£112.45	£116.59	£122.46	£126.01
Somerset	£8.60	£9.12	£9.39	£9.57	£9.28	£9.55	£9.70	£9.95	£10.26	£10.89	£11.15
Plymouth	£4.14	£4.36	£4.54	£4.47	£4.31	£4.50	£4.59	£4.85	£5.07	£5.15	£5.19
Torbay	£1.87	£1.95	£1.96	£2.00	£1.87	£1.95	£1.93	£1.99	£2.04	£2.09	£2.08
Devon CC	£12.53	£13.14	£13.45	£13.74	£13.79	£14.24	£13.89	£14.16	£15.06	£15.50	£15.85

Source: ONS Regional Gross Value Added, December 2016 (2015 data is provisional)

Productivity

GVA per head is typically used for considering performance levels within a geographic area. Although there are some criticisms of this metric it has the advantage that it provides a full picture of economic performance including both productivity and employment effects.

GVA per head in Torbay ranked the lowest in the South West and the 12th lowest across the whole of the UK. In 2015 GVA per head in Torbay was £15,600, 0.8% lower compared to the previous year. Table 2 illustrates an areas economic performance relative to the rest of the UK, and over the past 10 years Torbay's productivity has fallen faster than any other area across the HotSW LEP geography. In 2015 the Torbay economy was 38.5% less productive compared to the national average.

Torbay has experienced considerable decline within the manufacturing (50.0%) and Information and Communication (33.3%) sectors over the past 10 years. It is worth noting that there was a stark decline between 2005 – 2009, however since 2009 while manufacturing has continued to decline it has been at a much slower rate. Comparing employment to output within Torbay's manufacturing sector over the past 5 years it also suggests that a lot of the decline was in low value manufacturing, and that the current manufacturing base within Torbay is of higher value per employee suggesting it is notably more productive.

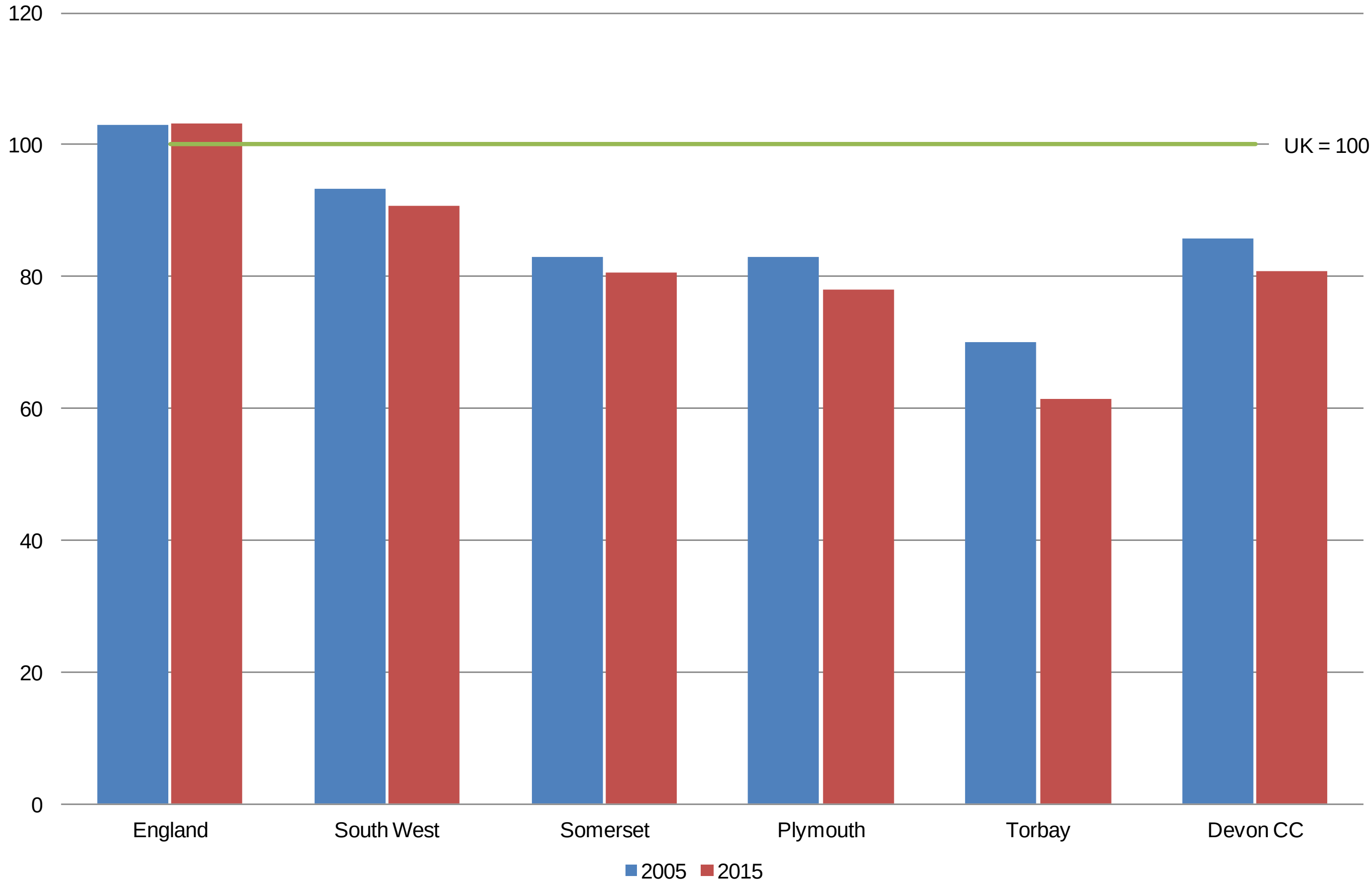
Table 2: GVA per head indices

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
United Kingdom	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
England	102.9	102.7	102.7	102.9	102.7	103.1	103.1	103.1	103.1	103.2	103.2
South West	93.2	92.4	92.1	92.2	93.1	94.0	91.8	91.2	90.9	90.9	90.8
Somerset	83.0	83.6	81.6	81.4	80.7	81.7	81.1	80.5	80.0	81.0	80.6
Plymouth	82.9	83.0	82.1	79.1	78.1	80.1	79.4	81.4	82.0	79.3	78.0
Torbay	70.1	70.2	67.2	67.6	65.1	67.1	65.3	65.3	64.8	63.3	61.5
Devon CC	85.7	85.5	83.0	83.1	85.3	86.6	82.6	81.4	83.3	81.6	80.9

Source: ONS Regional Gross Value Added, December 2016 (2015 data is provisional)

Figure 1 below shows the changes to productivity levels relative to the UK national average between 2005 and 2015. While productivity levels have fallen across the South West relative to the UK, Torbay has experienced a marked decline in productivity over the past 10 years, in part due to significant structural changes within the Torbay economy, namely the closure of Nortel in 2004, coupled with a significant increase in the proportion of the retired population within Torbay. The gap in productivity levels between Torbay and the national average continues to widen.

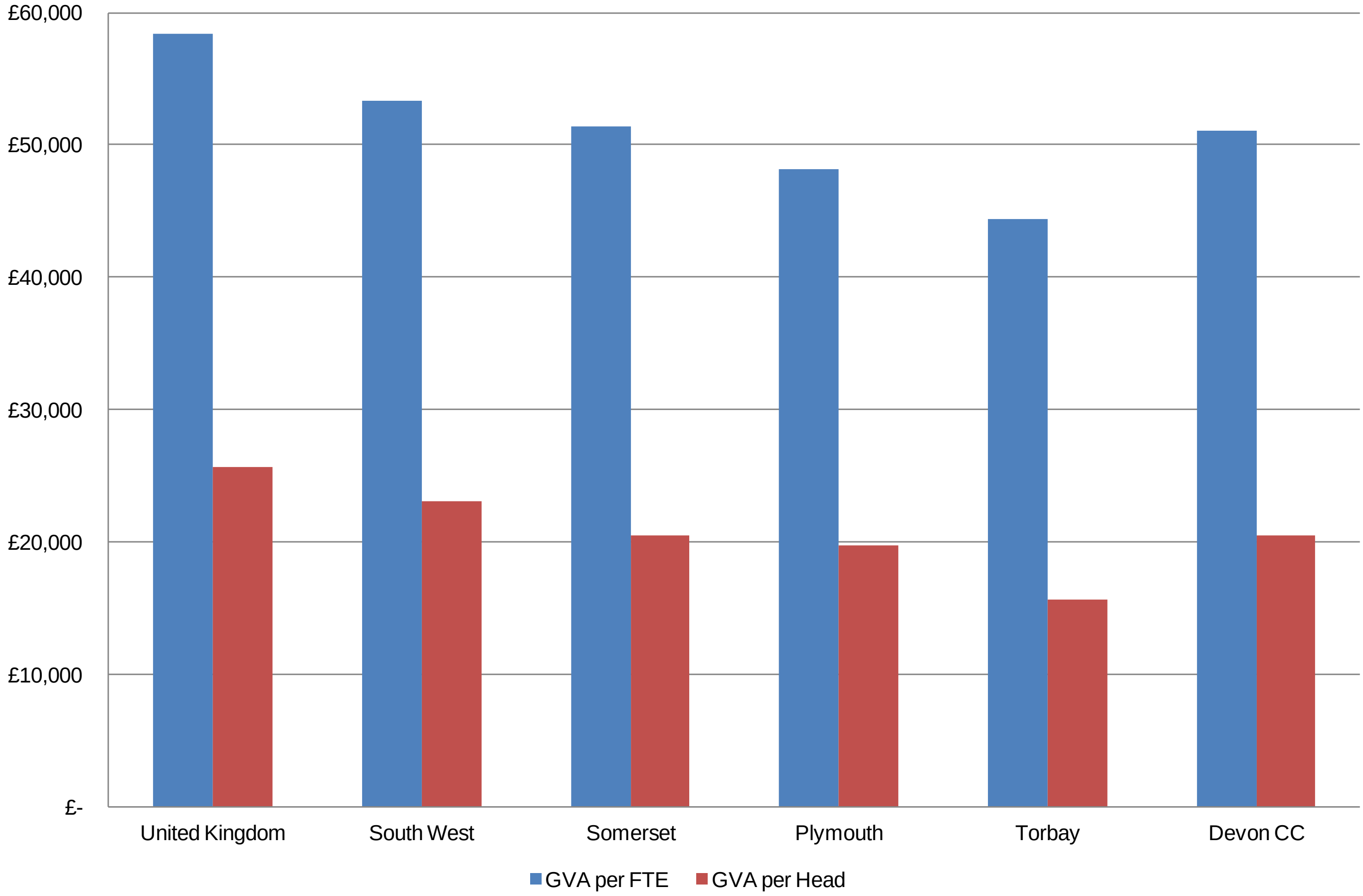
Figure 1: GVA per head indices (2005-2015)



Source: ONS Regional Gross Value Added, December 2016 (2015 data is provisional)

It is also worth noting that there has been significant revision to historical data which impacts upon previous analysis and our understanding of past economic performance – particularly at a sub-regional level.

Figure 2: GVA per FTE worker compared to GVA per head of population (2015)

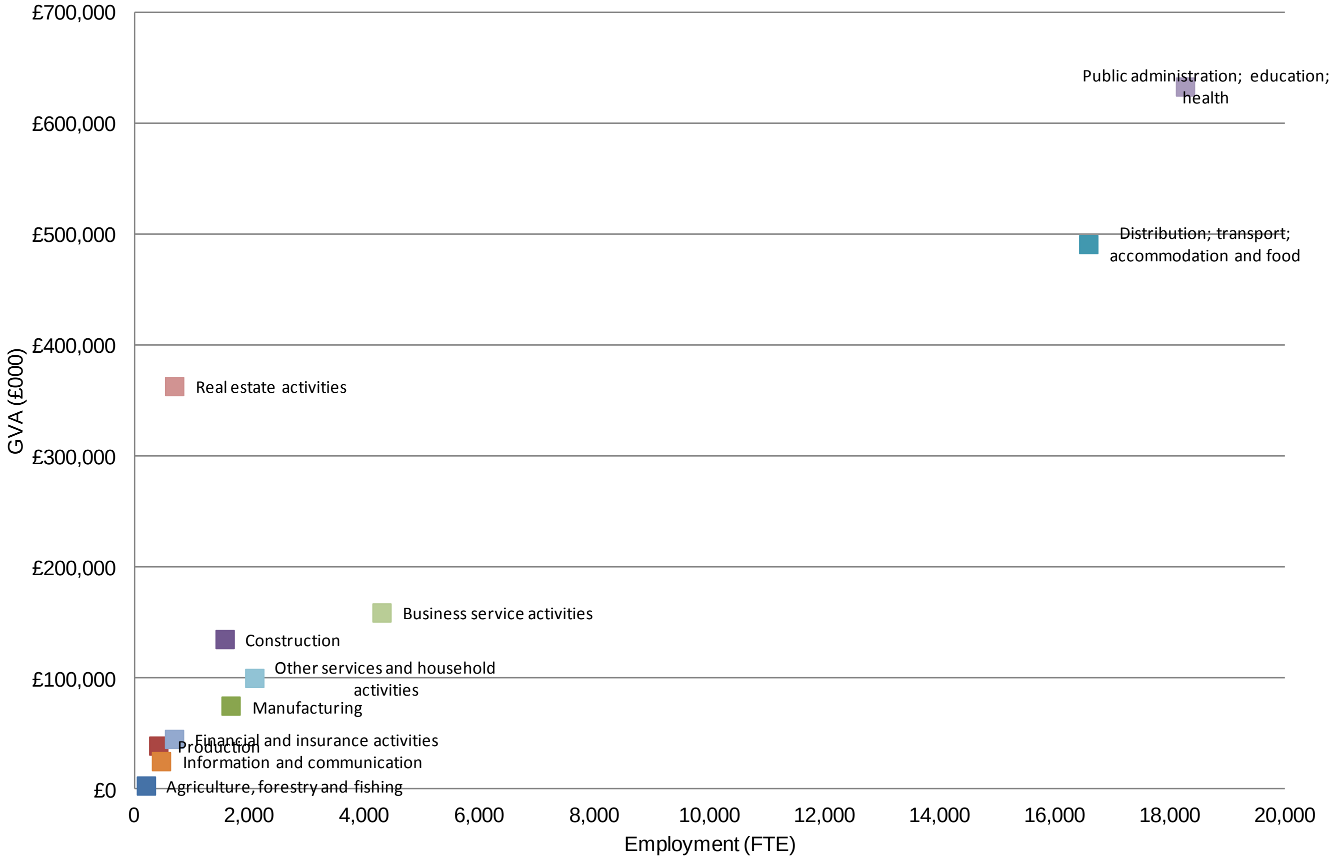


Source: ONS Regional Gross Value Added, December 2016, and NOMIS, Business Register and Employment Survey, 2016

Figure 2 compares the GVA per FTE worker to GVA per head of population. GVA per FTE worker, while not an official measure, is a more appropriate method of showing an areas economic performance and productivity. The FTE per worker measure excludes people under 16 and over 65 years of age, as well as also only calculating the economic activity generated in that area. Torbay's GVA per head of population is relatively low for two reasons; firstly the figure includes the retired population which is disproportionately higher in Torbay compared to surrounding areas. Secondly, Torbay is a net contributor of labour, with people generating economic activity outside of Torbay. While Torbay lags behind in both measures, GVA per FTE worker shows Torbay's economy performing slightly better when based purely on the economically active.

Figure 3 maps economic output and employment by sector. It shows the dependencies of the areas economy, particularly given that a considerable amount of the areas output and employment are focused within the public sector (public administration, health, and education) and within the distribution accommodation and food sectors (although in reality this is the tourism and hospitality sectors). It also shows that a significant amount of Torbay's GVA comes from real estate activities, however it accounts for amongst some of the lowest employment as a sector in Torbay.

Figure 3: Sector output against employment (2015)



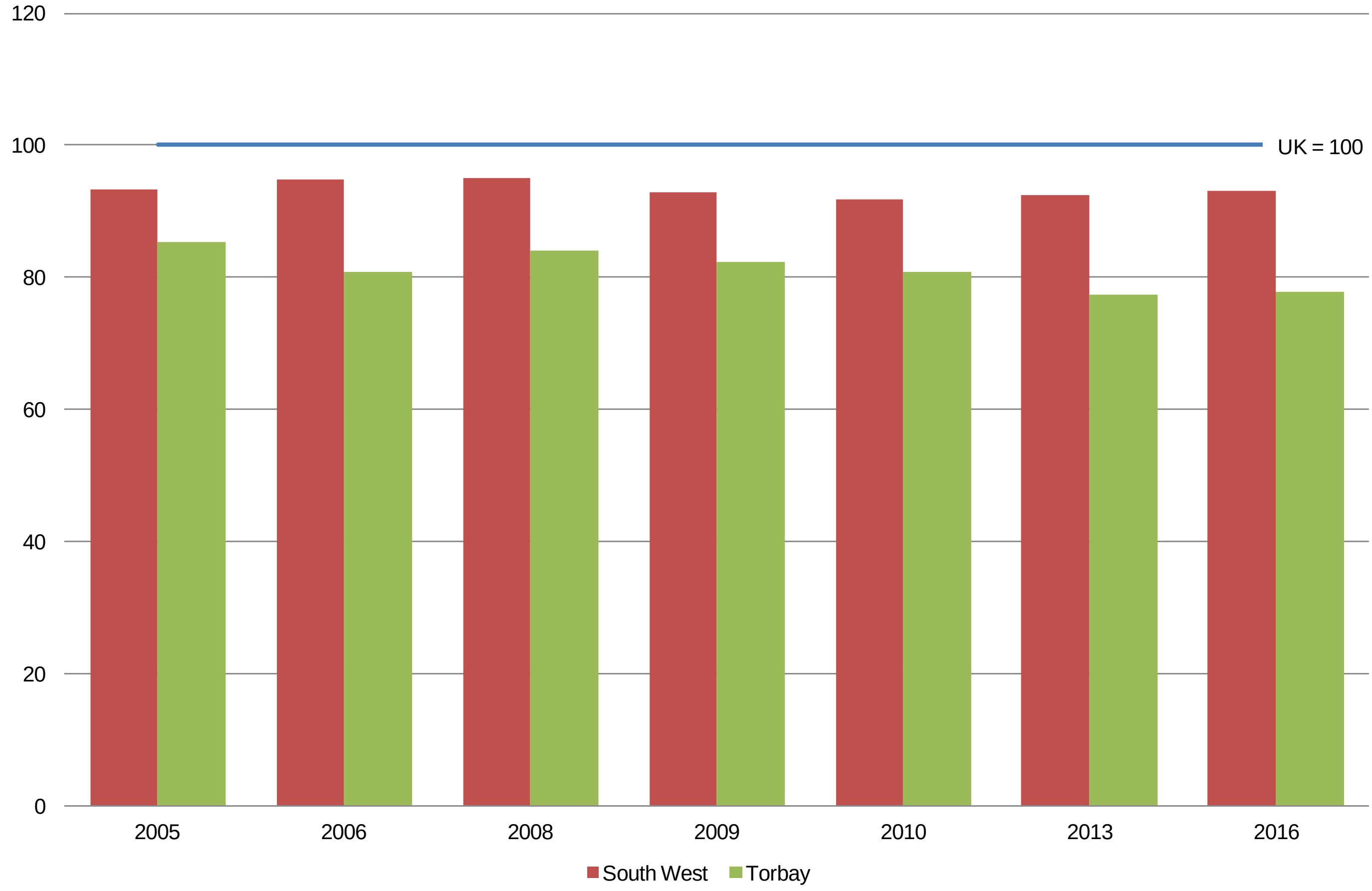
Source: ONS Regional Gross Value Added, December 2016 and NOMIS, Business Register and Employment Survey, 2016

The UK Competitiveness Index (UKCI) is another measure of an areas economic performance relative to the UK and other local areas. It provides a benchmarking of the competitiveness of the UK's localities, and it has been designed to be an integrated measure for comparing competitiveness on both the development and sustainability of businesses and the economic welfare of individuals.

The UKCI considers competitiveness to consist of the capability of an economy to attract and maintain firms with stable or rising market shares in an activity, while maintaining stable or increasing standards of living for those who participate in it. The index draws upon a basket of indices to provide comparative measures and develop a ranking.

Figure 4 illustrates how competitive Torbay is in the UK context, compared to the South West. Since 2008 the gap between Torbay's competitiveness relative to the UK's has continued to widen. In 2016 Torbay was 22.2% less competitive compared to the UK.

Figure 4: UK competitiveness indices (2005-2016)



Source: UK Competitiveness Index (2005-2016)

Income

An alternative measure of productivity is regional Gross Domestic Household Income (GDHI). This is a measure of the gross income per household after tax – it is the amount of money that individuals have available for spending or saving in their place of residence. GDHI represents the amount of money available to households once taxes, National Insurance and property costs (including interest payments) have been deducted. Table 3 shows the GDHI per head over time relative to the national average.

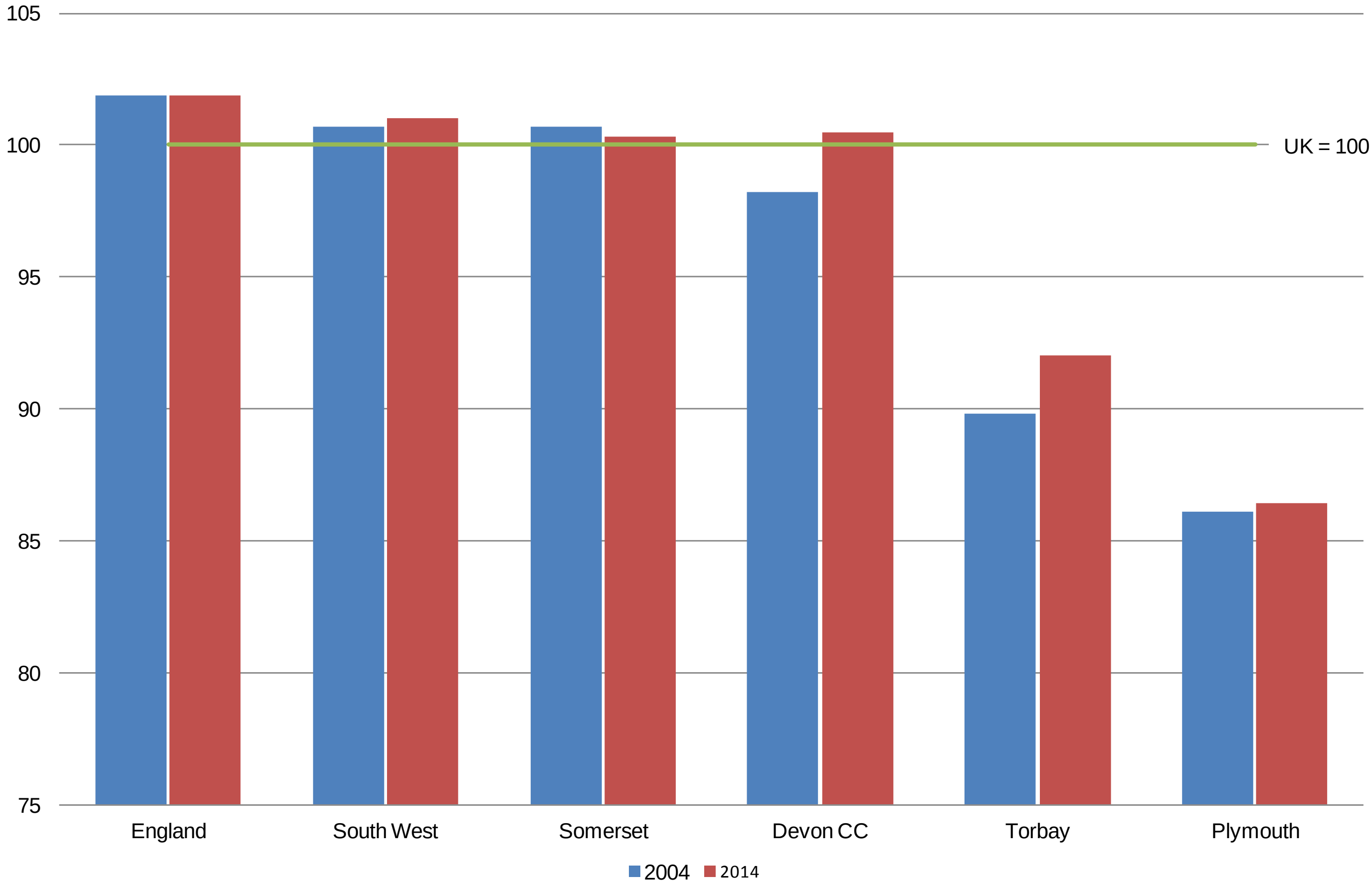
Table 3: GHDI per head indices

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
United Kingdom	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
England	101.9	101.8	101.9	101.7	101.5	101.8	101.8	101.7	101.8	101.9	101.9
South West	100.7	101.1	102.0	101.2	101.2	100.0	101.8	102.1	101.1	100.8	101.0
Somerset	100.7	101.1	102.3	101.4	101.7	99.8	102.5	103.1	101.4	100.3	100.3
Plymouth	86.1	83.9	83.6	83.6	84.0	84.5	86.8	86.8	85.1	84.4	86.4
Torbay	89.8	91.4	91.3	89.7	90.9	90.6	92.8	93.2	92.4	93.0	92.0
Devon CC	98.2	99.6	100.6	100.1	101.4	102.5	102.7	102.1	101.7	101.2	100.5

Source: ONS Regional Gross Disposable Household Income, May 2016 (2014 data is provisional)

Figure 5 shows the changes to GDHI per head over the past 10 years relative to the national average. Torbay has seen a marked increased over the past 10 years, especially compared to the South West average and Plymouth which has seen marginal increases, while Somerset has seen a minor decline.

Figure 5: GHDI per head indices (2004-2014)



Source: ONS Regional Gross Disposable Household Income, May 2016 (2014 data is provisional)

In 2004 Torbay's GDHI was 89.8% of the UK average, compared to GVA of 72%. This suggests that Torbay is relatively better off on measures of disposable income compared to measures of economic output. Torbay was ranked 99th lowest across the UK in terms of GDHI per head in 2014 – significantly above the 22nd lowest for GVA per head in 2014. The GDHI measure has also remained notably more constant than GVA when indexed against the UK average.

This can in part be attributed to Torbay households benefiting from the redistribution effects of pensions, taxes and other benefits which are not reflected in GVA. High benefit claimant levels and an above average proportion of retired residents suggest this could be the case.

In May 2016, 17.3% of Torbay's working age population was in receipt of a DWP benefit, compared to the national and regional averages of 11.5% and 10.1% respectively. This needs to be considered when looking to grow productivity levels in Torbay (i.e. flexible employment practices for parents and carers), along with the impact of changes to the benefit system.

Business & Enterprise

Business Base

The business base in Torbay has increased by 9.9% from 3,650 registered businesses in 2010 to 4,010 in 2016. The majority of businesses in Torbay are micro businesses, with 88.4%% employing 9 people or less. Table 4 shows the percentage breakdown of businesses by size. The table does not capture some of the small 'under the radar' businesses locally which are not either Vat or PAYE registered. The overall number of businesses in Torbay is thought to be higher.

Table 4: Business size by number of employees (2015)

	Total	Micro (0 to 9)	Small (10 to 49)	Medium-sized (50 to 249)	Large (250+)
United Kingdom	2,554,510	89.2%	8.9%	1.6%	0.4%
England	2,213,650	89.3%	8.8%	1.6%	0.4%
South West	226,570	89.0%	9.2%	1.5%	0.3%
Somerset	24,010	89.7%	8.8%	1.3%	0.2%
Plymouth	5.690	85.3%	12.1%	2.0%	0.5%
Torbay	4,010	88.4%	9.9%	1.4%	0.4%
Devon CC	36,690	89.3%	9.1%	1.3%	0.2%

Source: NOMIS, UK Business: Count, October 2016

Table 5 shows that in 2015 the proportion of business start ups in Torbay was 12.7% of the total enterprise stock, 4.5 percentage points up from 8.2% in 2010. Business deaths have also fallen, from 10.4% to 8.9%.

Table 5: Business start up/survival rates (2015)

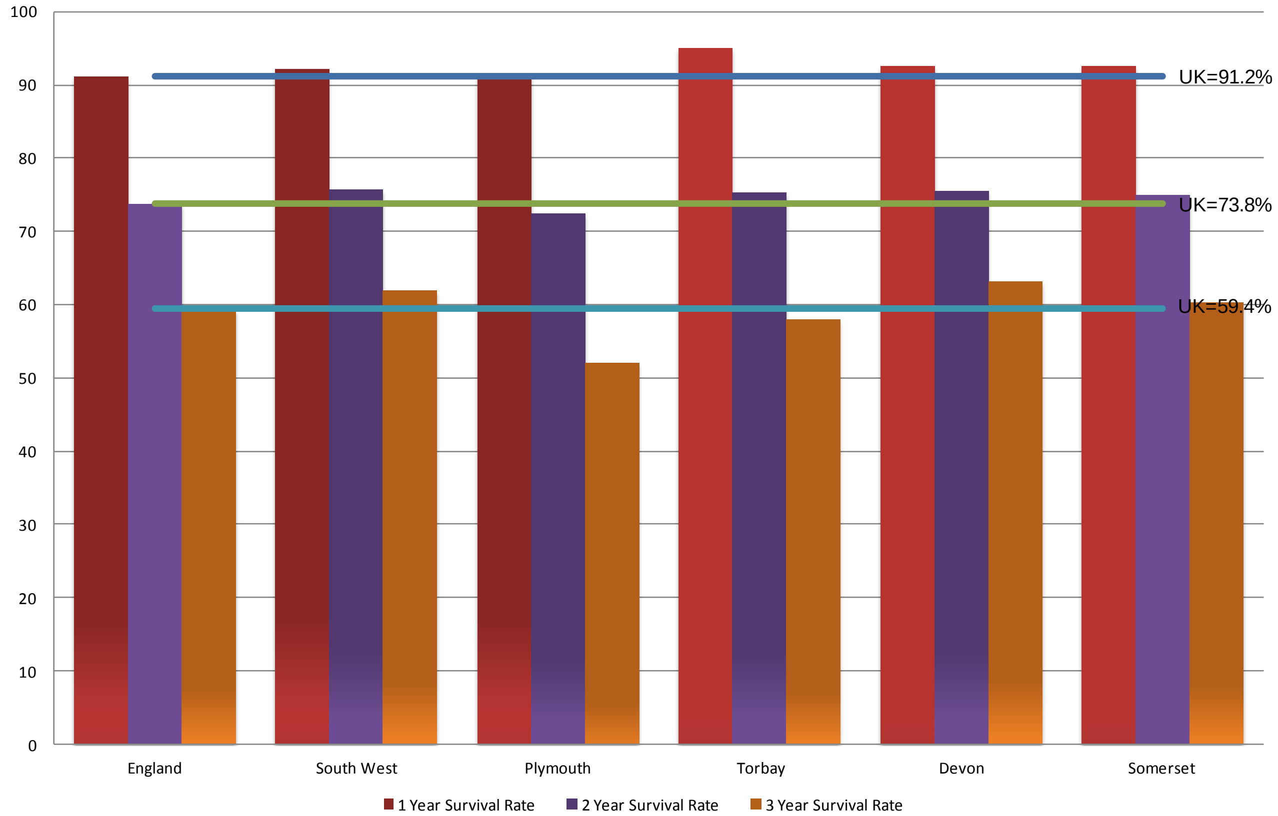
	Active Enterprises in 2015	Change in stock 2010-15 (%)	Business Starts as a percentage of total stock	Business Failures as a percentage of total stock
United Kingdom	2,672,025	13.6%	14.3%	9.4%
England	2,348,065	14.7%	14.7%	9.5%
South West	222,015	7.3%	11.8%	8.7%
Somerset	21,945	2.3%	10.8%	8.3%
Plymouth	6,470	10.6%	13.5%	12.1%
Torbay	4,340	0.2%	12.7%	8.9%
Devon CC	31,540	1.8%	10.0%	8.2%

Source: ONS Business Demography Enterprise Births, Deaths and Survivals, November 2016

Figure 6 illustrates the survival rates of businesses setup in 2012 over their first 3 years of trading relative to the national average. Survival rates for businesses in Torbay perform marginally better than the national average, especially those surviving their first year of trading. In 2012 95.1% of businesses which setup in Torbay survived (the highest across the HotSW geography), compared to only 91.2% of businesses across the UK.

Of the businesses started in 2012 only 58% were still trading in 2015, 1% below the national average and the second lowest survival rate across the HotSW geography. This suggests that businesses across Torbay require greater support in developing their growth strategy over the medium term.

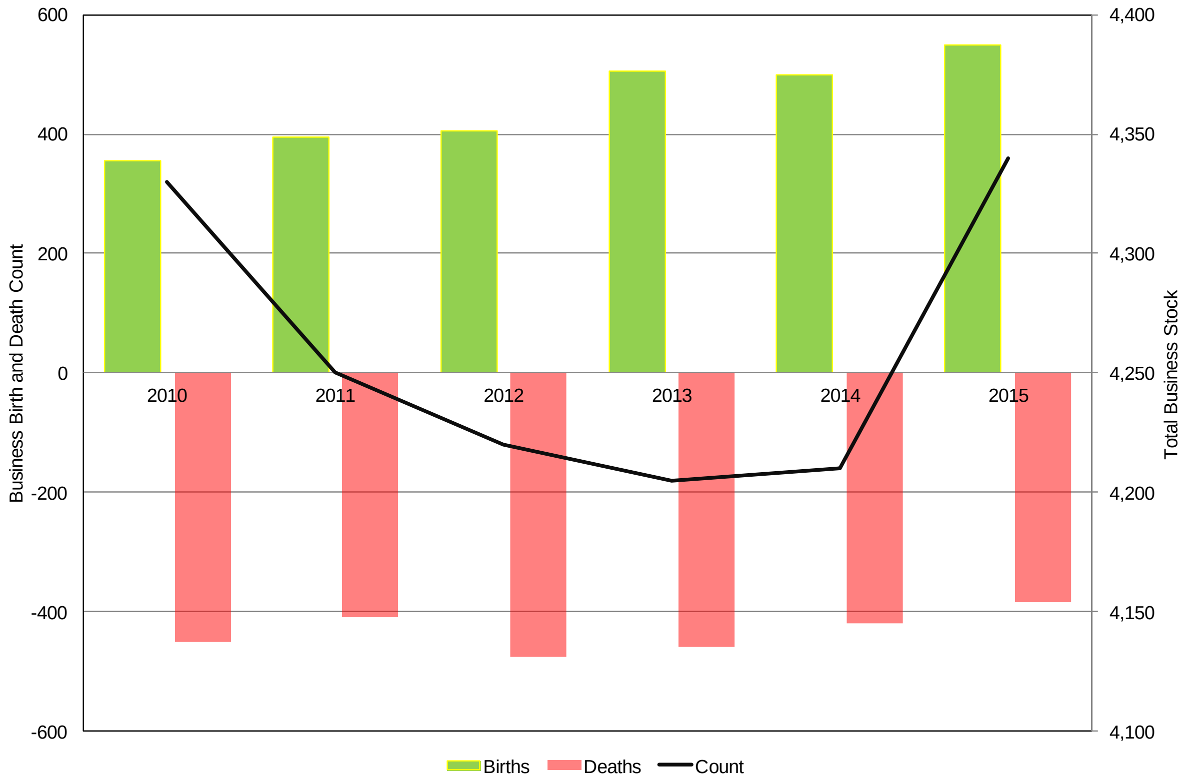
Figure 6: 3 Year Business Survival Rates (2012 Start Ups)



Source: ONS Business Demography Enterprise Births, Deaths and Survivals, November 2016

Figure 7 shows the number of business births and deaths in Torbay from 2010-2015, along with the business stock over the same time period.

Figure 7: Business births and deaths, Torbay (2010-2015)



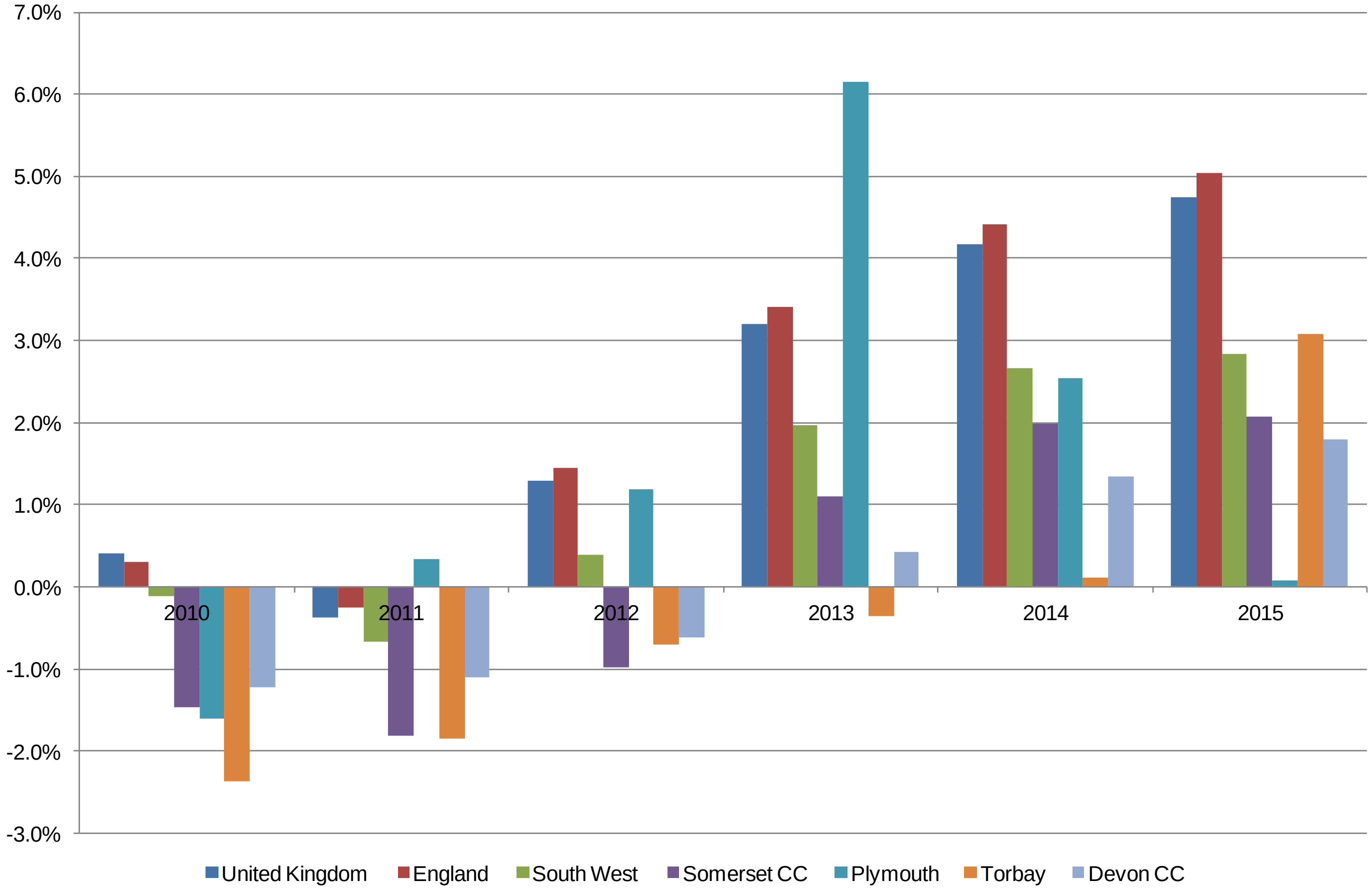
Source: ONS Business Demography Enterprise Births, Deaths and Survivals, November 2016

From 2010-13 the number of business deaths in Torbay has been higher than births, resulting in a decline in the overall business stock. However since 2013 the number of births has been notably higher compared to business deaths resulting in Torbay's business stock returning to 2010 levels. Between 2013 and 2015 the business stock within Torbay increased 3.2% to 4,340, suggesting that people are showing a strong entrepreneurial spirit within the area, and see new business opportunities opening up.

It is worth noting that start-ups per 1,000 head of population in Torbay is strong, with 4.1 businesses starting up in 2015 per 1,000 head of population. This is notably above Plymouth and in line with Exeter at 3.3 and 4.2 businesses per 1,000 head of population. If the figures were compared against 1,000 head of working age population in order to paint a truer reflection of entrepreneurial spirit, then the figure for Torbay would be higher.

Figure 8 shows the business growth rates for each year from 2010-2015. Torbay has seen an increase in the number of business start-ups particularly in 2015, while the number of new businesses in 2015 is at similar levels to those in 2010, it does show an improving trend and increasing entrepreneurial activity. In 2015 Torbay's business stock grew by 3.1% above the regional average of 2.8%.

Figure 8: Business growth rates (2010-2015)



Source: ONS Business Demography Enterprise Births, Deaths and Survivals, November 2016

Sectoral Breakdown

Table 6 is a snapshot of the percentage of employment by broad industrial groups in 2015. It shows that over 26.3% of Torbay's workforce is within the health sector, followed by accommodation and food services, and the retail sector accounting for 14.4% and 13.4% respectively.

Health, accommodation and food services, and retail account for a disproportionately higher proportion within each sector when compared with both the national and regional averages, while education as a proportion of employment are broadly in line with the UK average, and despite professional, scientific & technical accounting for the fourth highest sector in terms of employment within Torbay, this sector still remains significantly low relative to the national and regional averages.

Table 6: Proportion of employment by broad industrial groups (2015)

	Great Britain [2]	South West	HotSW LEP	Somerset CC	Plymouth	Torbay	Devon CC
Health	13.2	14.6	16.5	15.7	18.9	26.3	14.8
Accommodation & food services	7.1	8.2	8.8	8.0	7.2	14.4	9.1
Retail	9.9	10.7	11.7	11.7	11.1	13.4	11.6
Education	9.2	8.9	9.6	9.1	11.9	9.6	9.1
Professional, scientific & technical	8.3	7.9	6.5	7.3	4.6	4.9	6.9
Arts, entertainment, recreation & other services	4.4	4.1	4.2	4.2	3.9	4.4	4.4
Business admin & support services	8.8	7.0	5.9	5.2	5.8	4.2	6.6
Manufacturing	8.2	8.8	9.8	12.8	11.8	3.6	7.9
Construction	4.5	4.9	5.2	5.4	3.9	3.3	5.9
Public admin & defence	4.4	4.1	4.3	3.2	5.5	3.0	4.9
Transport & storage	4.6	4.4	4.6	4.7	5.4	2.7	4.5
Wholesale	4.0	3.8	3.5	3.5	1.9	2.6	4.2
Motor trades	1.8	2.5	2.8	3.1	2.4	2.2	2.8
Financial & insurance	3.5	3.3	1.4	1.2	1.7	1.5	1.4
Property	1.7	1.6	1.6	1.2	1.7	1.5	1.8
Information & communications	4.2	2.9	2.1	1.8	1.6	1.0	2.7
Mining, quarrying & utilities	1.3	1.2	1.2	1.5	0.7	0.9	1.1
Agriculture, forestry & fishing	0.7	1.2	0.3	0.3	0.1	0.4	0.3
Column Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Source: NOMIS, Business Register and Employment Survey, 2016

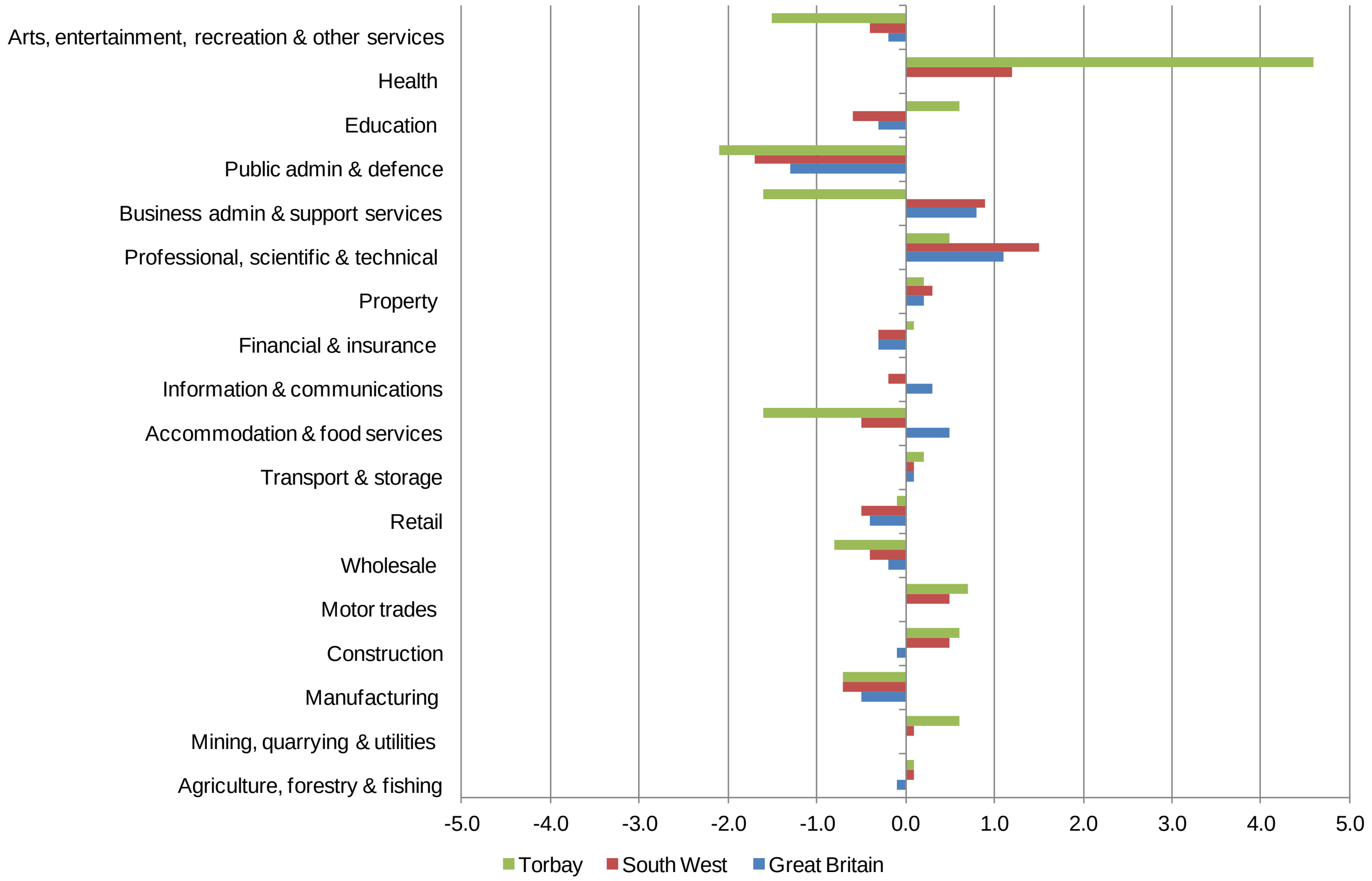
Figure 9 illustrates the change in the distribution of employment over the past 5 years, relative to Great Britain and the South West. Over the past 5 years Torbay has seen a 4.6% increase in employment in the health sector – far greater when compared to the national average which has seen no increase, and the regional average which has seen a 1.2% increase.

Torbay has bucked the national and regional trends with increased proportion of the workforce in the education, and financial & insurance sectors – again showing emerging growth sectors. While they have decreased as a proportion of total employment nationally and regionally they have both increased in Torbay, with the numbers in both sectors growing at 1.2% and 6.1% respectively. Additionally, professional, scientific and technical services have shown growth over the past 5 years, but to a lesser extent when compared nationally and regionally.

On the other hand Torbay has seen a decline in the proportion of its workforce in the business administration and support service; while there have been increases both nationally and regionally.

[2] Data not available for the United Kingdom

Figure 9: Percentage point change in employment by sector (2010-2015)



Source: NOMIS, Business Register and Employment Survey, 2016

It is also worth comparing the changes in employment to the changes in GVA over the last 5 years. Most notably while financial and insurance services have seen a minor increase in the proportion of employment, it has seen a decline of 19.3% in GVA of which most was attributed to 2015. Equally the value of manufacturing in Torbay has declined 6.3% over the past 5 years whilst employment has declined by 16.8%, suggesting that while the manufacturing base in Torbay has been in steady decline the remaining base is producing higher value products, and improving productivity within the sector.

Growth Sectors

By reviewing employment data over a period of time it is possible to see in which sectors the Torbay job growth is outperforming the national average and which are declining. Between 2010-15 the workforce employed in Torbay remained broadly unchanged, decreasing by 0.3% from 47,043 to 46,922. Nationally and regionally employment increased 7.3% and 3.5% over the same period.

Table 7 shows the changes in employment numbers by broad industry group, relative to the regional and national levels. Mining, quarrying & utilities, motor trades, and agriculture, forestry & fishing have seen the most significant increases in employment within Torbay, although it must be noted that these are from relatively low basis and a relatively small change to the employment numbers can have a magnified impact in percentage terms.

The data shows a dichotomy in the rebalancing of Torbay's economy (in employment terms) relative to that nationally and regionally. In particular Torbay has seen a marked decrease in employment in business administration & support services, compared to the region and nationally which have both seen significant increases. Additionally manufacturing and wholesale activity have seen marked decreases in Torbay, while the region has only experienced marginal falls in employment. Nationally both sectors saw increases between 2010 and 2015.

Most significantly are the cuts in public sector spending over the past 5 years, which have had a notable impact upon Torbay's public sector employment figures, and demonstrates the area's relatively high reliance on this sector, especially when compared to the regional and national averages. While the austerity measures have rebalanced the distribution between public and private sector employment, and Torbay's unemployment figures have remained broadly unaffected (suggesting a flexible labour market) cuts will adversely impact upon Torbay's average wage levels, as public sector salaries tend to be broadly in line across the country and typically of higher value.

Table 7: Percentage change in employment by broad industry group (2010-2015)

	Torbay	South West	Great Britain
Top 5 Percentage Increases			
Mining, quarrying & utilities	169.3%	8.3%	10.2%
Motor trades	48.5%	32.2%	9.3%
Agriculture, forestry & fishing	43.8%	9.5%	4.8%
Construction	24.8%	16.9%	5.3%
Health	20.9%	13.3%	7.9%
Top 5 Percentage Decreases			
Public administration & defence	-40.7%	-27.2%	-16.6%
Business administration & support services	-26.8%	19.3%	18.1%
Arts, entertainment, recreation & other services	-24.5%	-6.1%	2.5%
Wholesale	-24.1%	-8.0%	3.3%
Manufacturing	-16.8%	-3.8%	1.2%

Source: NOMIS, Business Register and Employment Survey, 2016

It is also worth noting with reference to Torbay's hi-tech sector that employment within professional, scientific & technical industries has been the seventh fastest growing sector in Torbay at 11.3% over the past 5 years, however lower than the regional and national averages of 25.2% and 27.7% respectively.

Sectoral Reliance

Given that the coastal nature of Torbay's economy, both tourism and fishing are significant contributors to the local economy. The impact of these is examined in more detail below.

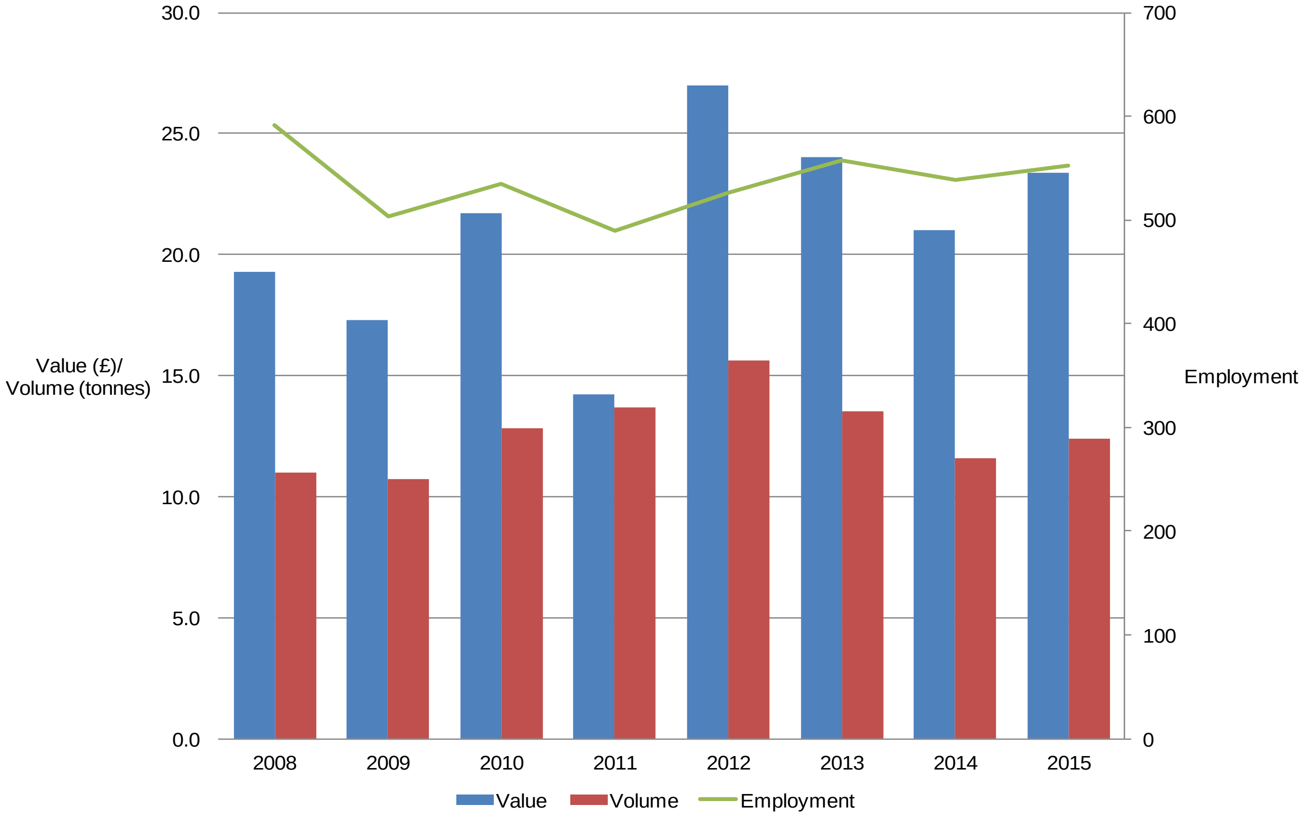
In 2015 visitor spend in Torbay was estimated to be £419 million, up 18.6% compared with 2011 at £353 million, which can be largely attributed to the steady increase in overseas visitors. Figure 9 illustrates the total number of visitors to Torbay from 2005-2015, broken down by staying visitors and day visitors. Figure 9 shows that the number of tourists visiting Torbay has remained broadly constant between 2005 and 2010 at around 3.5 million per year, however 2011 and 2012 saw marked increases in visitors predominantly attributed to an increase in day visitors. Total visitor numbers have since proceeded to fall by 5.8% from 2012–2015, however marginal year on year increases in staying visitors from 2010 onwards have increased by 11.1%, helping to dampen the total rate of decline.

Figure 10: Torbay visitor numbers (2005-2015)

Source: South West Tourism Alliance, Value of Tourism 2006 - 2015

Figure 11 gives an overview of the areas fishing sector by looking at the volume, value and employment metrics. Torbay continues to land the highest value of catch in England, mainly due to the fact that the catch it lands (e.g. Cuttlefish, Dover Sole) demands a higher value. Since 2009 direct employment has remained broadly steady within the sector varying in line with the fluctuations in value of catch. The fluctuating prices can have a big impact upon GVA figures for Torbay in the agriculture and fishing sector.

Figure 11: Fishing sector, value, volume and employment



Source: Marine Management Organization, UK Sea Fisheries Annual Statistics

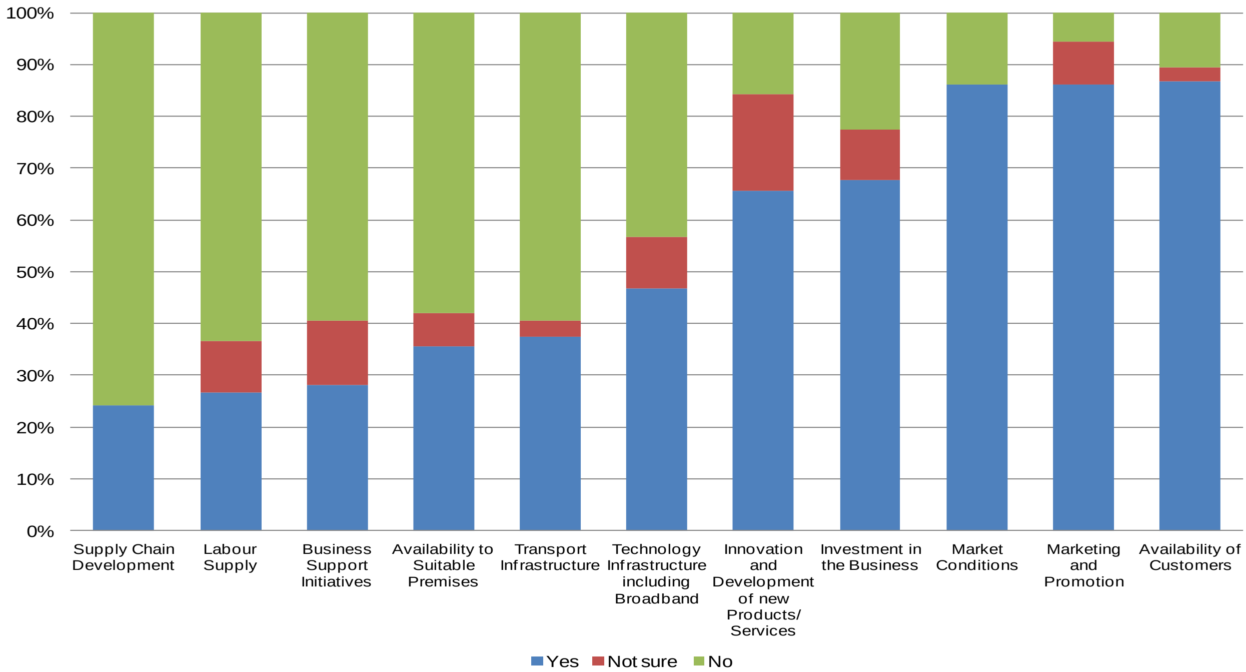
Business Needs

The TDA periodically undertakes a business barometer survey to provide a snapshot of businesses trading conditions in the Bay.

Figure 12 provides an overview of the factors which are impacting upon businesses within Torbay, ranked in order of least impact. The results are from the Torbay Business Barometer survey in early 2016. They show that the most important factors impacting trading conditions in early 2016 are around market conditions and sales, suggesting that trading conditions are expected to become slightly tougher and greater efforts need to be focused upon securing new customers.

The least important factors at the time were around supply chain development and labour supply, suggesting that the labour market is fairly buoyant. Anecdotally it is understood that the labour market has since become tighter and that it is becoming harder to find the right labour with the right skills.

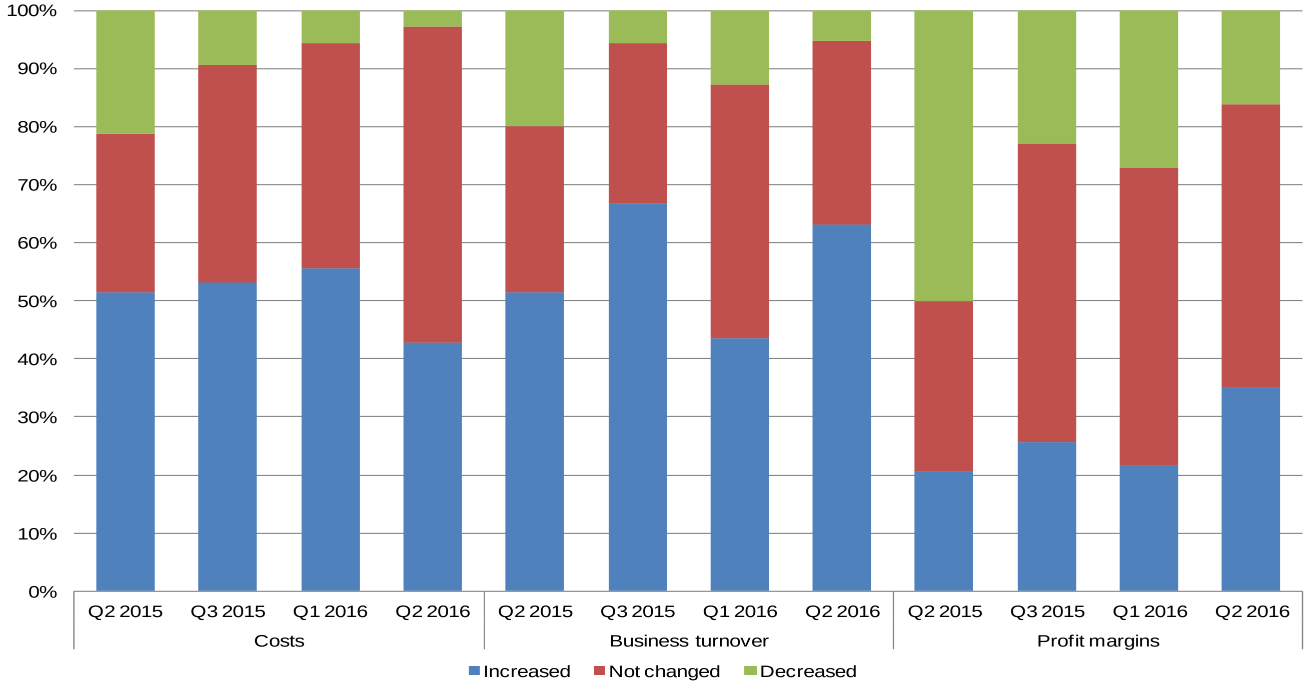
Figure 12: Factors Impacting upon Torbay businesses (2016)



Source: Torbay Business Barometer Survey, Q1 2016

Figure 13 provides a breakdown of trading conditions for local businesses over the past 2 years. The survey results shown in Figure 12 imply that trading conditions are steadily improving. While costs have been rising or remaining the same, so too has turnover (broadly in line, mirroring the changes to costs), however the results show that profit margins have been rising at a disproportionately slower rate. This suggests that while some companies are passing on the increased costs to consumers from their suppliers, others in part are beginning to absorb some of the cost increases which are eroding profit margins.

Figure 13: Trading conditions for Torbay businesses (2016)[3]



Source: Torbay Business Barometer Survey, Q1 2016

Anecdotally, speaking with our key local companies as part of the Aftercare Programme, the common local themes are around:

- Premises (for expansion and future premises needs) – Comment on slow progress in development of key sites in Torbay (not Council owned) affecting parent companies propensity to invest, and restricting expansion plans in terms of employment.
- Transport was highlighted as a key operational issue; businesses located around South Devon College noted the reduction in bus services (particularly during non-term time) presented an issue for staff and shift patterns. Parking, particularly around Northern Torquay (Edginswell, Torbay Hospital and the wider Willows area) has been identified as a common issue. Additionally, poor digital infrastructure investment in broadband, particularly around Paignton has been noted by some.
- Skills and training has been identified as a key issue across all of the businesses, from elementary occupation to professional level skills. Recruiting staff with the right skill set continues to be a key issue for businesses operational efficiency. Despite professional services sector offering in-work training opportunities such as apprenticeships, it still remains a key barrier to growth across the sector. Employment intentions still remain fairly buoyant.
- Funding – Identified as an issue by some of our medium sized companies which are growing, however is a lesser consideration compared to skills.
- Brexit has been highlighted by some of Torbay's larger multinational companies. Exchange rates are having both a positive and negative impact depending on whether businesses are importing or exporting. Brexit is also a factor affecting foreign owned parent companies willingness to re-invest in locally based subsidiaries.

[3] Q2 2016 data represents respondents expectations for the next 3 months

People & Communities

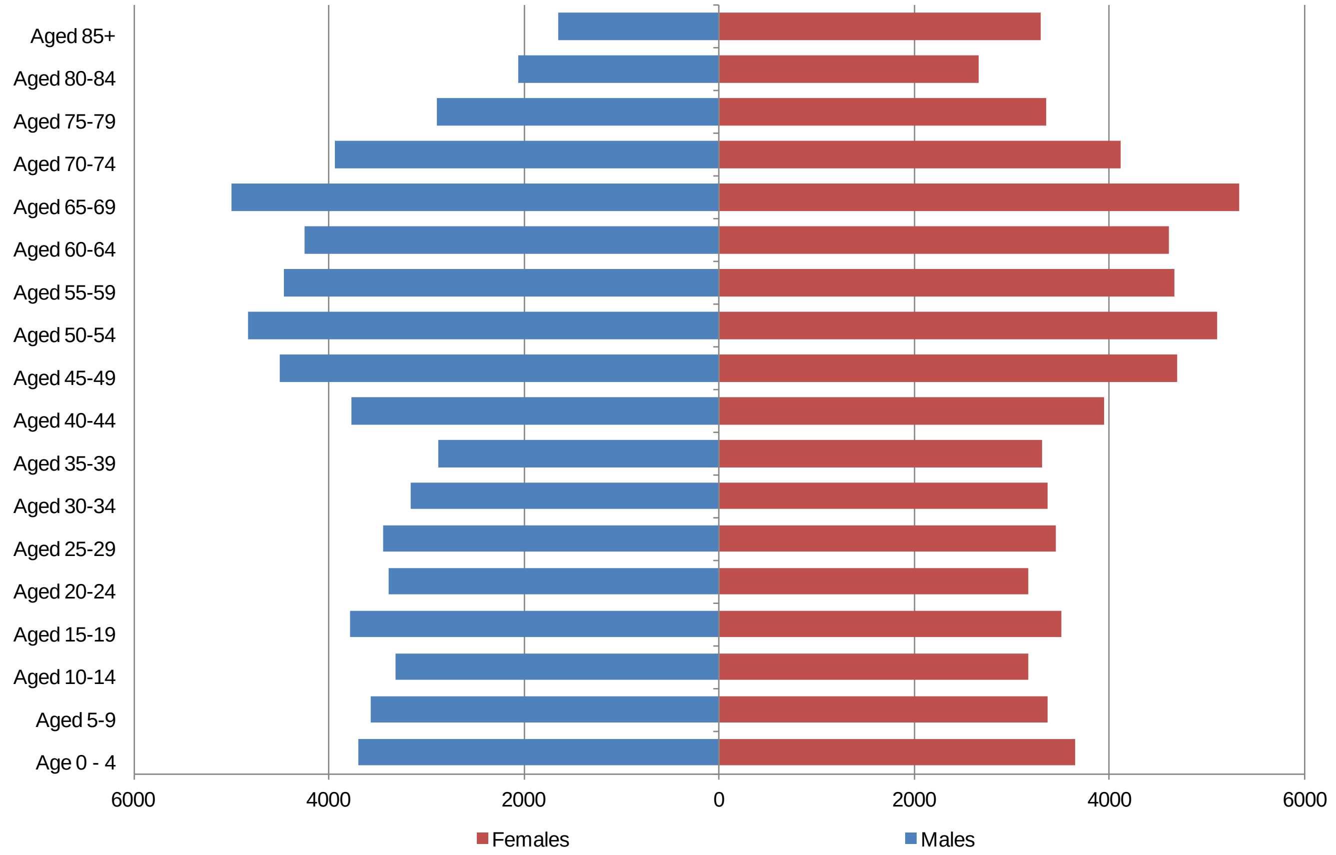
The coastal geography of Torbay shapes the area's economy to a large extent.

Demography

Latest population estimates show Torbay is home to 133,373 people, with 53.5% of the population aged 45 and over. This is significantly above the national (43.4%), regional (47.9%) average and has an impact on income levels and healthcare provision. At the other end of the age spectrum 25.4% of Torbay's population are aged 20-44, 7% percentage points below the national average (33.0%). This highlights the challenge Torbay faces in retaining graduates and supports the view that many students leave Torbay to undertake higher education and do not return until later in life, thus impacting on productivity levels.

Figure 14 shows the breakdown of age groups by sex. It shows that the population levels of 40 years and above are considerably higher. The chart also shows that as the population start to reach retirement age, the female population starts to outnumber the male population.

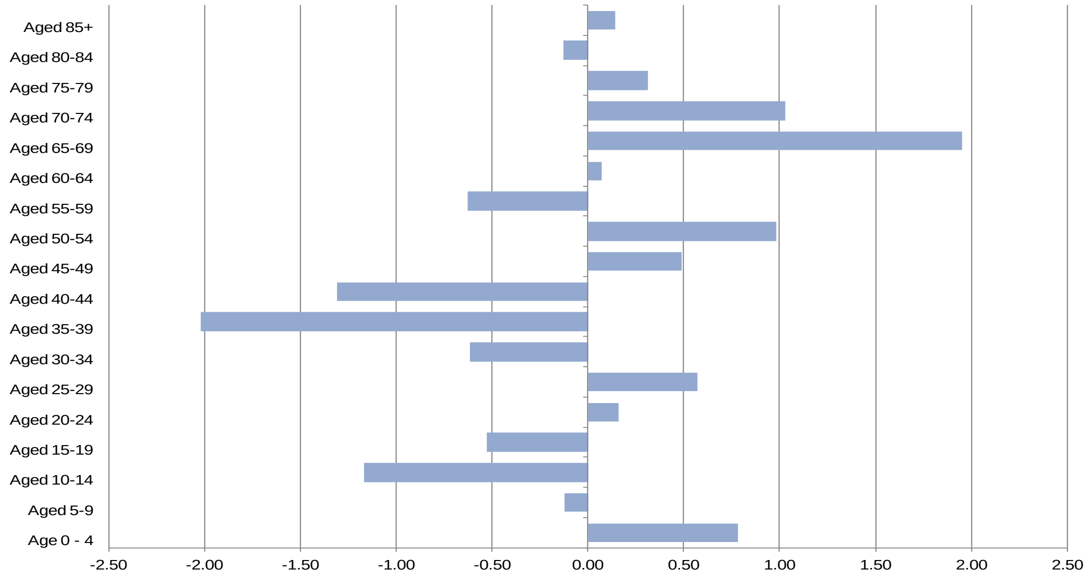
Figure 14: Population estimates by age and sex (2015)



Source: ONS, Mid-year Population Estimates, 2016

Figure 15 shows the percentage change in the population proportions over the past 10 years in Torbay, demonstrating a structural change to the areas demography. Trends show there has been a notable decline in the proportion of the population under 44, and conversely an increase in the proportion of the population aged 45 and above, suggesting that the population is living longer and/ or an increase in the number of retired people/ those approaching retirement moving to Torbay.

Figure 15: Change in population by age, Torbay (2005-2015)



Source: ONS, Mid-year Population Estimates, 2016

Labour Market

Table 8 shows the change in Torbay's working age population over the previous 10 years. It shows that there has been a decline of 4.4% in Torbay's total working age population. Of the total working age population the data shows an increase in the proportion that is economically active. At the same time, the number of economically inactive people has fallen 25.5%, suggesting a significant proportion of those people were close to retirement age and have since taken up retirement.

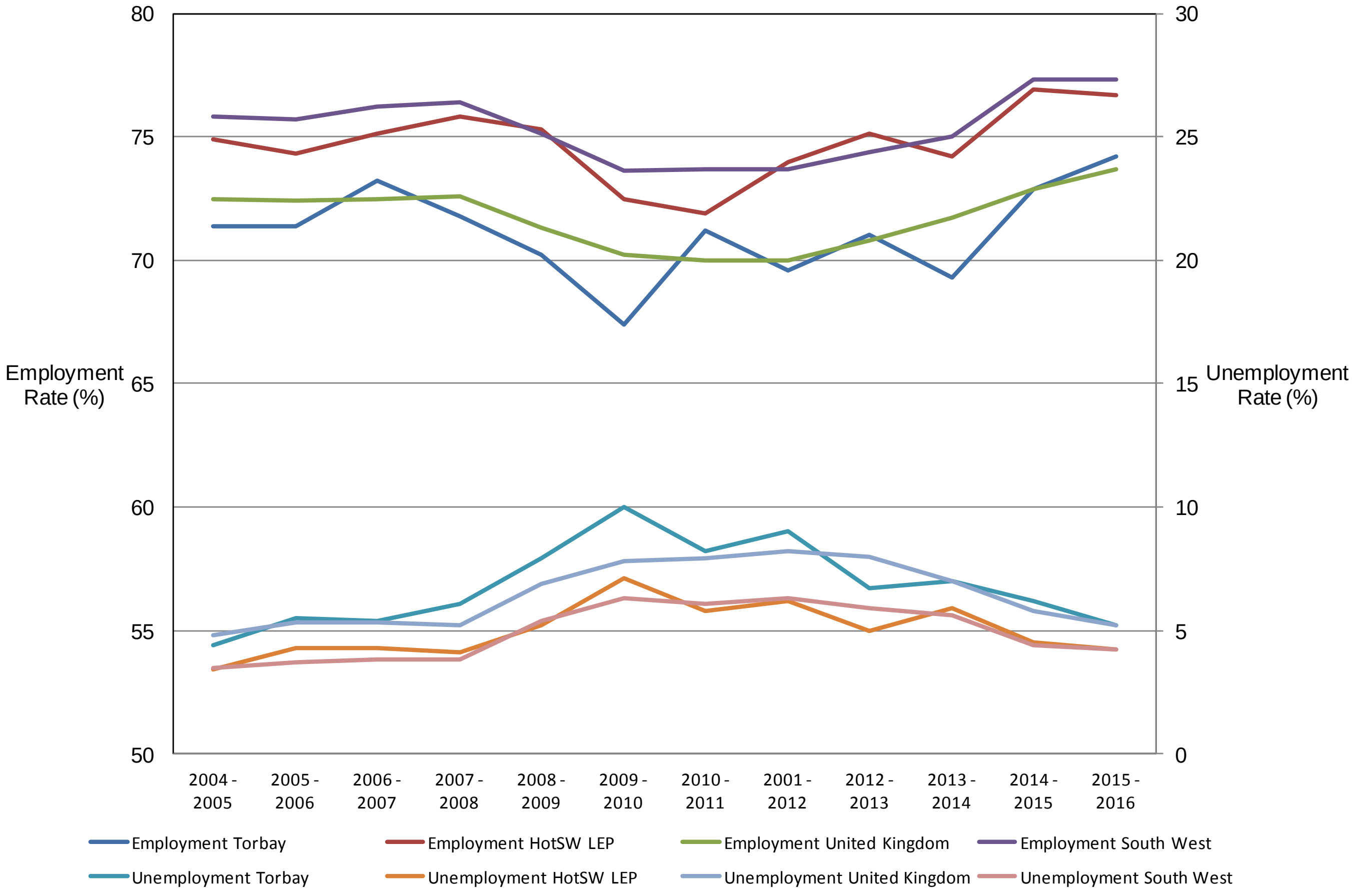
Table 8: Economic activity profile, Torbay (2005-2015)

	2005		2015	
	No.	%	No.	%
Economic activity rate - aged 16-64	**58,000**	**74.4**	**59,200**	**79.4**
Employment rate - aged 16-64	54,800	70.4	56,000	75.1
% aged 16-64 who are employees	45,100	57.8	46,300	62.1
% aged 16-64 who are self employed	9,200	11.8	9,500	12.7
Unemployment rate - aged 16-64	3,100	4.0	3,200	4.3
% who are economically inactive - aged 16-64	**20,000**	**25.6**	**15,400**	**20.6**
Share of economically inactive who want a job	6,300	31.6	5,100	33.4
Share of economically inactive who do not want a job	13,700	68.4	10,200	66.6
Total	**77,900**	**100**	**74,500**	**100**

Source: NOMIS, Annual Population Survey

Figure 16 shows the employment and unemployment rates over time. Torbay's employment rate in 2016 was 74.2%, the second lowest in the HotSW LEP area, just ahead of Plymouth at 74%. The employment rate in Torbay has shown an increasing trend over the last six years; however this in part can be attributed to a decline in the working age population.

Figure 16: Employment and unemployment rates (2004-2016)



Source: NOMIS, Annual Population Survey

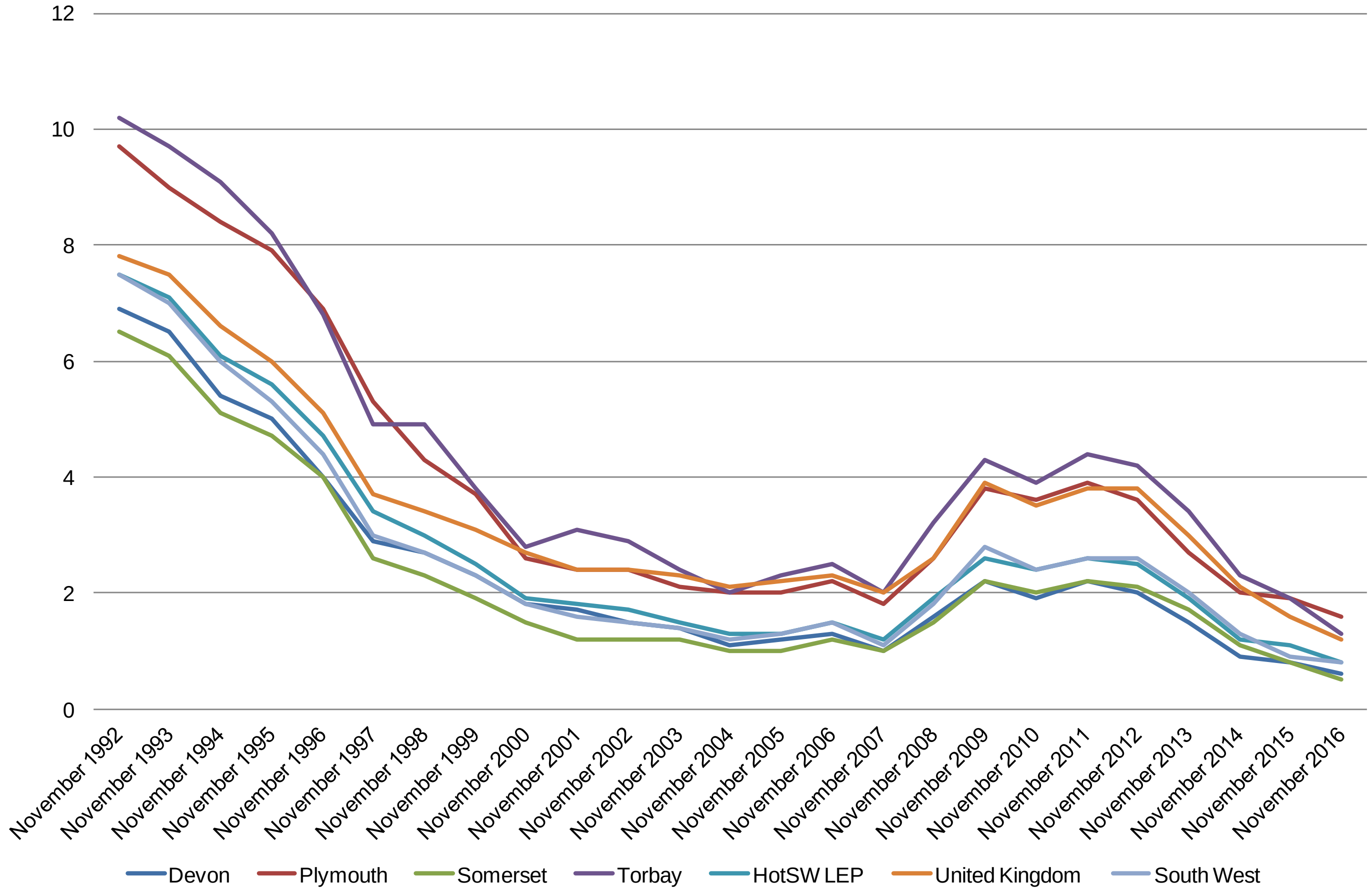
Across Torbay the statistics demonstrate that there remains a stronger prevalence of part time work with 45% of those in employment working part time, compared to 32% across England as a whole.

Worklessness

The Job Seekers Allowance (JSA) claimant count is a measure of those who are unemployed and actively seeking work.

Figure 17 shows the claimant count rates since 1992. At the end of 2016 the JSA claimant count in Torbay was 1,030 equating to a rate of 1.3% of the Torbay's resident population – the lowest level since official data was recorded. Unemployment in Torbay has broadly fallen in line with the national trend (with exception to a few structural shocks in the local economy). The claimant count rate in Torbay continues to remain above the regional and LEP averages of 0.8% respectively.

Figure 17: Job Seekers Allowance claimant count rate (1992-2016)



Source: NOMIS, JSA Claimant Count

Table 9 provides the percentage breakdown of claimants between male and female. While the percentages broadly reflect the local, regional and national averages, Torbay has a 28.9% gap between the balance of male and female claimants; the highest gap in the HotSW LEP area and notably higher than the regional and national figures of 20.2% and 19.7%.

Table 9: Distribution between male and female JSA claimants (November 2016)

	United Kingdom	South West	HotSW LEP	Somerset	Plymouth	Torbay	Devon CC
Males	59.9%	60.1%	62.4%	62.8%	64.0%	64.5%	60.0%
Females	40.1%	39.9%	37.6%	37.2%	36.0%	35.5%	40.0%
Total	396,607	26,049	8,277	1,658	2,729	1,030	2,860

Source: NOMIS, JSA Count, November 2016

Table 10 provides a breakdown of the share of claimants which are considered as long term unemployed, namely those claiming JSA for over 12 months. The table shows that 30.1% of claimants in Torbay are long term unemployed. This is broadly in line with the national average, however considerably higher when compared to regional and LEP average. It is worth noting that the figure in Somerset appears comparatively high, however the number of claimants is relatively low for the geographical size of the county.

Table 10: Long term unemployed (November 2016)

	United Kingdom	South West	HotSW LEP	Somerset	Plymouth	Torbay	Devon CC
Total JSA Count	506,259	26,049	8,277	1,658	2,729	1,030	2,860
Over 12 months	160340	6215	2130	480	710	310	630
Proportion	31.7%	23.9%	25.7%	29.0%	26.0%	30.1%	22.0%

Source: NOMIS, JSA Count, November 2016

Youth unemployment in November 2016 accounted for 12.1% of JSA claimants in Torbay, broadly in line with the national (12.7%) and regional (12.6%) averages, however of those 16-25 year olds unemployed in Torbay, around 38.5% were unemployed for 6 months or more, compared to 61.5% being unemployed for 6 months or less. The proportion of 16-25 year olds in Torbay unemployed for 6 months or more is marginally higher than both the national and regional averages of 37.6% and 33.2%, suggesting that it is slightly harder for younger people to secure employment in Torbay compared with other areas across HotSW LEP area.

Table 11 shows the percentage of working age population claiming some category of benefit. While the rate has been steadily declining since May 2012, the rate of benefit claimants in Torbay is still amongst the highest in the HotSW LEP.

Table 11: Working age benefit claimants (2010-2016)

	Great Britain[4]	South West	HotSW LEP	Somerset	Plymouth	Torbay	Devon CC
May 2010	14.5	12.1	12.8	11.5	16.7	19.4	11.1
May 2011	14.3	12.0	12.9	11.5	16.9	19.6	11.1
May 2012	14.5	12.2	13.1	11.7	17.2	20.0	11.3
May 2013	13.9	11.8	12.6	11.5	16.4	19.6	10.8
May 2014	12.9	11.0	11.9	10.8	15.5	18.4	10.2
May 2015	12.2	10.6	11.5	10.4	15.3	17.9	9.9
May 2016	11.5	10.1	11.1	10.1	14.6	17.3	9.5

Source: NOMIS, DWP Benefit Claimants, May 2016

JSA has significantly impacted upon reducing the number of claimants in Torbay. Of the varying components which make up the benefits system, Careers Allowance has marginally increased, possibly attributed towards the rising proportion of retirement age population living in Torbay. Disability Living Allowance has remained broadly the same over the past 5 years, and Income Support marginally decreasing, however there has been a marked increase in the number of Incapacity Benefit claimants which has increased 89.2% over the past 5 years reaching 3,860 in May 2016.

Earnings

Reflecting the low productivity levels within Torbay, incomes are below average. People working in Torbay earn on average £421.80 per week, compared to the regional and national averages of £505 and £538 per week. Those living in Torbay earn around £443 (£21.50 more) per week compared to those who work in the Bay, suggesting that the higher earners tend to reside in Torbay, but work outside of the area where they can achieve higher wages.

Average wage rates for those living in Torbay in 2016 were £95.40 below the national average compared to being £85.40 lower in 2011. This increase in the pay gap sees a growing divide in wages between Torbay and the national average, meaning residents in Torbay are become relatively poorer compared to the rest

[4] Data unavailable for the United Kingdom

of the country. The impact on those working in Torbay is magnified, with the wage differential compared to the rest of the country increasing from £86.00 in 2011 to £116.90 in 2016.

Table 12: Average gross weekly wages, full time (2016)

	Resident				Workplace			
	United Kingdom	South West	Heart of the South West	Torbay	United Kingdom	South West	Heart of the South West	Torbay
2008	£479.10	£451.90	-	£368.50	£479.10	£446.90	-	£369.00
2009	£488.50	£460.00	-	£375.30	£488.50	£454.00	-	£356.50
2010	£498.50	£468.30	-	£371.80	£498.50	£460.30	-	£378.70
2011	£498.30	£471.50	-	£412.90	£498.30	£461.50	-	£412.30
2012	£506.10	£477.40	-	£408.30	£506.10	£467.40	-	£412.80
2013	£517.40	£485.10	-	£424.80	£517.40	£480.00	-	£415.20
2014	£518.30	£495.80	£469.20	£433.30	£518.30	£485.50	£464.70	£421.90
2015	£527.10	£498.30	£471.30	£421.60	£527.10	£492.10	£470.20	£425.20
2016	£538.70	£513.20	£480.90	£443.30	£538.70	£505.00	£479.10	£421.80

Source: NOMIS, Annual Survey of Hours and Earnings, 2016

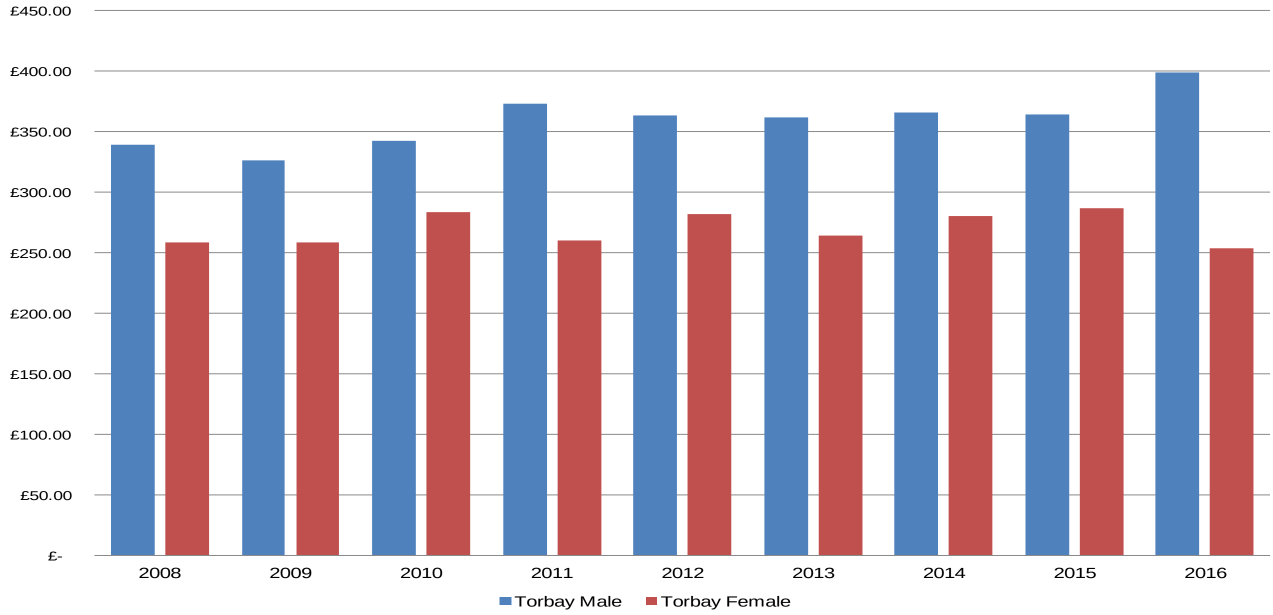
Between 2008 and 2016 resident wage rates have increased by 20.3% while workplace rates saw a 14.3% rise; this is compared to a 12.4% increase nationally across both measures.

It is worth noting, due to the way in which the data is collected through a sample survey that particularly at local levels there can be large variances in the data year-on-year which are not wholly reflective of the true local economic conditions. Over the past 8 years, residents weekly full time wages in Torbay have increased on average 2.4% year on year, compared to 1.5% nationally.

Similarly workplace wages in Torbay have on average increased 1.8% over the past 8 years; faster than the national average (1.5%), but to a lesser extent compared to residents' wages.

Figure 18 shows the difference between male and female weekly workbased earnings in Torbay. Whilst male wages have been marginally increasing, female wages have remained broadly unchanged over the time period, suggesting a minor increase in the wage gap between males and females.

Figure 18: Workplace based average weekly earnings, between males and females (2008-2016)

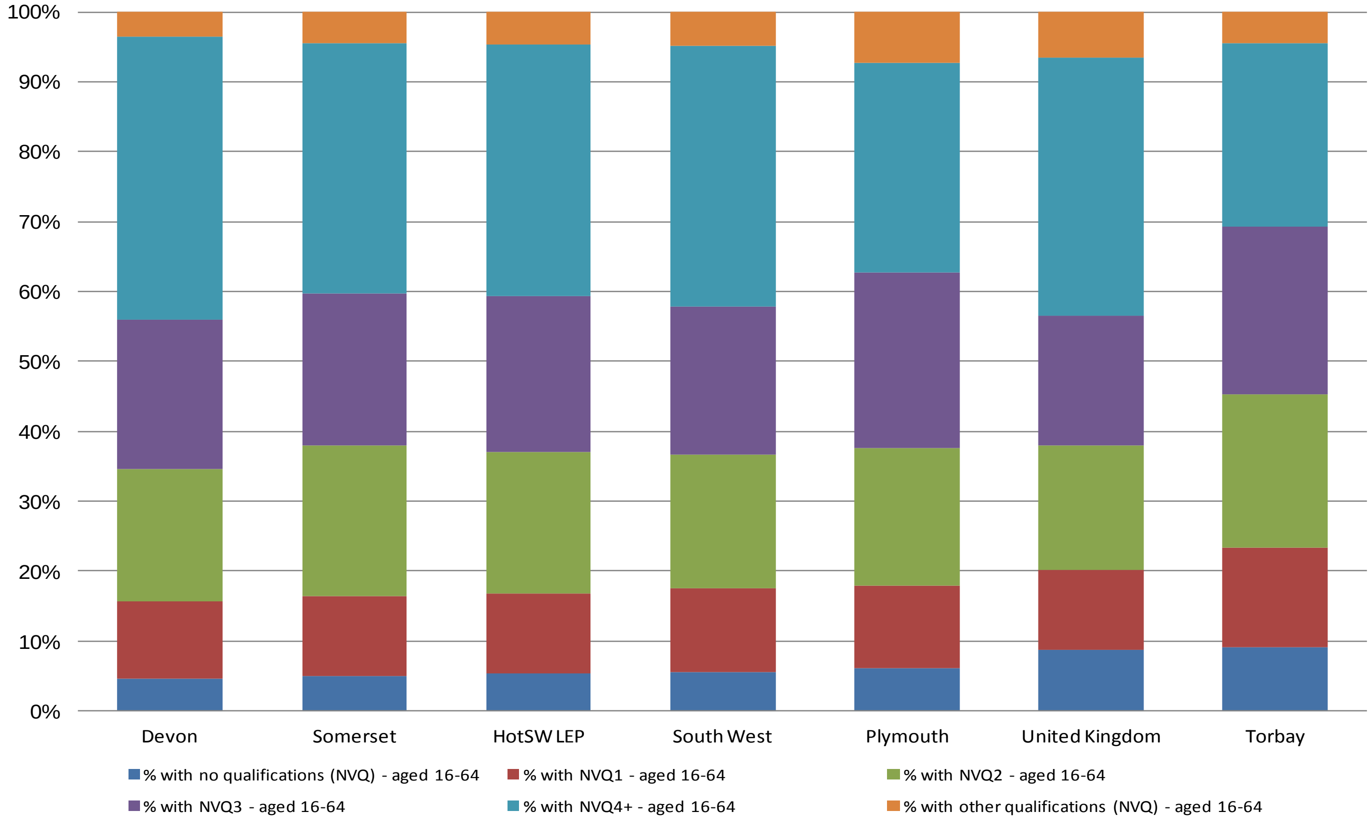


Source: NOMIS, Annual Survey of Hours and Earnings, 2016

Skills

Figure 19 provides a proportional break down of qualifications across the working age population in 2015. 9.1% of the working age population in Torbay had no qualification, broadly in line with the national average (8.8%) but notably higher compared to the regional average (5.5%). Torbay ranks fairly poorly at NVQ level 4+ (degree level and above) however ranks amongst the highest from NVQ levels 1 – 3.

Figure 19: Proportion of working age population by qualification (2015)



Source: NOMIS, Annual Population Survey

Table 13 shows the proportion of working age population by occupation. Torbay ranks fairly poorly in terms of professional occupations, accounting for only 13.7% of the workforce, vastly lower than regional (19.3%) and national (20.0%) averages. Torbay does however rank fairly well relative to national and regional averages in skilled trades, and caring, leisure and other service occupations.

Table 13: Proportion of workforce by occupation (2015)

	United Kingdom	South West	HotSW LEP	Somerset	Plymouth	Torbay	Devon CC
managers, directors and senior officials (SOC2010)	10.4	11.6	11.0	9.9	8.0	9.9	12.9
Professional occupations (SOC2010)	20.0	19.3	18.1	18.0	17.2	13.7	19.2
associate prof & tech occupations (SOC2010)	14.1	14.3	13.7	12.0	14.8	11.6	14.9
administrative and secretarial occupations (SOC2010)	10.6	10.2	9.2	8.9	9.2	8.1	9.6
skilled trades occupations (SOC2010)	10.6	12.0	13.0	12.8	12.7	14.1	13.2
caring, leisure and other service occupations (SOC2010)	9.2	9.1	10.0	10.6	10.6	14.2	8.9
sales and customer service occupations (SOC2010)	7.6	7.2	7.2	7.8	9.3	8.2	5.8
process, plant and machine operatives (SOC2010)	6.4	5.6	6.5	6.7	7.2	7.3	5.9
elementary occupations (SOC2010)	10.7	10.2	10.8	12.7	10.5	12.3	9.4

Source: NOMIS, Annual Population Survey

Deprivation

Although located in a predominately rural county, Torbay as an urban area suffers from many similar deprivation problems normally associated with big cities. The scores within the Indices of Multiple Deprivation (IMD) support this as the majority of deprived areas in England (98%) are located in cities. There are inequalities between different wards in Torbay, with the most deprived areas tending to be clustered within the town centres of Paignton and Torquay.

In 2015, Torbay ranked the 46th most deprived district (37th out of 152 unitary/ county) area out of 326 across England. Compared to England, Torbay is ranked amongst the 20% most deprived areas. Torbay’s overall position, relative to other local authorities, has worsened slightly - ranking 49th out of 326 in 2010. In 2015 Torbay was the most deprived authority in the South West, slipping behind West Somerset which in 2010 was the most deprived in the South West. The main domains which contribute the most to Torbay’s overall multiple deprivations are: income, employment, and health deprivation, and disability.

Since 2010, there has been a 75% increase in Torbay residents living in areas amongst the 20% most deprived in England. In 2010 16 Lower Super Output Areas in Torbay were amongst the 20% most deprived country wide, this increased to 28 in 2015. Almost 1 in 3 of Torbay residents are classed as living in England’s 20% most deprived areas. Table 16 shows the resident population in Torbay living in the 20% most deprived areas. The data suggests, based on the IMD’s measurers of deprivation, that Torbay is becoming relatively more deprived.

Table 14: Resident population in top 20% most deprived areas (2004-2015)

IMD Release	Resident population in top 20% most deprived	Proportion of Population
2004	18,150	13.8%
2007	21,800	16.5%
2010	24,700	18.8%
2015	42,000	31.5%

Source: DCLG, Index of Multiple Deprivations

There has been a widening gap in relative levels of deprivation across the communities of Torbay – residents in our more deprived communities have experienced a relative worsening in deprivation, whilst residents in our less deprived communities have experienced relative improvements.

Child poverty remains an issue in Torbay, with 29.3%[5] of children in Torbay classed as living in poverty. This is the highest proportion in the South West, however in part can be attributed to the measure of child poverty being defined by the proportion of children living in families in receipt of out of work benefits and after deducting housing costs (which are above the national average).

Labour Flows

Table 15: Inflows and outflows of labour in Torbay (2011)

	Labour Flow Out of Torbay	Labour Flow Into Torbay	Net Impact
Teignbridge	5,192	4736	-456
South Hams	2,668	1896	-772
Exeter	2,127	385	-1,742
Plymouth	784	675	-109
East Devon	415	161	-254
Cornwall and Isles of Scilly	99	86	-13
Mid Devon	91	84	-7
Bristol, City of	65	11	-54
West Devon	60	40	-20
Taunton Deane	42	0	-42
South Somerset	35	0	-35
South Gloucestershire	33	0	-33
North Devon	30	18	-12
Wiltshire	30	0	-30
Sedgemoor	25	0	-25
North Somerset	22	23	1
Swindon	22	0	-22
Mendip	12	0	-12
Torridge	11	0	-11
Offshore Installation	100	0	-100
Outside UK	82	0	-82
Other	1,032	476	-556
Total	12,977	8,591	-4,386

Source: NOMIS, Census 2011

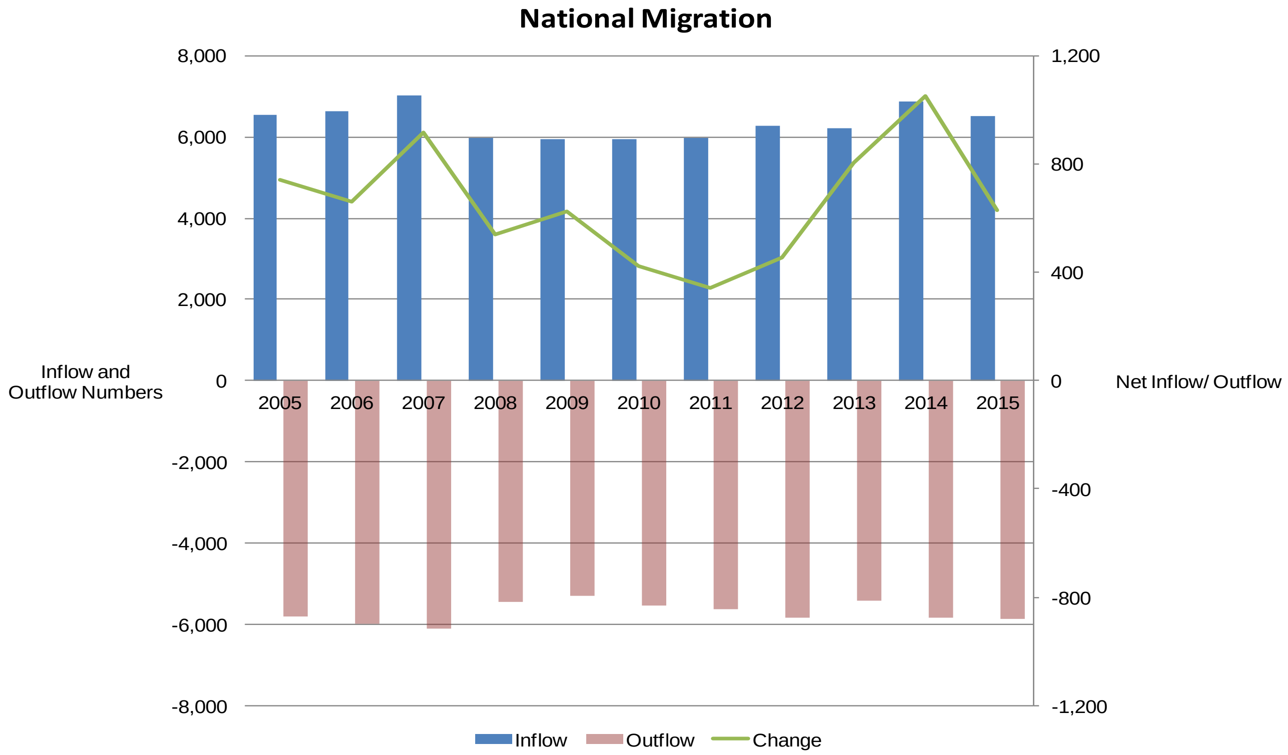
[5] Centre for Research in Social Policy. Percentage of children in poverty (after housing costs)

Table 15 shows the breakdown by area of labour flows in and out of Torbay in 2011.

Of the total 47,804 employees who work in Torbay, around 18% travel from outside of the area. Of the 54,000 people who live in Torbay and are employed it is estimated that around 24% work outside of the area. Official data from 2015 does indicate that the net migration out of Torbay could be closer to around 7,500.

Furthermore the opening of the South Devon Highway and the impacts on labour flows in and out of Torbay has not yet fed through into official data sources.

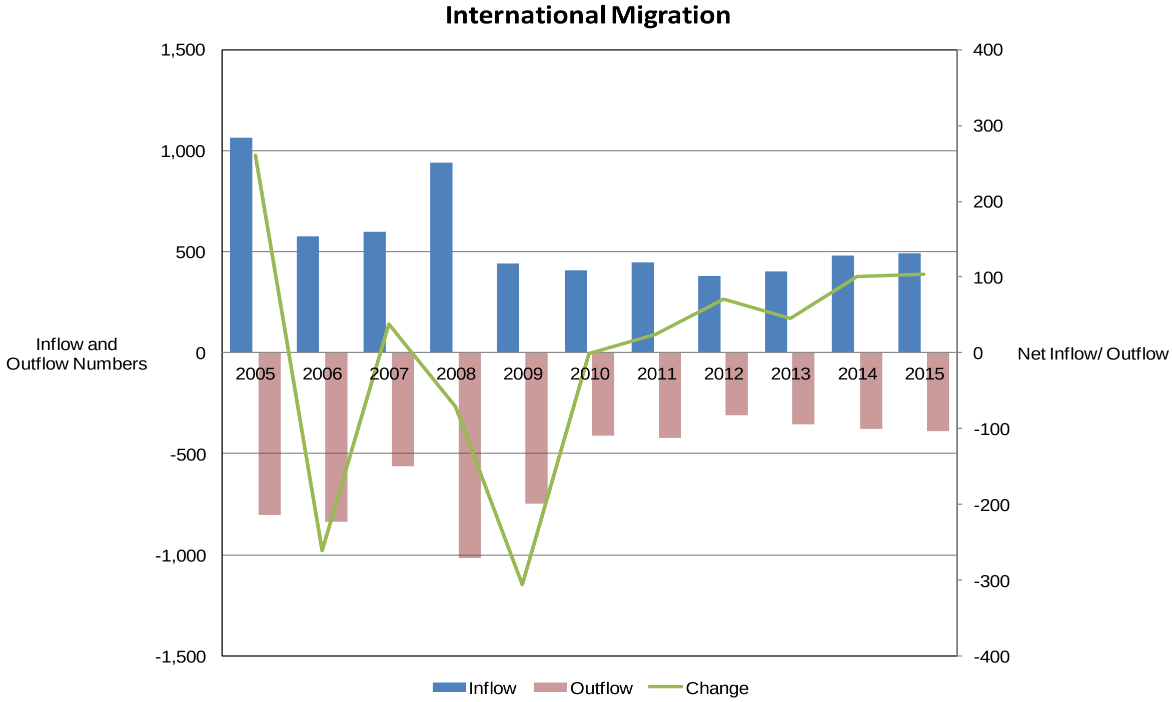
Figure 20: National migration, Torbay (2005-2015)



Source: ONS, Local Area Migration Indicators, August 2016

Figure 20 shows the inflow and outflow of national migrants in Torbay each year along with the net change. Torbay has seen a net increase in national migrants' year on year with more people moving into Torbay than leaving Torbay. For the period 2005-2015 Torbay's population has increased by 7,187 due to national migration.

Figure 21: International migration, Torbay (2005-2016)



Source: ONS, Local Area Migration Indicators, August 2016

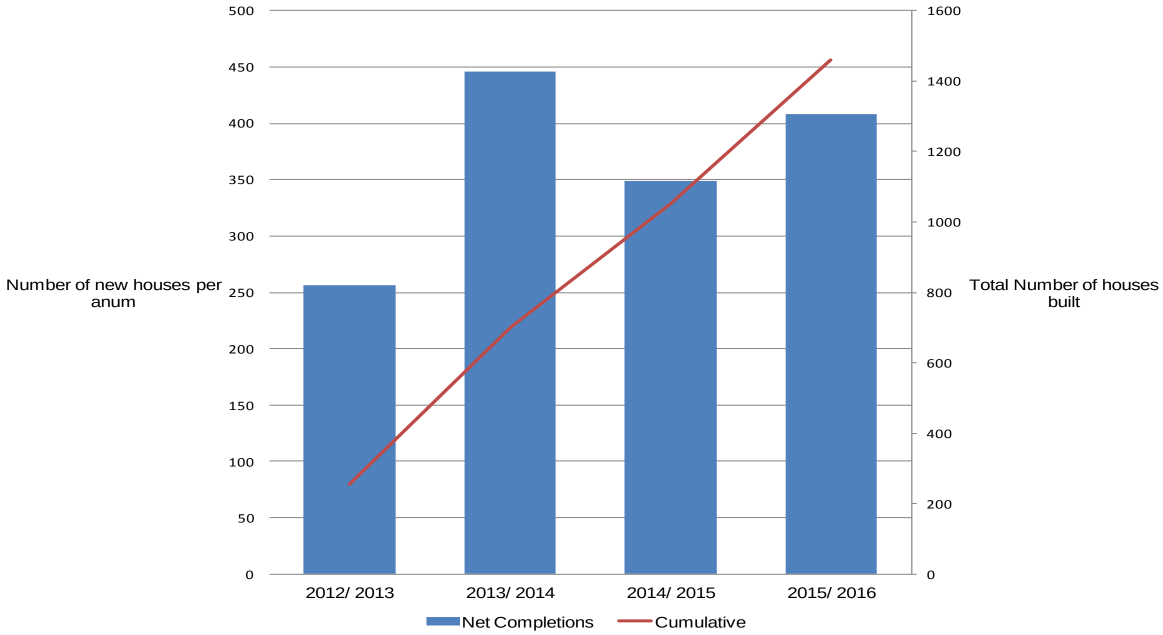
Figure 21[6] shows the inflow and outflow of international migrants each year along with the net change. From 2005-2015 international migration numbers in Torbay have fluctuated, with the net impact on numbers remaining broadly unchanged over the period.

[6] International migration figures are a component of population change, and exclude seasonal workers

Housing Stock

Figure 22 illustrates the number of new houses which have been built per year in Torbay since 2012 along with the total number of new houses which have been built in the past four years. Since 2012, 1,459 new houses have been built in Torbay.

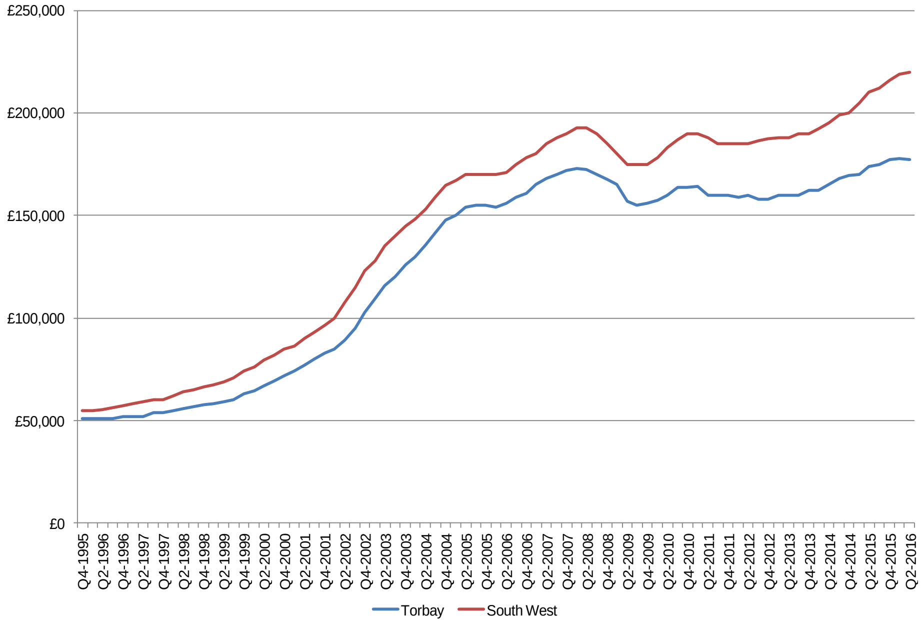
Figure 22: New homes built in Torbay (2012/ 13 – 2015/ 16)



Source: Torbay Council, Annual Monitoring Report

The annual target for the number of new houses to be built each year, as stated in the recently adopted Torbay Local Plan, averages out at around 450 houses per year.

Figure 23: House prices, Torbay and South West (Q4 1995–Q2 2016)

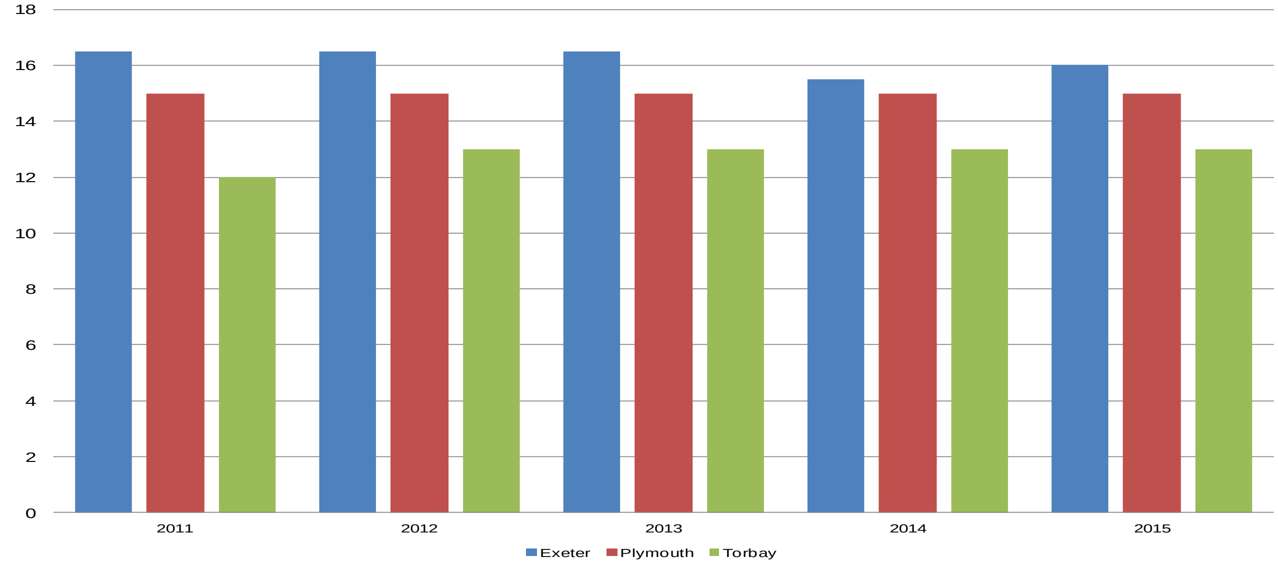


Source: ONS, Median House Price for National and Subnational Geographies, December 2016

Commercial Property

Figure 24 shows the annual average city centre rents per area from 2011-2015. The figure illustrates a notable disparity in rents between the 3 main urban areas in Devon. While it shows that Torbay is lower in comparison to Exeter and Plymouth, it demonstrates a viability gap in developers bringing forward new property and increasing the quality of stock and thus prices.

Figure 24: City centre office price psft (2011-2015)

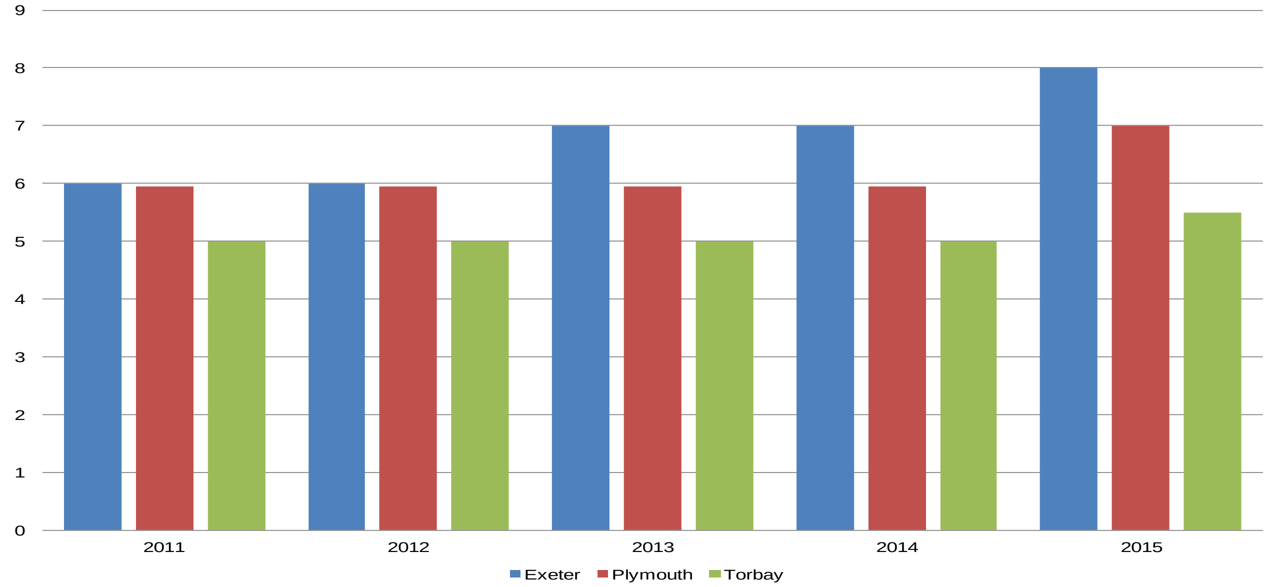


Source: Alder King Market Monitor 2016

In 2014 there was around 14,437 square feet[7] of available office space, compared with an average annual take up rate of 2,678 square feet per year.

Figure 25 shows the average price per square foot for industrial space from 2011-2015. While prices have increased across Exeter and Plymouth, they have remained broadly unchanged in Torbay, showing a lack of new supply and businesses locating outside of Torbay to accommodate their needs.

Figure 25: Industrial property prices psft (2011-2015)



Source: Alder King Market Monitor 2016

[7] [7] Alder King, Workspace Demand Study, 2014

In 2014, there was around 21,833 sq. ft. of available industrial space, with around 10,499 sq. ft. being let on average per year, suggesting around 2 years supply.

The number of transactions across both the industrial and office space market has slowed down since the highs of 2011 and 2012; however anecdotally there is demand for over 350,000 sq. ft of employment space within Torbay at the end of 2016.

The current level of demand through property enquiries with the TDA is around 350,000 sq. ft. of space. As evident from the levels of supply and relatively low churn, there is a disconnect between supply and demand, resulting in the market failing to bring forward new commercial developments. This disconnect can be attributed to prolonged under investment and structural shocks to the economy. Commercial property within Torbay is outdated and no longer fit for purpose, thus demanding a lower rent/yield compared to other areas across the region such as Plymouth and Exeter. The widening disparity to commercial property prices locally has resulted in a lack of new suitable property being developed, as it is no longer viable for developers in Torbay, and less attractive compared to other areas across the region.

Economic Projections

Economic Growth

Economic projections are a tool for modelling where future growth may come from. However, projections are often based on past trends and typically reflect a 'do nothing' approach, i.e. if no action was taken to create jobs this is what could be expected to happen to employment in Torbay.

Figure 26 draws upon 15 years of GVA data from both the ONS and Oxford Economics to model the future projected economic growth for Torbay. The data draws upon the average year on year growth rates from over 15 years to provide a future projected growth rate.

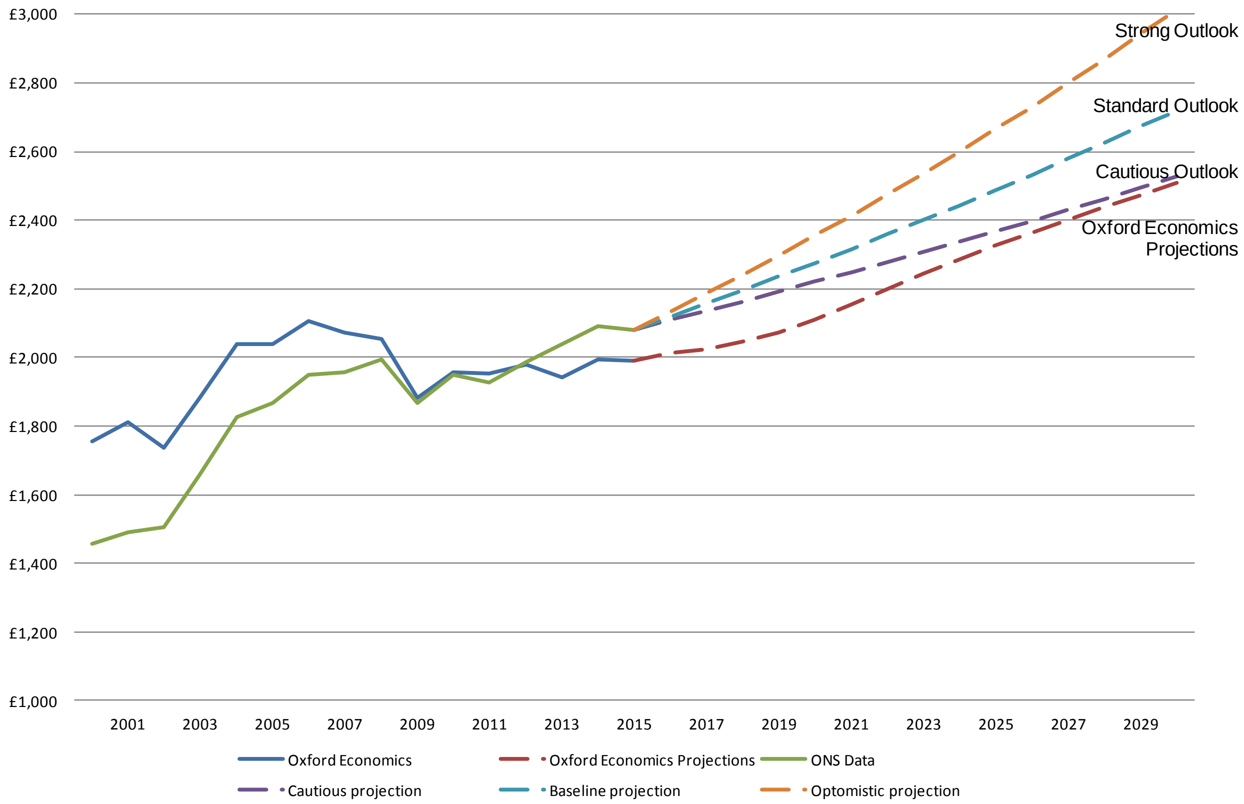
As of 2015, Torbay's GVA was £2.08B. Table 16 provides a snapshot of the projected value of Torbay's economy in 2020, 2025, and 2030 based on 3 differing economic growth scenarios.

Table 16: Projected economic growth, Torbay (Billions)

Scenarios	Growth Rate	2020	2025	2030
Cautious Outlook	1.3%	£2.219	£2.367	£2.525
Standard Outlook	1.8%	£2.275	£2.487	£2.719
Strong Outlook	2.8%	£2.354	£2.663	£3.013
Oxford Economics Projections[8]	1.6%[9]	£2,110	£2.327	£2.507

Figure 26 illustrates projected growth scenarios from 2015 onwards based on year-on-year growth rates of 1.3%, 1.8%, and 2.8%. The chart includes the official ONS GVA data until 2015, along with the projected growth from Oxford Economics.

Figure 26: Projected economic growth, Torbay (Millions)



[8] Figures based on 2013 prices
[9] Figure based on average year on year changes in growth

Employment Projections

Table 17 provides future employment projections based on Oxford Economics latest[10] growth projections. Based on the economic projections modelled by Oxford Economics it is projected that over the next 15 years, Torbay's top 5 growth sectors in terms of employment will be:

Table 17: Top 5 Projected growth and declining sectors, Torbay

	Employment Change	Percentage Change
Top 5 Growth Sectors		
Professional, scientific and technical activities	400	11.8%
Arts, entertainment and recreation	300	12.5%
Administrative and support service activities	300	9.7%
Construction	300	9.7%
Human health and social work activities	300	2.2%
Top 5 Declining Sectors		
Manufacturing	-700	-30.4%
Water supply; sewage, waste management and remediation activities	-100	-20.0%
Public administration and defence; compulsory social security	-300	-14.3%
Education	-200	-3.6%
Wholesale and retail trade; repair of motor vehicles and motorcycles	-200	-2.2%

Table 18: Employment projections (000's)

	2015	2020	2025	2030	Change	Percentage Change
Agriculture, forestry and fishing	0.3	0.3	0.3	0.3	0.0	0.0%
Mining and quarrying	0.0	0.0	0.0	0.0	0.0	0.0%
Manufacturing	2.3	2.1	1.8	1.6	-0.7	-30.4%
Electricity, gas, steam and air conditioning supply	0.1	0.1	0.1	0.1	0.0	0.0%
Water supply; sewage, waste management and remediation activities	0.5	0.5	0.4	0.4	-0.1	-20.0%
Construction	3.1	3.1	3.3	3.4	0.3	9.7%
Wholesale and retail trade; repair of motor vehicles and motorcycles	9.2	9.0	9.2	9.0	-0.2	-2.2%
Transportation and storage	1.1	1.2	1.2	1.2	0.1	9.1%
Accommodation and food service activities	8.1	8.1	8.2	8.2	0.1	1.2%
Information and communication	0.7	0.7	0.8	0.8	0.1	14.3%
Financial and insurance activities	0.9	0.9	0.9	0.9	0.0	0.0%
Real estate activities	1.3	1.4	1.4	1.5	0.2	15.4%
Professional, scientific and technical activities	3.4	3.5	3.7	3.8	0.4	11.8%
Administrative and support service activities	3.1	3.2	3.3	3.4	0.3	9.7%

[10] Heart of the South West Local Enterprise Partnership Growth Projections, September 2016

Public administration and defence; compulsory social security	2.1	1.9	1.9	1.8	-0.3	-14.3%
Education	5.5	5.3	5.4	5.3	-0.2	-3.6%
Human health and social work activities	13.9	13.7	14.2	14.2	0.3	2.2%
Arts, entertainment and recreation	2.4	2.5	2.6	2.7	0.3	12.5%
Other service activities	1.1	1.1	1.1	1.1	0.0	0.0%
Total	59.3	58.6	59.9	59.5	0.2	0.3%

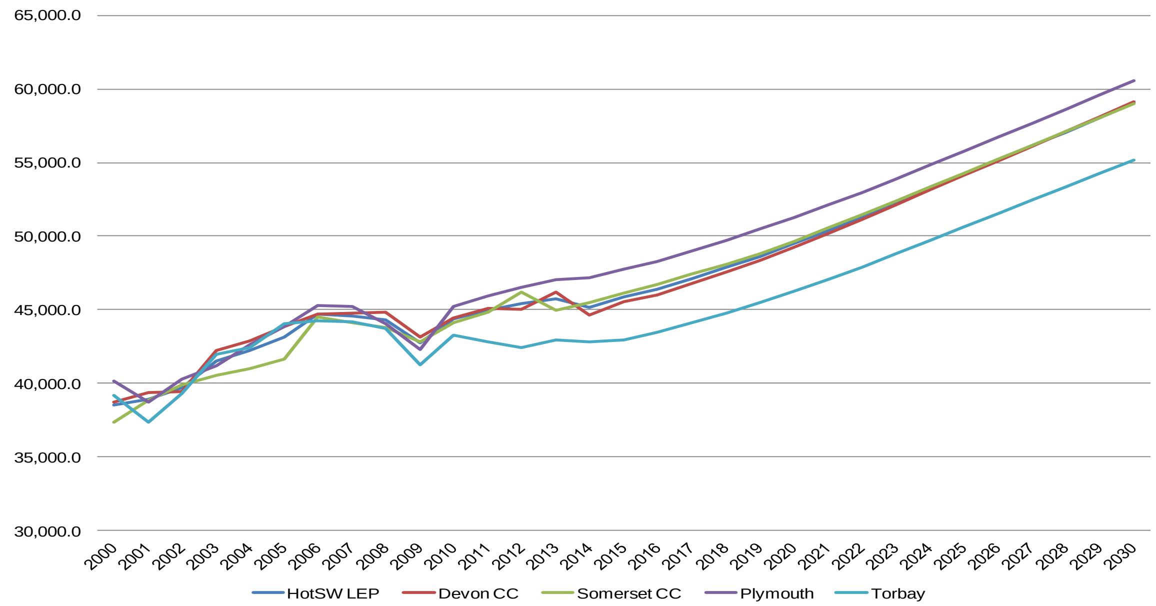
Source: Oxford Economics Projections, September 2016

Productivity Growth

Using the Oxford Economics projected GVA increase per FTE, Torbay could expect to see an uplift in its workforce of around 200 jobs by 2030.

Figure 27 illustrates the projected change in the GVA per FTE over time relative to the local areas within the HotSW LEP. As shown from the chart, GVA per FTE in Torbay continues to grow in line with the other areas across the HotSW geography, however the gap in productivity per employee relative to other areas still remains.

Figure 27: Projected GVA growth per FTE (£'s)



Population Growth

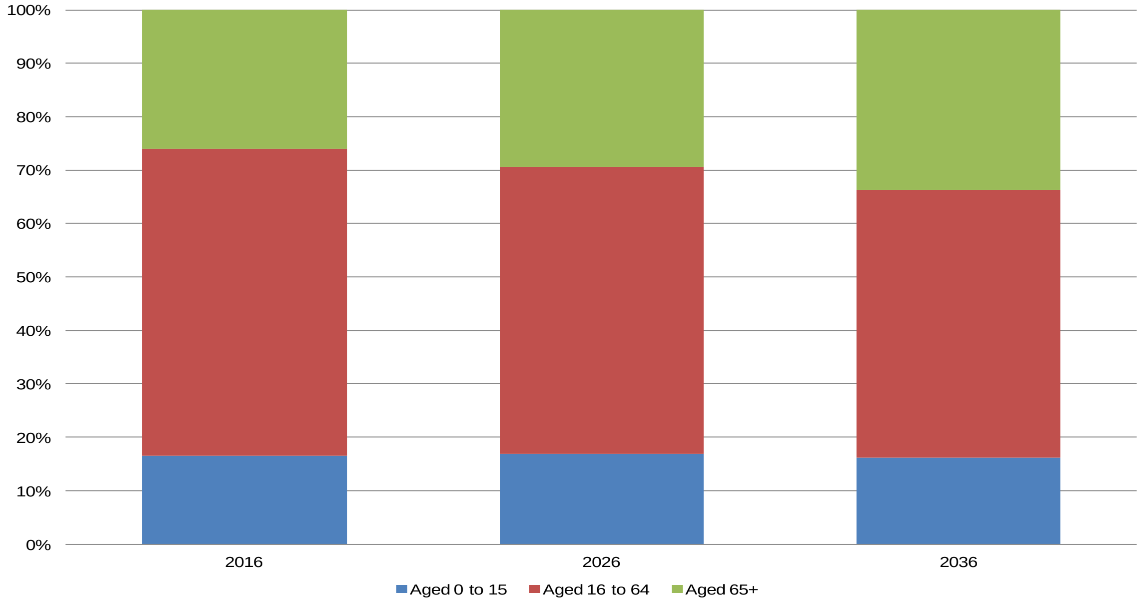
Figure 28 shows the projected change in the population over the next 20 years in Torbay, based on past data and current trends. By 2036 the total population in Torbay is projected to be around 146,819. As is evident from the chart the proportion of those aged 65+ is due to rise significantly – to represent over 1 in 3 of the population, while those under 16 are projected to broadly stay the same, while the working age population is due to fall from 57.4% in 2016 to 50.3% in 2036.

The projected change to Torbay's demography over the next 20 years will adversely impact upon the areas economy. Not only will the increase in 65+ put added pressures on the areas local public services and benefits, while the proportion of those contributing towards the economy are disproportionally declining – resulting in an increase in the local dependency ratio[11] from 1 member of the working age population for

[11] Defined as the population under 16 and those 65+ compared to the working age.

every 0.74 dependant to in 2016 to 1:1 in 2036. In reality, in 2015 there were 1.2 dependants[12] for every worker in Torbay. This is projected to increase to 1.4 by 2030.

Figure 28: Projected population change, Torbay



Source: NOMIS, Population Projections, 2016

[12] Figure based on 0-16, unemployed, and retired population

Meeting: Policy Development and Decision Group (Joint Operations Team)/Council Meeting

Date: 9 October 2017/19 October 2017

Wards Affected: All Wards

Report Title: English Riviera Destination Management Plan 2017-2021

Is the decision a key decision? Yes

When does the decision need to be implemented? Immediately

Executive Lead Contact Details: Cllr Nicole Amil, Executive Lead for Tourism, Culture and Harbours, Nicole.amil@torbay.gov.uk

Supporting Officer Contact Details: Kevin Mowat, Executive Head of Business Services, Torbay Council, Kevin.mowat@torbay.gov.uk

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1. Proposal and Introduction

1.1 TDA was commissioned by Torbay Council to develop a new Tourism Strategy, replacing the Turning the Tide 2010-2015 strategy. The new strategy developed into a wider Destination Management Plan (DMP) which is to be presented to Full Council on 19 October 2017 for adoption. The Council asked the TDA to:

- Identify the key issues facing the sector and establish a clear direction for the development of Torbay as a destination.
- Consider what is working and what needs to be changed.
- Provide direction on the role of the local authority, in the supply of tourism related infrastructure, services and amenities.
- Define the volume and value of tourism to Torbay.
- Outline the roles and structures governing tourism in the locality.
- Clearly articulate the vision for the future based on emerging trends.

1.2 The DMP sets the framework for the on-going development of Torbay as a tourism destination, and build upon the successes of the previous Strategy, Turning the Tide 2010-2015. The DMP is broader than simply a marketing plan and helps shape the future development of Torbay as a place.

1.3 The overall objectives of the DMP are to deliver a series of agreed key actions, in partnership with local stakeholders, to strengthen and develop the English Riviera's tourism offer by achieving the following*:*

- Increase year round growth in numbers for both UK Domestic and International visitors.
- Extension of the current season beyond the school holidays.
- Attraction of new International and UK visitors.
- Increase visitor spend.
- Attract investment and reinvestment into Torbay.
- Ensure sustainable delivery of marketing activity for the destination.
- Raise level of skills in the sector.

1.4 Research and consultation has highlighted six interconnected priorities for action. The DMP is an evidence-based document which sets out 6 priorities to aid the development of English Riviera visitor economy:

- Priority 1: Partnership Working
- Priority 2: Product Development
- Priority 3: Market Development and Communication
- Priority 4: Developing the Destination
- Priority 5: Visitor Experience
- Priority 6: Skills and Business Development

1.5 Each priority contains a number of actions, 27 in total. Each action has been allocated to a key stakeholder who will be responsible for the delivery of that action. These stakeholders will form the Destination Management Group which will be responsible for the delivery of the DMP.

1.6 The Visitor Economy is an important sector for Torbay. The Council and its partners will seek to use all opportunities to promote the alignment of the DMP with government strategies and the DMG could adapt actions based on changes in government policy.

2. Reason for Proposal

2.1 The English Riviera Destination Management Plan (DMP) 2017-2021 Pride in Place, sets the framework for the future development of tourism in Torbay. It is proposed that this new DMP will establish a shared approach between key stakeholders to effectively manage tourism as a whole for Torbay.

2.2 The DMP will focus collaborative effort, reduce duplication and maximise local investment, whilst making the most of available resources. This joint approach is supported by VisitBritain and VisitEngland as an essential tool further supporting Government policy and encouraging destination organisations to become focused and efficient. The DMP aligns with the Council's Corporate Plan, Town Centre Regeneration Programme and Economic Strategy.

3. Recommendation(s) / Proposed Decision

That the Executive Lead for Tourism, Culture and Harbours be recommended:

3.1 That the Council be recommended that the English Riviera Destination Management Plan 2017-2021 Pride in Place, as set out in Appendix 2 to the submitted report be adopted as a sub-strategy of the Torbay Economic Strategy.

Appendices

Appendix 1: Supporting Information and Impact Assessment
Appendix 2: English Riviera Destination Management Plan 2017-2021
Appendix 3: Evidence Base

Supporting Information and Impact Assessment

Service / Policy:	English Riviera Destination Management Plan 2017-2021
Executive Lead:	Cllr Nicole Amil
Director / Assistant Director:	Kevin Mowat

Version:	1	Date:	11.01.17	Author:	Carl Wyard

Section 1: Background Information	
1.	**What is the proposal / issue?** It is proposed that the English Riviera Destination Management Plan (DMP) 2017-2021 Pride in Place is adopted to replace the expired Turning the Tide Tourism Strategy 2010-2015, and establish a shared approach between key stakeholders to effectively manage tourism as a whole for Torbay. The adoption of the new DMP is essential for the future growth of Torbay's visitor economy. The DMP recommends developing a joined up collaborative approach for tourism - working together in partnership with key stakeholders and the industry to develop the English Riviera's visitor economy. The creation of a new Destination Management Group (DMG) whose shared vision is to manage the visitor economy and to deliver the Plan's objectives, will bring key stakeholders together across all sectors to effectively develop and promote the English Riviera tourism offer. The role of the DMG will be to deliver the six key priorities through a detailed action plan.
2.	**What is the current situation?** The draft DMP 2017-2021 Pride in Place, was published for public consultation on 9 December 2016 to 27 January 2017. THE DMP is awaiting approval.
3.	**What options have been considered?** The following options have been considered: a. No Destination Management Plan – the impact of this would lead to little development of the tourism offer, a heavy reliance upon repeat visitors and not developing the industry nor the place to ensure it is fit and desirable destination for future visitors. The result would be a likely reduction in visitor numbers reducing the economic development benefits the visitor economy can bring. b. A Tourism Strategy – this would focus solely on marketing the destination and would duplicate the activities of the Tourism BID Company. Furthermore, there would be little scope to develop neither the place nor the industry to meet the future needs of the visitor. There would be limited scope to attract new visitors and we would expect Torbay to lose out to its competitors.

	c. A Tourism Destination Management Plan – sets a framework for ensuring the Torbay visitor economy continues to develop and meets the needs of today's and tomorrow's visitors. Both the industry and the place can evolve maximising the economic benefits from the visitor economy and helping to ensure Torbay is a great place to live, work and visit. A Destination Management Plan is a concept and shared approach to effectively manage the whole tourism destination. VisitEngland VisitBritain sees the development of Destination Management Plans, which are increasingly being introduced across regions, as an essential tool further supporting Government policy, encouraging destination organisations to become focussed and efficient.
4.	**How does this proposal support the ambitions, principles and delivery of the Corporate Plan?** We have ensured that the DMP supports the delivery of Torbay Council's objectives, as set out in the Economic Strategy and Corporate Plan; specifically on creating a prosperous and healthy Torbay. The need to ensure Torbay remains an attractive and safe place to live, visit and work is one of the key areas of focus within the DMP. The Council's Economic Strategy and Local Plan sets out the need to create more employment in Torbay and the need to continue to secure investment in support of the right infrastructure for economic growth including road, rail and broadband, as well as sites and premises. The DMP focuses on Torbay's strong USP that is the English Riviera, with a world-class tourism offer and therefore the DMP supports and enables enhancement of that offer. The DMP sets out a shared approach to effectively manage the whole tourism destination. Focussing on developing a successful visitor economy, the DMP presents clear actions and the different stakeholders involved to take the DMP and the destination forward. Having a clear and structured Plan will therefore focus collaborative effort, reduce duplication and maximise local investment. This is therefore the right approach for the English Riviera, making the most of available resources, working in collaboration with key stakeholders and the industry to effectively develop the visitor economy. In addition, working in closer partnership also maximises Torbay's chances of making the most of available funding opportunities to support the development of the visitor economy and importantly the development of more world-class visitor experiences.
5.	**How does this proposal contribute towards the Council's responsibilities as corporate parents?** This document recognise that there are increasing opportunities in Torbay, and across the South West, to access higher learning and associated employment opportunities. Where possible, the actions in the Plan will develop a robust education/employment pathway to maximise those opportunities for our young people. Within this, care leavers and children in our care will be a particular priority and this is a specific action in the Plan.
6.	

	How does this proposal tackle deprivation? Within the Policy Framework the DMP sits under the Economic Strategy which has specific actions to tackle deprivation. Tourism and hospitality is recognised as a low paid seasonal sector to work in and this plan sets out an ambition to turn this around and make the sector an attractive one to work in. This will have a positive impact upon those working in the industry this having an impact upon those on the edge of poverty/deprivation.
7.	**Who will be affected by this proposal and who do you need to consult with?** English Riviera visitors, tourism-related businesses and local residents, who have visiting friends and relatives.
8.	**How will you propose to consult?** The draft English Riviera Destination Management Plan 2017-2021 Pride in Place, was published for public consultation 9 December 2016 to 27 January 2017 using: • Online questionnaire - via the Council's consultation website • Social media engagement • Press release • One to one meetings with key industry stakeholders, who will form part of the new Destination Management Group • Industry e-newsletters/direct contact – via TDA, ERTC and the Torbay Business Forum In addition, informal industry consultation in the form of 'listening panels' also took place on 5 December which has informed the development of the DMP.

Section 2: Implications and Impact Assessment	
9.	**What are the financial and legal implications?** Resources and financial implications on how best to deliver the Destination Management Plan are currently in discussion with Torbay Council and TDA. The options for delivery are: 1. Torbay Council provides financial resource to deliver the DMP. Delivery of the DMP would require a full-time role with estimated costs of £40,000 per annum. (+) Clear and consistent leadership and investment for the whole destination (-) Available finances (-) Resources and capacity within TC to manage delivery of the plan 2. Torbay Council contracts TDA to deliver the DMP (+) Complements the Masterplan delivery (+) Clear and consistent leadership (+) Great Places Funding has been secured providing 50% of the costs for the full-time role recovered. (+) TDA will ensure delivery of action plan follows an evidence based approach (-) Resources and capacity of TDA (-) If no extra funding is found, this will be delivered at the expense of other economic development activity 3. Partnership Funding is sourced (-) Uncertain and unreliable funding streams (-) Unclear leadership (-) Resources and capacity – will still require someone to lead on sourcing the funding 4. Do nothing (-) No leadership (-) No destination investment (-) DMP not delivered (-) Only the marketing of the destination will be taken forward by the new English Riviera Tourism BID Company (-) The work undertaken so far to develop the DMP would be a costly waste
10.	**What are the risks?** Key risks are outlined in the table:

	<table><tr><th>Risk description</th><th>Result</th><th>Impact</th><th>Mitigation</th></tr><tr><td>Limited engagement from stakeholders and wider industry</td><td>Limited delivery of DMP</td><td>Outcomes not achieved</td><td>Early stage engagement with stakeholders and wider industry</td></tr><tr><td>Not properly resourced</td><td>Solely reliant upon the partnership to form and deliver the DMP</td><td>Likely reduced momentum resulting in the Destination Management Group (DMG) dissolving resulting in poor outcomes</td><td>Full time role to be resourced to co-ordinate the DMG and deliver the plan</td></tr><tr><td>Lack of investment</td><td>No product development</td><td>Reduction in appeal of Torbay as a visitor destination resulting in reduction in visitor numbers</td><td>Align DMP to other place shaping strategies and maximise development/investment opportunities</td></tr></table>
11.	**Public Services Value (Social Value) Act 2012** Not applicable.
12.	**What evidence / data / research have you gathered in relation to this proposal?** In-depth desktop and primary research has taken place to build an effective and forward thinking Tourism Destination Management Plan. This includes: • Tourism value and volume data • Visitor/lapsed/ non visitor face to face and online surveys • Industry surveys • Strengths, issues and opportunities • Emerging trends This information has been captured in an Evidence Base document appended with this report.
13.	**What are key findings from the consultation you have carried out?** The public consultation supports the DMP. Through TDA's one to one meetings with key industry stakeholders (taken place at the time of writing), positive feedback has been received in support of the Destination Management Plan, its objectives, approach, priorities and proposal for a new Destination Management Group to deliver the action plan.
14.	**Amendments to Proposal / Mitigating Actions** Consultation has concluded and all necessary amendments have already been made.

Equality Impacts

15	**Identify the potential positive and negative impacts on specific groups**			
		Positive Impact	**Negative Impact & Mitigating Actions**	**Neutral Impact**
	Older or younger people	A key Objective of the DMP is to raise the level of skills in the tourism sector. Priority 6: *Skills and Business Development* of the Action Plan focuses on what we need to do to ensure we have the right skills to meet visitor needs and expectations. Key actions of this priority relating to younger people include: • Support industry by changing perceptions for tourism as an attractive career path and retain local talent. • Encourage adoption of apprenticeships throughout the industry, helping to overcome the barriers of recruitment and retention of staff (a key issue often seen by businesses due to tourism seasonality).		
	People with caring Responsibilities	The Objectives of the DMP aim to attract growth in both domestic and international visitors. The English Riviera is an accessible tourism destination for all visitors, including people with caring responsibilities. Priority 4: *Developing the*		

	Destination includes the key focus of ensuring the resort is an attractive place to visit, including the delivery of services accessed by visitors all year round, such as the provision of public toilets, parking and beach facilities. This action also has an impact on Priority 5: *Visitor Experience*, focusing on developing customer care across the resort, giving the best welcome to all visitors and maintaining high satisfaction. The provision of modern, well-informed parking services for all visitors is a key action point, aligning with the Council’s Parking Strategy 2016-2021; providing quality, affordable and accessible parking services to meet visitor needs and expectations. Priority 6: *Skills and Business Development* includes the key action of developing an accessible and affordable programme of business support, which includes maximising revenue opportunities and visitor markets.		
People with a disability	The Objectives of the DMP aim to attract growth in both domestic and international visitors. The English Riviera is an accessible tourism destination for all visitors, including people with a disability.		

	Priority 4: *Developing the Destination* includes the key focus of ensuring the resort is an attractive place to visit, including the delivery of services accessed by visitors all year round, such as the provision of public toilets, parking and beach facilities. Accessibility of services will be a consideration. This action also has an impact on Priority 5: *Visitor Experience*, focuses on developing customer care across the resort, giving the best welcome to all visitors and maintaining high satisfaction. The provision of modern, well-informed parking services for all visitors is a key action point, aligning with the Council's Parking Strategy 2016-2021; providing quality, affordable and accessible parking services to meet visitor needs and expectations. Priority 6: *Skills and Business Development* includes the key action of developing an accessible and affordable programme of business support, which includes maximising revenue opportunities and visitor markets, and ensuring businesses meet the needs of all their customers.		

Women or men	The Objectives of the DMP are to attract growth in both domestic and international visitors. The English Riviera is an accessible, tourism destination for all visitors, which is the key focus of Priority 5: *Visitor Experience*. The 2016 visitor survey shows Torbay attracts more female visitors (54%) than male, evidencing it is an inclusive, welcoming resort to both men and women.		
People who are black or from a minority ethnic background (BME) *(Please note Gypsies / Roma are within this community)*	The English Riviera is an accessible, tourism destination for all visitors, which is the key focus of Priority 5: *Visitor Experience*. The Objectives of the DMP aim to attract growth in both domestic and international visitors and is non-discriminatory; the target markets will be based on evidence and emerging trends.		
Religion or belief (including lack of belief)	The English Riviera is an accessible, tourism destination for all visitors, which is the key focus of Priority 5: *Visitor Experience*. The Objectives of the DMP aim to attract growth in both domestic and international visitors, including those with religion, belief or non-belief.		
People who are lesbian, gay or bisexual	The English Riviera is an accessible, tourism destination for all visitors, which is the key focus of Priority 5: *Visitor Experience*.		

	The Objectives of the DMP aim to attract growth in both domestic and international visitors, including people who are lesbian, gay or bisexual.		
People who are transgendered	The English Riviera is an accessible, tourism destination for all visitors, which is the key focus of Priority 5: *Visitor Experience*. The Objectives of the DMP aim to attract growth in both domestic and international visitors, including people who are transgendered.		
People who are in a marriage or civil partnership	The English Riviera is an accessible, tourism destination for all visitors, which is the key focus of Priority 5: *Visitor Experience*. The Objectives of the DMP aim to attract growth in both domestic and international visitors, including people who are in a marriage or civil partnership.		
Women who are pregnant / on maternity leave	The English Riviera is an accessible, tourism destination for all visitors, which is the key focus of Priority 5: *Visitor Experience*. The Objectives of the DMP aim to attract growth in both domestic and international visitors, including women who are pregnant/ on maternity leave.		
Socio-economic impacts (Including impact on child poverty issues and deprivation)	Attracting investment and reinvestment into Torbay is a key objective to the success of the visitor economy and the DMP.		

	Priority 5: Developing the Destination includes key actions • to ensure the destination remains an attractive and safe place to live, visit and work and • Support the reinvestment and attract new high quality investments to further develop the tourism offer to attract new visitors. This includes making better use of Torbay Council capital infrastructure assets, improving the quality of offer and generation revenue.		
Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	The adoption of the DMP aligns with the Council's Corporate Plan ambitions for a prosperous and healthy Torbay; by making the best use of resources and adopting a joined up partnership approach for the future of tourism in Torbay and through the creation of a new Destination Management Group. The DMP aligns with the Council's targeted action of ensuring Torbay remains an attractive and safe place to live and visit, therefore having a positive impact on the general health of the population of Torbay.		

14	**Cumulative Impacts – Council wide** (proposed changes elsewhere which might worsen the impacts identified above)	The English Riviera Destination Management Plan 2017-2021 sets out the framework for the on-going development of Torbay as a tourist destination. The DMP embraces corporate priorities. When any changes are made in Council policy, those with tourism implications should be identified and responded to appropriately.
15	**Cumulative Impacts – Other public services** (proposed changes elsewhere which might worsen the impacts identified above)	The English Riviera Destination Management Plan 2017-2021 sets out the framework for the on-going development of Torbay as a tourist destination. The DMP embraces corporate priorities. When any changes are made in Council policy, those with tourism implications should be identified and responded to appropriately.

Agenda Item 6
Appendix 6

2017-2021

English Riviera Destination Management Plan

Delivering a Prosperous and Healthy Torbay

TORBAY COUNCIL

CONTENTS

INTRODUCTION

Torbay, the English Riviera, is a leading UK seaside holiday destination. This Destination Management Plan[1] (DMP) brings the management of the destination together. It aims to provide a shared approach to ensure the whole destination and its tourism businesses are supported and developed. Focussing on developing a successful visitor economy, the Plan presents clear actions and the different stakeholders involved to take Torbay, as a destination, forward. The Plan will align collaborative effort, reduce duplication and maximise local investment.

The Plan builds on the success of the *Turning the Tide for Tourism in Torbay* Strategy:

- 12% increase in UK visitors with an 8% increase in spend and 1% increase in overseas visitors.[2]
- Achieved UNESCO Global Geopark status, based on the English Riviera's outstanding internationally significant geological and cultural heritage.
- Delivery of the new South Devon Highway, improving visitor journey times and travel experiences.
- Charitable status obtained for the Agatha Christie Festival, securing Arts Council funding for international development.
- Increased private investment in product development including the refurbishments of hotels improving the quality of accommodation from 2* to 3*, increased the number of quality 5* Boutique B&Bs, development of three new Premier Inns and new 5* boutique spa beach huts.
- Achieved and maintained Purple Flag status for the destination's night time economy and Blue Flag and Beach Awards status.
- The future of destination marketing secured through the establishment of the new English Riviera Tourism BID Company.
- 'The English Riviera, South Devon's Beautiful Bay' widely adopted across the resort
- New high quality restaurants, cafés and bars, including the popular Abbey Sands development.
- More berths for leisure vessels in Torquay Harbour and new cycle routes have been introduced.

Moving forward, the DMP will make more use of the area's natural and cultural assets to develop an all year round destination offer, define compelling marketing messages and new products to reach new International and domestic visitors; increasing the quality of the tourism offer and maintaining the resort's position as a leading South West coastal destination.

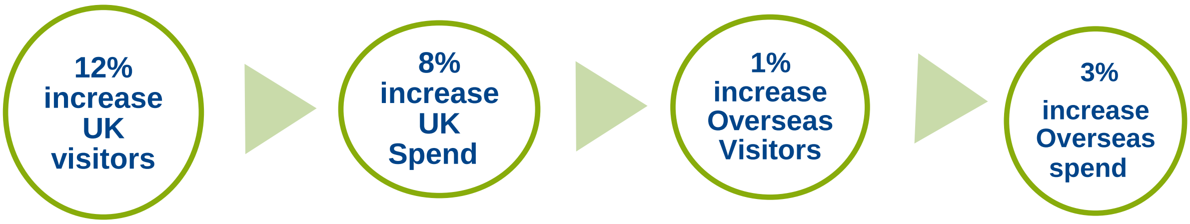
The DMP 2017-2021 is underpinned by extensive consultation which has invited tourism stakeholders across the private and public sector locally to share their views. TDA, on behalf of Torbay Council, has also conducted a wide range of research to support the Plan which has been published as Supporting Evidence.

[1] A DMP is a concept and shared approach to effectively manage the whole tourism destination. VisitEngland VisitBritain sees the development of Destination Management Plans, which are increasingly being introduced across regions, as an essential tool further supporting Government policy, encouraging destination organisations to become focussed and efficient.
[2] 2010:2015 comparison English Riviera visitor data

EXECUTIVE SUMMARY

The English Riviera as a leading UK coastal resort faces an exciting future. Since 2010, when the previous Tourism Strategy was approved, both staying domestic visitors and day visitor numbers have increased, supported by year-on-year visitor spend.

The following achievements have been made since the 2010-2015 Turning the Tide Strategy was approved:



Tourism remains a key sector for Torbay and this DMP sets out how we aim to develop the place to meet the needs of today's and tomorrow's visitors. Whilst the summer season remains important for the industry and its visitors, many of whom are returning visitors, seizing on new opportunities and new markets to attract new visitors all year round is the ambition of this Plan. More specifically, the Plan seeks to:

- Increase year round growth in numbers for UK domestic and international visitors
- Extend the current season beyond the school holidays
- Attract new international and UK visitors
- Increase visitor spend
- Attract investment and re-investment into the Torbay
- Ensure sustainable delivery of marketing activity for the destination
- Raise skills levels in the sector

As series of priorities and actions have been developed to help achieve these objectives.

These Objectives and associated Priorities and Actions have been developed following extensive visitor and industry surveys conducted during 2016, supported by industry trend data from Visit England and current government policy.

Achieving these objectives will the responsibility of a newly formed Destination Management Group (DMG) which will oversee the delivery of this plan and its actions by reaching out to industry leaders within Torbay such as the Torbay Business Forum and Local Chambers of Commerce to facilitate its delivery; these industry leaders will form a sub-group of the DMG. The DMG will also be the custodians of the destination setting out how we respond to challenges facing the industry and responding to and influencing government policy.

CONTEXT

The Visitor Economy and Market

Tourism in England generates £85 billion a year for the economy and employs over 2.6 million people. Latest figures[3] for domestic overnight tourism indicate that there were over 43 million holidays, 40 million visiting friends and family and 14 million business visits. Inbound tourism saw 12 million holidays, 10.5 million visiting friends and family and 7.5 million business visits.

In 2015, over 4.5 million trips were taken to Torbay with £436 million spent by those visitors. The increases in visitor numbers and spend since 2010 when the previous Strategy was adopted are:

- 12% increase in trips by UK Domestic Visitors
- 4% increase in the number of nights spent in Torbay by UK visitors
- Spend by UK visitors has increased from £220,433,000 in 2010 to £274,410,000, which equates to an 8% increase when compound inflation is taken into account.

The table below shows the comparison of Torbay with other Devon destinations in 2015[4]:

	UK Trips	Overseas Trips	Day Visitors	Total Visitor Spend*
English Riviera	1,084,000	95,600	3,389,000	£436,040,000
Teignbridge	573,000	37,500	3,516,000	£253,484,000
Plymouth	637,000	76,000	4,252,000	£316,553,000
North Devon	937,000	26,000	2,964,000	£345,512,000

* Domestic, overseas and day visitor spend

The 2016 visitor surveys show the English Riviera remains a popular holiday destination. It has a strong and loyal UK market attracting 97% of its visitors from the UK and has an extremely high repeat visitor rate of 87%.

The Tourism Product

Situated within the stunning, rolling hills of South Devon, the English Riviera covers 24 square miles, comprising of the three towns Torquay, Paignton, and Brixham located around the east-facing natural harbour of Tor Bay.

The area includes part of the South West Coast Path, has 18 sandy beaches and is in close proximity to Dartmoor National Park. Known as South Devon's Beautiful Bay, the area's attractive coastline, mild-climate, recreational and leisure attractions have won the English Riviera the title of England's Top seaside destination[5], and has been included in the country's Top 10 destinations for the past three years.

In September 2007, the English Riviera received International recognition for its rich geological, historical and cultural heritage and Torbay became a Global Geopark. The designation has full UNESCO programme status that has so far only been awarded to 120 destinations in the world.

[3] Tourism in England – Key Facts and Trends 2015
[4] South West Research Company
[5] TripAdvisor 2015 Travellers Choice Awards

Policy Context

The ambition of Torbay Council's Corporate Plan is to create a prosperous and healthy Torbay. The need to ensure Torbay remains an attractive and safe place to live, visit and work is one of the targeted actions within the Corporate Plan.

Torbay's Economic Strategy provides a five year plan for growing the area's economy with a clear action plan focussing on sustainable productive growth. The Strategy places a strong focus upon ensuring that previous investment and job creation is sustained, whilst ensuring the correct environment is in place to maximise growth opportunities, raise productivity levels in businesses and deliver long term prosperity. We recognise that there are increasing opportunities in Torbay, and across the South West, to access higher learning and associated employment opportunities. We are committed to developing a robust education/employment pathway to maximise those opportunities for our young people. Within this, care leavers and children in our care will be a particular priority.

The Economic Strategy encompasses this DMP as well as the Cultural Strategy and the Transformation Strategy for Torbay's Town Centres. The Council's Local Plan provides the framework for growth, investment and planning decisions in Torbay, including policies for tourism.

The development of the destination of Torbay will also take place in the context of national and regional policy:

- The recognition by the Government of the need to support growth in the tourism industry
- VisitEngland VisitBritain's focus on building England's tourism product, raising Britain's profile worldwide and increasing the volume and value of tourism exports
- The aims of the Heart of the South West Local Enterprise Partnership to create the right underlying conditions to address productivity barriers and support specific opportunities for high growth
- The objectives of Visit Devon to promote and market the County of Devon as a tourist destination and to act as an official voice for those involved in Devon's tourism industry.

Destination Management, Organisation and Marketing

To take this DMP forward, which is essential for Torbay's future growth, the Plan advocates a joined up collaborative approach for tourism, with stakeholders and industry working in partnership to develop the English Riviera's visitor economy.

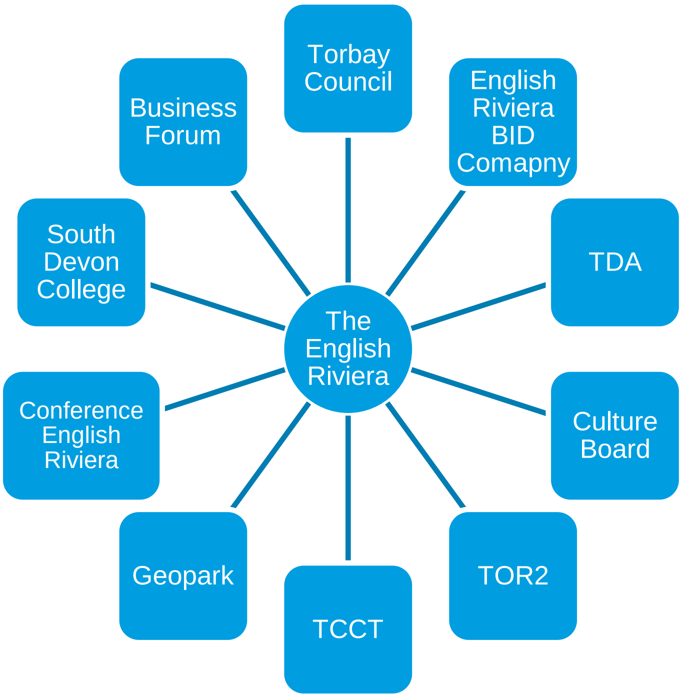
This Plan is separate and different to the Business Plan of the English Riviera BID Company. The Company is the official Destination Marketing Organisation for Torbay, overseeing the management, delivery and evaluation of targeted marketing activities. It will operate until 2022, investing £3 million in focussed marketing activity.

The creation of a new Destination Management Group (which will manage the visitor economy and deliver the Destination Management Plan's objectives) will reach out to stakeholders and industry leaders across all sectors to effectively develop and manage the English Riviera as a whole destination.

Funding opportunities for tourism need to be maximised for tourism and business investments (infrastructure, product development and skills), the Destination Management Group will take a collective role in identify new funding sources, working together with industry to support the growth of the English Riviera's visitor economy.

Key stakeholders of the Destination Management Group include:

Torbay Council (including Tor Bay Harbour Authority)
English Riviera BID Company
TDA
Torbay Culture Board
TOR2
Torbay Coast and Countryside Trust
English Riviera Global Geopark Organisation
Conference English Riviera
South Devon College
Torbay Business Forum



Whilst, these are the leading organisations, as delivery of the Plan progresses additional members may be identified and invited to join the Group.

As part of the collaborative working partnership approach and the shared vision to develop the destination's visitor economy, building effective strategic partnerships (local and regional) is essential for the future of tourism in Torbay. A **Sub Reference Group** will therefore also be established, supporting the Destination Management Group and who can be called upon on an ad-hoc basis to assist in the development and delivery of the Action Plan. Members of the Sub-Reference Group will include business representatives across sectors including retail, as well as organisations such as the Chamber of Commerce, Torbay Licensing Forum, Events Forum and Transport Operators (Stagecoach, First Great Western, local Boat Operators and Exeter Airport for example).

Torbay will continue to work with other partners across the South West where there are shared benefits.

Future Challenges and Trends

TDA's industry research (which is set out in the accompanying Evidence base) shows there are emerging trends and opportunities which are areas of opportunity for the English Riviera:

- Increase in popularity of short breaks
- Growing popularity of staycations
- Increase in business and conference tourism

- Growing national trend for wellness tourism
- Building on existing assets to increase cultural tourism
- Maximising the opportunities from TV and film production

The following pages show the strengths, issues and opportunities which are the basis on which the DMP has been developed and stem from the Evidence Base. The Plan sets the framework to bring these together to develop the English Riviera's aspirations as the preferred South West coastal tourist destination.

STRENGTHS	ISSUES	OPPORTUNITIES
▪ Strong UK market with three quarters of visitors from outside the South West region, with large amounts of visitors coming from the M1, M6 corridors, central and north areas. ▪ Current visitors are happy and like what they experience - high resort recommendation score. ▪ 79% of visitors are staying are overnight ▪ Popular location for taking a leisure trip/holiday. ▪ High proportion of affluent ABC1s visitors and in full time employment. ▪ Exceptional high return of repeat and loyal visitors. ▪ The majority of staying visitors are without children and in adult only groups. ▪ Strong family market, (predominately during school holidays), seeing an increase of groups with children and increase in group size from 2.58 to 2.64 people. ▪ Accessible location - highest proportion of visitors travelling by car. ▪ Visitors feel well informed with information was easy or very easy to find during their visit. ▪ Strong ‘traditional seaside experience’ with 62% of visitors giving this as the main reason for visiting. ▪ High visitor satisfaction for ‘resort enjoyment’ ▪ A good range of ‘things to do’ and attractions with good satisfaction scores. ▪ Successful new developments, (e.g. Abbey Sands). The restaurants in this development are often full highlighting the fact that if a	▪ Torbay has an ageing visitor profile. ▪ Low rate of first time visitors. ▪ Extreme seasonality, predominately during the school holidays. ▪ Low rate in overseas visitors. ▪ The average length of stay has decreased from 5.40 nights to 4.76 nights. ▪ The car parking offer is seen as the biggest issue ▪ The physical environment of the high street is seen as run down – empty retail shops and dirty streets. ▪ Increased presence of anti-social behavior and homeless people on the streets/open public areas. ▪ The proportion of business trips is continuing to decline. ▪ Lapsed/ non visitors do not think they can find a quality offer in Torbay (specifically food and drink). ▪ Torbay is seen as a value for money destination. ▪ No new destination related issues deterring visitors, but existing issues need addressing. ▪ Half of tourism businesses experience issues as a result of Torbay’s seasonality. ▪ Low industry confidence in visitor demand, increased competition, the economy (Brexit), recruitment/retention of staff. ▪ Short supply of high-end accommodation. ▪ There needs to be a better link between culture and tourism and how this offer is promoted to attract new visitors. ▪ The English Riviera is a strong brand for current visitors but the brand can be confusing, as the	▪ Promote the English Riviera as a year round destination, extending the season. ▪ Maximise visitors’ interest in the local food/drink and the outdoors. ▪ Agatha Christie provides a useful cultural offer ▪ Utilise local events in a co-ordinated marketing programme to attract new visitors and engage with local businesses and residents. ▪ Increased UNESCO Geopark awareness with 40% of visitors wanting to find out more. ▪ Review the success of the UNESCO Geopark conference and make best use of its legacy for the business/conference and international market. ▪ Research the UK and International conference and business market to identify opportunities for the resort and the Riviera International Conference Centre. ▪ The majority of staying visitors are without children and in adult only groups, presenting the opportunity to further develop this market to increase the shoulder season and occupancy. ▪ Develop the quality offer and fill bed spaces out of peak summer months utilising the mix of accommodation and large stock available. ▪ New product development to support growth in international visitors. ▪ Day visitors staying in other areas of Devon/South West are travelling up to 1 hour to Torbay whilst on their trips. ▪ Torbay’s car parking offer can be used to attract shoppers and day visitors. ▪ The resort can become a touring base for Devon

STRENGTHS	ISSUES	OPPORTUNITIES
quality product is developed, people are willing to use them and spend the money. ▪ Strong industry confidence both in the future of their business and in planning to develop and grow their business in the next 5 years. ▪ Strong desire for partnership and joined-up working from the Industry, for sharing of information/ events, promoting Torbay and improving the quality of offer. ▪ Businesses are engaging digitally. ▪ High delegate satisfaction score for the UNESCO Global Geopark Conference.	area is also known as Torbay with the towns Torquay, Paignton and Brixham. ▪ Current visitors are on a budget and are using On-line Travel Agents more to find the best deals. ▪ Working in the tourism industry is not perceived as a career option impacting on staff recruitment and retention. ▪ Torbay is seen as too far to travel by lapsed/non visitors. ▪ There are perceived delays in the development of new development projects. E.g. Torwood Street, Oldway Mansion, Pavilion. ▪ 1/3 of businesses feel training isn't relevant to their business on a range of key topics and 1/3 don't provide any training at all. ▪ April to September is the core trading period for businesses. ▪ Low delegate satisfaction score for the quality of resort accommodation from the UNESCO Global Geopark Conference delegates.	▪ A higher percentage of non-visitors are looking for history, heritage and culture for a holiday and which they don't think they can find here. ▪ Increase use of digital by visitors to research, book and review their trips. ▪ New developments (e.g. Abbey Sands attracting leading restaurants) provide an opportunity to attract similar developments to Torbay. ▪ 8% VFR market – this seems low, but may be the second reason for visiting. ▪ Increase in shorter stays and maximise the visitor spend in this market trend. ▪ Maximise current visitor's high recommendation scores. ▪ Brexit is likely to lead to an increase in staycationing whilst making the UK an attractive place to visit for Europeans due to currency changes. ▪ The South Devon Highway has improved accessibility to the area bringing Exeter/Bristol Airport closer in terms of travel times, potentially opening up new markets. ▪ Accommodation providers can help to promote events, what's on/things to do. ▪ Successful VisitEngland Discover England Fund project (England's Seafood Coast) will create a strong quality food and drink offer to attract new International visitors. ▪ The new Tourism BID Company will provide a clear way forward for destination marketing. ▪ Businesses are engaging digitally, there are opportunities to help businesses to use these platforms more effectively.

OBJECTIVES

Objective and Targeted Actions

The objective of the English Riviera's DMP is:

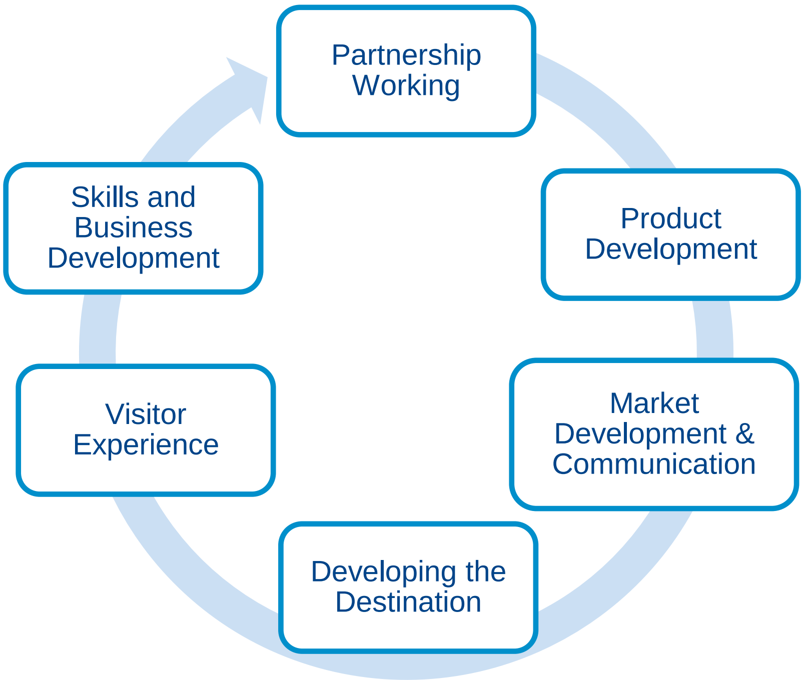
> To strengthen and develop the English Riviera's tourism offer.

This will be achieved by delivering, in partnership with local stakeholders, the following targeted actions:

- Increase year round growth in numbers for both UK Domestic and International visitors
- Extend the current season beyond the school holidays
- Attract new International and UK visitors
- Increase visitor spend
- Attract investment and reinvestment into Torbay
- Ensure sustainable delivery of marketing activity for the destination
- Raise level of skills in the sector

Priorities

To deliver these targeted actions there are six priorities, which are all connected to ensure the success of the English Riviera's visitor economy. Whilst these priorities can stand alone, there is likely to be some overlap (i.e. developing the destination will also have an impact upon marketing and communication).



- **Priority 1: Partnership Working:** We will work collectively with joint responsibility to deliver the Destination Management Plan in order to grow of the English Riviera's visitor economy.
- **Priority 2: Product Development:** We will strengthen the English Riviera's all year round product, extending the season and jointly developing an increased number of compelling visitor experiences. We will build on the success of our quality natural and cultural assets, the UNESCO Geopark and Agatha Christie to attract new international and UK visitors.
- **Priority 3: Market Development and Communication:** We will identify new and emerging markets and how best to communicate with them We will make the most of our existing assets and all year round destination to attract new international and UK visitors as a key focus for marketing the English Riviera.
- **Priority 4: Developing the Destination:** We will ensure the English Riviera remains an attractive destination to live, visit and work in order to grow the visitor economy through improving the physical destination and the natural environment.
- **Priority 5: Visitor Experience:** We will ensure the English Riviera as a destination offers a quality experience across the whole resort, welcoming new visitors and encouraging their return.
- **Priority 6: Skills and Business Development:** We will work collaboratively to support tourism businesses to improve skills (including online digital) to develop the destination and to meet visitor needs and expectation.

Outcomes

Through focused and managed actions in relation to the Priorities, this Plan will strengthen the English Riviera visitor economy and will achieve the following outcomes:

- Increased visitor numbers and spend
- Extending the season beyond the school holiday periods

- Attracting new visitors
- Attracting investment and reinvestment
- Ensuring sustainable delivery of marketing activity for the destination
- Improved quality of accommodation offer
- Improved infrastructure, parking and retail offer
- Improved hotel occupancy throughout the year
- Improved visitor satisfaction results and recommendation rates across all areas
- Increased number of businesses taking up training opportunities
- Better connection with education providers and take up of apprenticeships
- Improving the perception of tourism of a career choice, retaining skills and local talent

ACTION PLAN

This section builds upon the presented six Priorities and sets out a series of key actions which the Destination Management Group (with a lead organisation for each action) will take forward. It should be noted that whilst these actions can stand alone, there is likely to be some overlap. The timescales and key milestones will be monitored and measured by the lead organisation, who can also call upon other organisations to support and deliver the priority.

Priority 1: Partnership Working

Key Actions	Lead Organisation
1. Create the Destination Management Group and set the Terms of Reference, to manage the delivery of the Plan and develop the English Riviera's visitor economy.	Torbay Council
2. Create the Sub Reference Group to support the Destination Management Group and the delivery of the Plan.	Destination Management Group
3. Prioritise our looked after children and care leavers within the activities in this Plan.	Destination Management Group

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Priority 2: Product Development

Key Actions	Lead Organisation
4. Develop an all-year round seasonal product, extending the season to attract new Domestic and International visitors and overcome extreme seasonality in peak summer months. Supporting marketing and communications, promoting the English Riviera as an all year round destination, extending the season and attracting new visitors all year round.	Destination Management Group
5. Define Torbay's cultural offer to target and attract new visitors; develop new itineraries making the most of cultural assets including Agatha Christie and UNESCO Geopark, and further explore opportunities in this new market; further supporting the all year round offer and attracting international visitors.	Torbay Culture Board
6. Develop a range of packages and experiences to exploit new opportunities and satisfy the needs of new visitor markets; Develop compelling packages and targeted marketing messages to attract new	English Riviera BID Company

Domestic and International visitors, as well as re-engaging with lapsed/non visitors; including quality food and drink, history heritage and culture, natural assets and outdoor experiences/activities.

Priority 3: Market Development and Communication

Key Actions	Lead Organisation
7. Develop an all-year round seasonal offer, extending the season, marketing the English Riviera as an all-year round destination, using Torbay's natural assets throughout the year to define and promote the offer. This should include evolving the current calendar of events/activities, making the most of big and annual events, using key seasonal messages to attract new UK and International visitors.	English Riviera BID Company
8. Ensure regular market intelligence and evaluation takes place to inform effective market development - keeping the English Riviera businesses up to date with visitor trends, emerging markets and associated opportunities and further developing the offer	English Riviera BID Company
9. Scope new opportunities and development into new UK and International visitor markets. Identifying the new trends and how to maximise the opportunities to extend the season and increase new visitors. To include increasing short breaks and maximising the rise in 'staycations', international visitors, engaging with non/lapsed visitors, under 35's, business/conference tourism and exploring TV/film opportunities.	English Riviera BID Company
10. Develop the UNESCO Geopark offer to maximise visitor interest and increase new International and Domestic visitor markets. The offer should be accessible online, reflecting visitor trends, defining how both visitors and residents can benefit; further supporting product development and the English Riviera's all year round offer.	English Riviera Global Geopark Organisation
11. Build upon Torbay's digital presence - improving the quality and accessibility of visitor information, and also increasing direct online bookings with businesses through improved e-commerce websites; Working with industry for a joined up approach to cross-promote and aligning with national VisitEngland VisitBritain campaigns which are digitally focused, including the creation and sharing of quality content, guides, itineraries and images.	English Riviera BID Company

Priority 4: Developing the Destination

Key Actions	Lead Organisation
12. Maintain the strategic partnership focus for the development of the English Riviera's visitor economy to ensure the Plan's Objectives are achieved.	Destination Management Group
13. Aligning with Torbay Council's Corporate Plan, ensure the English Riviera remains an attractive and safe place to live, visit and work. This includes seeking to ensure service delivery, infrastructure and public open spaces accessed by visitors are maintained to support the destination's product development and meets the needs of visitors	Torbay Council
14. Review Torbay's retail and parking offer, as well as gateway and signage, to understand how it can be used to improve the quality of the visitor experience and overall welcome to the English Riviera. Ensure alignment to Torbay Masterplans' implementation timeframes and communication plans, further supporting product development and the quality of the visitor experience, specifically to overcome negative resort perceptions.	Retail – TDA Parking – Torbay Council
15. Support Torbay Council's policy for accommodation change of use; to better understand the impact on the visitor economy, the provision of support information for businesses and the future development of good quality accommodation, to attract new visitors and to meet their needs.	Torbay Council
16. Attract new high quality investments to further develop the English Riviera's offer and to attract new UK and International visitors. Specifically, making better use of Torbay Council existing capital infrastructure assets and empty buildings which are perceived negatively, including Torwood Street, Torre Abbey, Oldway Mansion and Broadsands Beach. This investment further improves the quality of offer, whilst also generating revenue for the visitor economy.	Torbay Council
17. Review Torbay's digital connectivity offer, ensuring the English Riviera offers exceptional, accessible Wi-Fi across the resort and in public spaces, improving the quality of visitor welcome and experience for both residents and visitors. This further supports product development and increasing the 'visiting friends and relatives market'. We know visitors are online during their stay to access information, book restaurants/things to do, as well as leaving online reviews. This provision therefore recognises and supports this trend, whilst improving the visitor experience.	TDA

Priority 5: Visitor Experience

Key Actions	Lead Organisation
18. Continue to develop exceptional customer care across the resort, giving the best welcome to all visitors and maintaining high satisfaction; Providing a quality offer and visitor experience consistently all year round, attracting and maintaining visitors to a quality destination.	Destination Management Group
19. Ensure modern, well-informed parking services are provided for all visitors, as detailed in Torbay Council's Parking Strategy 2016-2021; including the adoption of clear pricing options and seasonal campaigns, increasing revenue. Further supporting the all year-round product development, providing quality, affordable and accessible parking services will meet visitor expectations and overcome negative resort experiences and improve satisfaction rates.	Torbay Council
20. Ensure industry and local residents are well informed to provide up to date information to visitors/relatives on what the resort offers. Improving the communication and promotions of resort events/services, through a joined up approach will increase attendance, visitor spend and local awareness, improving the overall visitor experience	English Riviera BID Company
21. Identify areas of opportunities to increase visitor satisfaction scores into other resort services. Overall resort recommendation is high for example from current visitors; by developing weaker areas of visitor satisfaction, such as car parking facilities, public toilets and beach services it will positively impact on the visitor experience.	Destination Management Group
22. Maximise the opportunities through awards and accreditations to raise the profile of the English Riviera as a quality destination to new visitor markets. Promote and support businesses to enter awards and gain accreditations/recognition, including TripAdvisor, VisitEngland and Purple Flag.	English Riviera BID Company

Priority 6: Skills and Business Development

Key Actions	Lead Organisation
23. Develop the evidence base; conduct regular industry intelligence to understand the needs of industry, informing business and skills development. Ensure market-led business support is taking place, further supporting developing the destination and the visitor experience.	TDA
24. Support industry by changing perceptions for the tourism sector as an attractive career path and to retain local talent. By developing the destination and the all year round offer, it will support the industry with current issues experienced by seasonality, and the over reliance on cheap, seasonal, low skilled labour.	TDA
25. Develop an accessible and affordable programme of business support; encouraging tourism businesses throughout the destination to embrace the all year round offer and adapt to changing visitor trends. Business support should include key areas such as addressing key industry issues and those associated with 'Brexit'; recruitment and retention of staff; (linking to action 23); barriers to growth; developing digital skills; increasing revenue and maximising all opportunities to increase the visitor economy.	TDA
26. Identify future funding opportunities for business skills development, supporting the development of the visitor economy and maximising the funding opportunities. This also supports product development and developing the destination.	Destination Management Group
27. Encourage adoption of apprenticeship schemes throughout the industry, helping to overcome the barriers of recruitment and retention of staff, an issue often seen by tourism businesses due to Torbay's seasonality. Encourage the sector to take part in National Apprenticeship Week bringing together employers, schools and education providers and young people.	Destination Management Group

Contributors to Destination Management Plan

2017-2021

English Riviera Destination Management Plan 2017-2021

Evidence Base

Pride in Place

CONTENTS

INDUSTRY SURVEY 2016

A comprehensive online tourism industry survey took place for three weeks in July 2016 by The South West Research Company Ltd on behalf of TDA. The aims and objectives of the 2016 survey were:

- To provide up-to-date information on current marketing methods used by businesses.
- To establish communication methods with visitors before, during and after their trips.
- To ascertain the current levels of training provision.
- To identify any issues and challenges related to the seasonal nature of tourism.
- To understand what businesses feel are the key priorities and emerging trends.

The survey was distributed to 984 tourism businesses, using ERTC contacts database, as well being promoted through the TDA Business Newsletter, local press release, Torbay Business Forum, Brixham Chamber of Commerce and across social media.

A total of 75 useable responses were generated, representing a 7.6% response rate.

A detailed analysis report produced by the South West Research Company is also available; the following are key summary points from the survey.

Key Findings

The results of the 2016 industry survey show Tourism in the English Riviera is very positive and businesses are generally using a mix of marketing, they recognise the importance of being digitally visible, value communication and providing information to visitors.

Industry Profile:

- 73% of respondents were accommodation providers
- 71% of businesses are based in Torquay
- 57% of respondents were established business and more than 6 years old
- 43% are independent businesses

Marketing and use of Digital:

72% of business said they used targeted marketing to attract a certain type of visitor:

- 83% to attract UK visitors
- 78% to attract European visitors
- 65% to attract International visitors
- 65% to attract over 65's groups

The majority of businesses, 97% said they had a website and 76% said they were using social media.

The survey asked businesses to select the most and least successful marketing routes for generating income. The results showed the most successful methods are online with OTAs, own websites and review sites generating the most income.

Communication and Information:

- On visitor enquiry, 75% of businesses provide information to visitors via their website, 69% by phone and 68% by email.

- 81% provide information leaflets onsite as well as in person and through their websites.

- After the visit, 45% engage with visitors by email, 37% via their websites and 31% by Facebook – showing digital communication is the most commonly use format after the visit.

The majority of Torbay businesses recognise the importance of customer reviews and are engaging online:

- 79% of businesses read customer reviews on TripAdvisor.
- 63% respond to positive reviews.
- 67% respond to negative reviews.
- A third of businesses don't have a TripAdvisor account or don't look at reviews.

Training:

The majority of Torbay businesses provide training in-house across a variety of key (prompted) areas:

- Customer service
- Dealing with customers with special needs
- Providing local area information
- Social media
- Website SEO and analytics
- Leadership and management
- Business planning for growth
- Market research/attracting new customers

On average, a third of all businesses said **training was not relevant** to their business and a third of businesses do not provide any training at all. This presents clear opportunities for improving skills, delivering training, increasing awareness and delivering business support for tourism businesses.

Trading, Challenges, Trends and Business Confidence:

- The core months of trading for businesses are April – September.
- 85% of businesses were closed in October and 81% are closed in March.
- 63% of tourism business said they are open all year.
- 36% of businesses not currently trading all year said they would consider all-year round opening if more promotion took place, supporting the development of extending the season.

Half of all businesses (49%) said they encountered problems due to seasonal nature of tourism. Key issues stated were:

- Attracting visitors out of season
- Cash flow problems
- Off peak demand
- Profitability
- Recruiting seasonal staff
- Staff retention in off peak

The top emerging trends from businesses were:
- Short stays
- All-year round destination
- Domestic staycations
- Events/festivals

71% of Torbay businesses are confident for the future, responding they are very confident (19%) or fairly confident (52%) for the next five years.

61% of all business responded also stated they have plans to develop their business in the next five years, including plans for refurbishments, improving services and increased/ targeted marketing.

VISITOR SURVEY 2016

Please also refer to the separate survey questions document and analysis report produced by the South West Research Company.

A comprehensive 2016 face to face and online visitor survey was conducted at key times between March and July by The South West Research Company Ltd on behalf of TDA.

A total of 2,337 responses were generated from the visitor surveys over a phased approach to maximise engagement in the time period available:

- 600 adults were interviewed face to face on popular street locations throughout Torbay, during Easter fortnight and also for a week in May (during term time).

- 1,737 online survey responses were generated in July.

The questions were grouped into key areas:

- Visitor profile
- Characteristics of visits
- Information sourcing
- Destinations visited, activities undertaken
- Visitor satisfaction
- Lapsed visitors
- Non visitors

A detailed analysis report produced by the South West Research Company is also available; the following are key summary points from the survey.

Key Findings Summary Analysis

The results of the 2016 visitor survey confirm that The English Riviera continues to be a popular holiday destination.

It has a strong and loyal UK market attracting 97% of visitors from the UK and has an extremely high repeat visitor rate of 87%.

VISITOR PROFILE

Visitor Age
The survey clearly shows Torbay's ageing visitor profile with the majority of current visitors 60% aged over 55.

Visitor Origin
- 75% of all Torbay visitors were from outside the South West region, (an increase from 66% in 2012/13), illustrating Torbay's good accessibility and popularity as a top UK seaside holiday destination.

- 23% of visitors lived within the South West region, a popular destination. This was 31% during the 2012/13 survey, indicating competition from other neighbouring destinations.

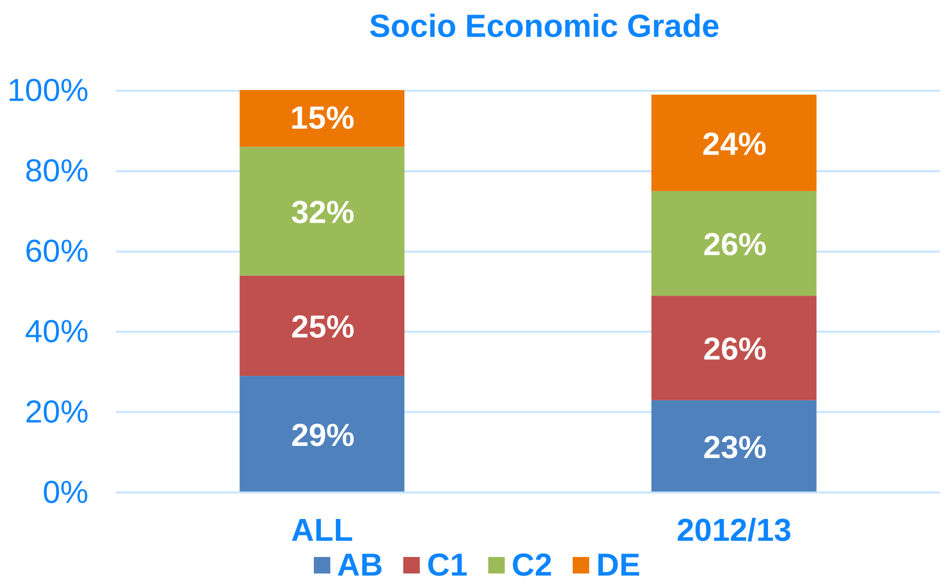
- Just 3% of all 2016 visitors surveyed were from overseas (the same during the 2012/13 survey); including 1% of all visitors who were from Germany. This shows there is room for growth in this market with targeted marketing campaigns and developing the tourism product.

Hot spots and common areas of visitor origin are The Midlands, North East, North West and main M1/M6/M5 motorway corridors. When looking at the origin of lapsed and non visitors the locations hot spots are very similar.

Socio-Economic Grade
Encouragingly for future growth, Torbay's visitors continue to increase from ABC1 classification, which shows more visitors are working with disposable income to spend on their holidays.

- 54% of visitors were classified as ABC1's (a 5% increase from 49% in the 2012/13 survey). This includes 29% as AB's and 25% as C1's.

- Half of all Torbay's visitors were in full time employment, (increasing from 43% during the 2012/13 survey).



CHARACTERISTICS OF VISITS

- 89% of all visitors were on a leisure/holiday related trip showing the English Riviera's strong position in the Domestic holiday market (this was similar in 2012-13).

- 87% of visitors were on a repeat visit to the resort, which has increased by 2% from 85% during the 2012/13 survey, showing the English Riviera's loyal visitor base who enjoy coming back.

- Half of all staying visitors were staying overnight in Torquay, the most popular of the three towns.

- The average length of stay was 4.76 nights, (compared with 5.40 nights during the 2012/13 survey), indicating an increase in trend for short breaks.

- Day visitors staying in other areas of Devon and the South West are travelling up to one hour to Torbay whilst on their trips (two hours in some cases). This is a good indication of the English Riviera's popularity and accessibility, presenting further opportunity to attract more day/staying visitors to the area.

- 79% of visitors had arrived by car/van (increase from 68% during the 2012/13 survey), evidencing road is by far the most popular form of transport.

- Just 8% of visitors had arrived in the resort by train (compared with 7% of visitors during the 2012/13 survey). This shows Torbay's good accessibility by road, but does suggest improvements can be made to rail services for both staying and day visitors.

First time and repeat visitors

- The English Riviera has an incredibly high return visitor rate of 87%. Whilst this is a great achievement and should be acknowledged, it is an issue to consider when coupled together with Torbay's older age of visitor (60% aged over 55).

- 14% of visitors were on their first visit to The English Riviera. A priority for Torbay is therefore to increase the number of new visitors to the resort.

INFORMATION SOURCING

On deciding where to go on holiday and planning a trip, visitors more than ever are using digital to research and book their trips. This can include:

- Searching on Google with key search words
- Referring to online review sites, such as TripAdvisor to research where to visit
- Engaging on social media – social influence and 'FOMO' ('fear of missing out')

The 2016 visitor surveys therefore included questions to gain insight into how visitors sourced information and booked their trips. The results show the top information sources are from a previous visit (57%) and via the internet (37%).

- 57% of staying visitors who used the internet to make a booking, had used their accommodation providers' website to do so (this was noticeably higher at 75% in 2012/13). This decrease could relate to returning visitors who do not need to access the site again.

- Just 4% of all visitors said they visited a Tourist Information Centre, indicating a drop in more traditional information sources, as they are using online methods more.

- A further 32% had used an Online Travel Agent to book their accommodation (which has doubled since the last survey, (previously 16% in 2012/13).

- 18% had used other websites which included The Sun, Blue Chip Holidays, as well as other OTA-associated platforms.

This shows there has been an 18% decrease of visitors booking directly with their Torbay accommodation online. The increase of bookings with Online Travel Agents/third parties could indicate a possible trend of visitors looking for the best price, discounts and last minute deals which are commonly available such as Booking.com; rather than booking directly with their hotel/B&B. This is a common and growing trend in current consumer behaviours who are looking for the latest offer and getting the most from their budget. It also presents a lost opportunity for Torbay businesses and is an area which should be looked at to maximise income opportunities and direct online bookings.

Using the internet to decide where to go on holiday remains consistently high. What is interesting is how and when visitors are using the internet to research where to go, what to do, booking and also posting reviews – before, during or after their trip. English Riviera businesses therefore need to be effective in using digital platforms and also aware of how they can get the most out of them to secure bookings, increase revenue, improve customer service and reach new customers.

- Of those internet users sourcing information, the majority at 81% had also used the internet to also book their accommodation/activity on-line. This again, shows the growing trend preference of visitors using the convenience of the internet to research and book their trips.

- It also shows the remaining 19% are being lost and potentially booking elsewhere, presenting an opportunity for future digital improvements for booking and capturing visitors online.

Whilst on holiday (all visitors)

- 60% of all visitors look for information on 'things to do' (increase from 46% 2012/13)
- 52% 'where to go', (decrease from 39% 2012/13)
- 50% attractions (doubled from 25% 2012/13)
- 43% eating out (24% in 2012/13)

These results show visitors are active with traditional holiday activities whilst they're here. Events however, scored just 37%, which indicates these aren't necessarily the reason why visitors are coming to the English Riviera, but more of an additional add-on activity to their holiday plans.

Obtaining information

When asked how easy they found it to obtain the information they needed during their visit, 86% of all visitors said it had been 'easy' (48%) or 'very easy' (38%) to do so. Indicating visitors can access what they need and there are no issues with finding information whilst on holiday in the resort.

As with sourcing information before visiting, 37% of visiting relied on information gained from a previous visit. This was the case for both survey methods and for the Easter face to face interviews. Those respondents interviewed in the resort during May were most likely to have obtained their information from their accommodation reception (33%).

A third, 29%, of staying visitors had used the internet to source their information about The English Riviera during their actual visit, which shows the growing use of mobile digital - this can include information websites, social media and Google searches etc.

For internet users (staying visitors), the survey also asked which websites were used for sourcing information to gain further insight into visitor's behaviour, points of interest and influence.

- 42% used the official **www.englishriviera.co.uk** website
- 41% used online review sites such as TripAdvisor
- 25% are using the providers own website
- 18% are using social media
- 12% are using the official English Riviera App

Social Media and Online Reviews

With the growing popularity and use of social media, visitors were also asked in the 2016 surveys if they ever ‘checked-in’, uploaded photos and posted reviews during their visit or when they returned home. This was to help understand how mobile digital, instant sharing and the ‘fear of missing out’ (FOMO) trend is increasing on social networks. Importantly, it will help to share with businesses how and why they should effectively manage their digital profile.

- 61% of all visitors said they uploaded photos to social media (39% during their visit, 22% when they returned home.
- 55%, ‘Checked-in’ to businesses/attractions (44% during their visit or 11% when they returned home).
- 51% of visitors said they posted online reviews (20% during their visit, 31% when they returned home).

This is very interesting for understanding visitor behaviour and influences using digital technology. The majority of visitors are using social media ‘on the go’, sharing and posting reviews instantly with friends/family whilst on holiday; (and as well as accessing information and booking).

A recent example to highlight the impact of influence and customer service on social media is when Duncan James visited a Torquay restaurant. He felt he wasn’t getting good customer service, he tweeted his thoughts and a neighbouring restaurant secured his booking (April 2016, exposure to 340,000 followers): **http://www.torquayheraldexpress.co.uk/celeb-singer-duncan-james-twitter-rant-snub/story-29102852-detail/story.html**

DESTINATIONS VISITED AND ACTIVITIES UNDERTAKEN

- 32% of visitors were aware that the English Riviera has UNESCO Global Geopark status (increasing from 19% in 2012/13).
- 40% of visitors indicated that they would be interested in learning more about what a UNESCO Global Geopark is (43% 2012/13).

These numbers clearly show UNESCO Global Geopark awareness has significantly increased since the last survey in 2012/13 and interest to find out more has also remained consistent. This indicates however, that people still don’t know what the Geopark is and presents an opportunity to engage and promote.

The UNESCO Global Geopark is a priority natural asset which plays a key part in the English Riviera’s cultural offer. It needs to be clearly defined to all visitors, so they can understand how they can benefit and plan their trips. With its international status and reach, the UNESCO Global Geopark has the potential to reach new and untapped markets, attracting more visitors and spend to Torbay.

- Torquay seafront is the most popular area to visit, seeing the largest proportion of visitors, 79% ‘had or intended to visit’ it (a small reduction from 83% in 2012/13).
- Torquay harbour was the second most popular 71% (75% in 2012/13) with also Paignton Seafront a close third 67% (61% 2012/13).

This confirms Torbay’s ‘seaside attraction’ and Torbay’s biggest natural asset and why people are visiting the area.

- The top five types of attractions/places of interest visitors had visited/were intending to visit were;

  - Shops 75% (81% in 2012/13)
  - Cafes 70% (78% in 2012/13)
  - Harbours 70% (67% in 2012/13)
  - Beaches 63% (48% 2012/13)
  - Restaurants 60% (57% 2012/13)

This clearly shows visitors intentions of what to do whilst on holiday is typical for a seaside resort and numbers are fairly consistent with the last survey period.

At the lower end of the scale are areas of opportunity for Torbay and which can be pulled under a new cultural offer.

  - 5% Geopark
  - 5% art exhibitions (6% 12/13)
  - 8% arts & crafts (7% 12/13)
  - 13% museums (n/a)
  - 14% historical sites (9% 12/13)
  - 14% South West Coast Path (n/a)
  - 20% Dartmoor/Countryside (n/a)
  - 21% local events (7% 12/13)

The top five activities visitors had/intending to take part in were;

1. Eating and drinking 84% (89% in 2012/13)
2. Shopping and a Short walk of up to 2 miles 72% each (80% and 72% respectively in 2012/13)
3. Spending half a day or more on the beach 45% (increase from 28% 2012/13)
4. Long walk of more than 2 miles 36% (increase from 28% 2012/13).

These figures show a strong interest in local activities and the outdoors, including a noticeable increase in spending time at a beach and long walks; as well as destinations highlighted above such as the South West Coast Path and Dartmoor.

These activities can be used to help attract new visitors and increase awareness of the local quality offer with targeted marketing campaigns such as the Discover England Fund project England's Seafood Coast (food and drink interest) and the South West Coast Path (walking) and Blue Flag beaches etc.

- The most sought after attributes of a destination which visitors look for when choosing where to visit were:
  1. Rest and relaxation (70%)
  2. Quality food and drink (67%)
  3. Traditional seaside experience (62%)

- The least sought after attributes were:
  1. Health and wellbeing activities (15%),
  2. Nightlife and evening Entertainment (16%)
  3. Adventure activities (17%).

The survey then asked visitors what attributes they think can be found in Torbay. Higher proportions of visitors across the board felt that each of the attributes could be found during a visit to The English Riviera which is encouraging:

1. Rest and relaxation (71%)
2. Quality food and drink (69%)
3. A traditional seaside experience (68%)

4. Health and wellbeing activities (26%)
5. Nightlife and evening Entertainment (29%)
6. Adventure activities (27%).

These findings tell us *why* visitors are coming to the English Riviera and that the resort is giving them what they want in a holiday/tip. E.g. rest and relaxation, food and drink, a traditional seaside experience.

The lower responses for adventure, health and wellbeing activities may be a lack of understanding of what these terms means. But it does give an indication of the opportunity to expand into these product areas, experiences and activities to increase visitor numbers – particularly given the large percentage of visitors currently going for long and short walks. The evidence does show visitors interest in the outdoors and natural assets in the area. The English Riviera isn't seen as a place for evening entertainment/night-life which is also unsurprising, given the main visitor characteristic type and what they are looking for in a holiday destination.

VISITOR SATISFACTION

- At 4.72 out of 5.00 visitor satisfaction was highest for their overall enjoyment of their visit to the English Riviera (increase from 4.63 2012/13).
- Opinions were lowest, at 3.32, for the value for money of car parks (from 3.20 in 2012/13).
- Positively, 86%,(24 out of the 28 indicators) explored in terms of visitor satisfaction achieved a high average score above 4.01 out of 5.00.
- Only four indicators were ranked lower than 4.00 out of 5.00 in terms of visitor satisfaction (and increase from three indicators during the 2012/13 survey) which were:

  1. Value for money of nightlife/evening entertainment (3.98)
  2. Quality of service of parking (3.77)
  3. Ease of parking (3.74)
  4. Value for money of parking (3.32)

Clearly the main areas of dissatisfaction are car parking and the resort's evening offer. These can be addressed and packaged in positive, targeted campaigns, defining what the area can offer visitors and to also help manage visitor expectations.

The English Riviera achieved a high Recommendation Score of +70% for respondents' likelihood of recommending the resort as a place to visit to their friends and/or family (+42% 2012/13). This is a massive achievement, which has increased by 28% since the last survey. Visitors love the English Riviera and will actively recommend to others – becoming our promoters, the best form of advertising and which needs to be maintained.

77% of visitors (online survey respondents only) said that they would be very likely to re-visit The English Riviera again in the future and a further 15% would be 'likely'. Giving a likelihood of returning rate of 92%, again this is a big achievement and shows people like it here and they could return, further enhancing Torbay's current repeat visitor rate of 87%.

In addition to these points, a wide range of ‘likes’ were given by respondents in the survey, all of which contribute to Torbay’s cultural offer:

- The scenery/ views
- Atmosphere
- The beach/ sea/ coast

A range of ‘dislikes’ were also given by visitors, the top issues highlighted include:

- Cost/ availability of car parking
- Run-down buildings
- Empty/ closed up shops
- The weather/ raining

<u>Accommodation</u>

Visitors rated the quality of service (4.58) and value for money (4.47) of their accommodation very highly.

Whilst the score for the quality of service at their accommodation was rated slightly higher than during the 2012/13 survey (4.53) and was ranked the fourth highest of all the indicators being explored by the survey during 2016, in contrast, the score for value for money was rated slightly lower by respondents than during 2012/13 (4.52).

92% and 88% of respondents respectively rated the quality of service and value for money of their accommodation in the resort as ‘good’ or ‘very good’.

Lapsed Visitors

The 2016 online visitor survey successfully engaged with 509 lapsed visitors (who last visited in 2013 or earlier). This excellent data sample, 29% of all survey responses, gives us valuable insights into lapsed visitors profile, wants, and behaviours and crucially *why* visitors have stopped coming to the English Riviera.

Summary findings:

- 67% of lapsed visitors were aged 55+ years, (including 30% who were aged over 65).
- 43% were in full time employment.

To understand what lapsed visitors are looking for in a holiday destination, the survey asked what the most sought after attributes are when choosing where to visit. The top three answers are the same as current visitors:

- Rest and relaxation (77%)
- Quality food and drink (77%)
- Traditional seaside experience (68%)

The survey also asked lapsed visitors if they felt they could find these attributes during a visit to The English Riviera, here the proportions changed slightly:

- Rest and relaxation (74%)
- Quality food and drink (69%) – decrease from above, which indicates people don't think they can find this product in the resort, presenting an opportunity for promotion.
- Traditional seaside experience (74%) – increase from above, meaning people recognise the area for its seaside offer.
- The survey asked the crucial question *why* they had not visited the resort in the last 3 years:
    - 63% of lapsed visitors said it was because they had chosen to visit another destination instead.
    - 33% said it was because of a lack of money/available finances.
    - 17% said it was too far for them to travel from their home.

Destinations such as Cornwall, Wales, Scotland and Spain are prominent in responses:

Visitors chose a wide variety of other destinations for their tips, in the South West, throughout the UK, into Europe and further overseas including coastal, countryside and urban locations:

OTHER LOCATIONS - LAPSED VISITORS	
OTHER DEVON	3%
OTHER SW	15%
OTHER UK	48%
OTHER EUROPE	25%
REST OF WORLD	9%
	100%

Non-Visitors

The 2016 online survey also engaged 'non-visitors' (13% of survey respondents), who despite requesting information about the English Riviera from the official English Riviera Tourism Company had never visited the resort. As with lapsed visitors, this is a valuable data sample which helps to shape the Plan to attract new visitors to the English Riviera.

Key findings include:

- 51% were aged 45-64 years, including 30% who were aged over 55-64 years. Non-visitor respondents were typically younger than current/lapsed visitors.
- 67% of non-visitors were female, a much higher proportion when compared to current/lapsed visitors.

As with lapsed visitors, the survey asked what the most sought after attributes are when choosing a destination:

- Quality food and drink (79%)
- Rest and relaxation (74%)
- Nature and Countryside (64%)
- History, Heritage and Culture (64%)

The survey asked if non-visitors felt they could find these attributes during a visit to The English Riviera, here the proportions also changed slightly:

- Quality food and drink (61%)
- Rest and relaxation (63%)
- Nature and Countryside (55%)
- History, Heritage and Culture (53%)

Crucially, this data shows that non-visitors don't think they can find what they are looking for in a holiday in the English Riviera. It appears 'history, heritage and culture' is more important for non-visitors, which was given as a top attribute for when choosing a destination. This therefore presents a clear opportunity for product development to attract new visitors to the destination.

When asked why, despite requesting information about The English Riviera, they had never actually visited the resort, the same top reasons were given as lapsed visitors:

- 48% said it was because they had chosen to visit another destination instead.
- 43% said it was because of a lack of money/available finances.
- 26% said it was too far for them to travel from their home.

Destinations such as Cornwall, Wales, North Yorkshire and Devon are prominent as well as a wide range of other locations in the UK and further afield:

OTHER LOCATIONS – NON VISITORS	
OTHER DEVON	8%
OTHER SW	21%
OTHER UK	51%
OTHER EUROPE	16%
REST OF WORLD	4%
	100%

- 15% of non-visitors also said there was something specific about The English Riviera which had deterred them from visiting. Noticeable main reasons include:
  - Lack of information and awareness about the destination – comments such as "don't know much about the area", "never thought of it as a destination to visit", "need a good reason why", "haven't seen publicity" were given.
  - Change in personal circumstances.
  - Chose another destination – as with lapsed visitors this included a mix of South West, UK, European and International locations (above)
  - Visiting friends and relatives in other destinations.
- 69% of non-visitors gave a 'likelihood of visiting' the English Riviera in the future rate - meaning Torbay is in a **very strong** position to easily attract new visitors by re-engaging with this market. (40% said they are 'likely' to visit, 29% said they are 'very likely').

VISITOR EVIDENCE DATA 2015[1]

TORBAY HEADLINE DATA	
UK trips	1,084,000
Overseas trips	95,600
Total trips	1,179,600
UK nights	4,033,000
Overseas nights	562,800
Total nights	4,595,800
UK spend	£274,410,000
Overseas spend	£36,307,000
Total spend	£310,717,000
Tourism day visits	3,389,000
Tourism day visit spend	£125,323,000
Total business turnover	£584,716,000
GVA	£319,981,000
Total GVA	
Tourism as % of total	
Staying tourist supported employment	
Direct FTE employment	4,402
Indirect & induced FTE employment	2,069
Actual jobs	8,781
% of employment	15%
Day visitor supported employment	
Direct FTE employment	1,451
Indirect & induced FTE employment	559
Actual jobs	2,783

Trips by purpose

	UK	Overseas	Total
Holiday	858,000	52,100	910,100
Business	145,000	17,900	162,900
Visits to friends and relatives	63,000	18,800	81,800
Other	18,000	1,400	19,400
Study	0	5,400	5,400
Total	**1,084,000**	**95,600**	**1,179,600**
Nights by purpose	UK	Overseas	Total
Holiday	3,482,000	222,700	3,704,700

[1] South West Research Company Visitor Data 2015

Business	338,000	89,200	427,200
Visits to friends and relatives	158,000	123,800	281,800
Other	54,000	28,600	82,600
Study	0	98,500	98,500
Total	**4,033,000**	**562,800**	**4,595,800**
Spend by purpose	UK	Overseas	Total
Holiday	£226,436,000	£15,439,000	£241,875,000
Business	£18,649,000	£7,675,000	£26,324,000
Visits to friends and relatives	£20,493,000	£5,302,000	£25,795,000
Other	£8,833,000	£1,901,000	£10,734,000
Study	£0	£5,990,000	£5,990,000
Total	**£274,410,000**	**£36,307,000**	**£310,717,000**

Tourism Day Visits	
	Trips
Urban visits	1,826,000
Countryside visits	78,000
Coastal visits	1,485,000
Total	**3,389,000**

Total employment related to tourism spending			
	Staying tourists	Day visitors	Total
	Full time equivalent		
Direct	4,402	1,451	5,853
Indirect	1,481	376	1,857
Induced	588	183	771
Total	6,472	2,010	8,481
	Estimated actual		
Direct	6,422	2,146	8,568
Indirect	1,688	428	2,117
Induced	671	208	879
Total	8,781	2,783	**11,564**

VISITOR EVIDENCE COMPARISON DATA 2010-2015[2]

TRIPS AND SPEND

UK Domestic	**2010**	**2015**	**Change %**	**Compound Inflation Rate**	**Change %**
Trips	967,000	1,084,000	12		
Nights	3,881,000	4,033,000	4		
Spend	£220,433,000	£274,410,000	24	**£ 242,297,386**	**8**

Overseas	**2010**	**2015**	**Change %**	**Compound Inflation Rate**	**Change %**
Trips	94,500	95,600	1		
Nights	597,900	562,800	-6		
Spend	£35,941,000	£36,307,000	1	**£ 39,505,928.56**	**-3**

Day Visits	**2010**	**2015**	**Change %**	**Compound Inflation Rate**	**Change %**
Trips	2,537,000	3,389,000	34		
Spend	£120,873,000	£125,323,000	4	£132,597,000	-7

TOTAL STAYING TRIPS	**2010**	**2015**	**Change %**	**Compound Inflation Rate**	**Change %**
Trips	1,061,500	1,179,600	11		
Nights	4,478,900	4,595,800	3		
Spend	£256,374,000	£310,717,000	21	£281,240,833	7

TOTAL ALL VISITORS (Staying & Days)	3,598,500	4,568,600	**Change %**	**Compound Inflation Rate**	**Change %**
Nights	4,478,900	4,595,800			
Spend	£377,247,000	£310,717,000		£414,665,508.27	2

UK STAYING VISITORS	**2010**	**2015**	**Change %**	**Compound Inflation Rate**	**Change %**
Average nights per trip	4.01	3.72	-7		
Average spend per trip	£227.96	£253.15	11	£250.07	-1
Average spend per night	£56.80	£68.04	20	£62.31	11

OVERSEAS STAYING VISITORS	**2010**	**2015**	**Change %**	**Compound Inflation Rate**	**Change %**
Average nights per trip	6.33	5.89	-7		
Average spend per trip	£380.33	£379.78	-0	£417.22	-6
Average spend per night	£60.11	£64.51	7	£65.94	11
DAY VISITS	**2010**	**2015**	**Change %**	**Compound Inflation Rate**	**Change %**
Average spend per trip	£47.64	£36.98	-22	£52.27	-34

[2] South West Research Company Visitor Data, inflation rates added by TDA

ACCOMMODATION SUPPLY[3]

Provider	Unit	2014	2015	Change %
Hotels	bedspaces	9,404	9,404	5
Guesthouses	bedspaces	4,123	4,123	10
Inns	bedspaces	22	22	22
B&B	bedspaces	458	458	10
Farms	bedspaces	0	0	0
Self catering	units	1,127	1,127	0
Touring caravans/tents	pitches	1,286	1,286	31
Static vans	pitches	404	404	-54
Holiday centres	units	1,336	1,336	63
Group accommodation	bedspaces	84	84	100
Campus	bedspaces	50	50	100
Second homes	units	1,206	1,206	70
Marinas	berths	1,095	1,095	0
TOTAL		20,595	20,595	10
Residents	resident population	133,000	133,400	-1
Language schools	establishments	9	9	100

[3] South West Research Company

TORBAY ACCOMMODATION OCCUPANCY

Occupancy Rates[4]

Month	All Serviced Room %	Hotel Room %	B&B/ Guest House %	Serviced Room Torquay %	Serviced Room Paignton %	All self-catering %	Exc Holiday Parks %
Jan-13	13	15	10	16	7	14	14
Feb-13	55	62	20	49	50	18	18
Mar-13	55	60	23	60	31	62	37
Apr-13	31	35	21	20	33	41	41
May-13	67	71	45	68	64	43	43
Jun-13	76	79	57	81	61	61	64
Jul-13	79	82	65	80	75	70	78
Aug-13	87	91	74	87	93	92	92
Sep-13	78	81	66	79	66	80	79
Oct-13	61	66	27	63	48	26	26
Nov-13	57	61	17	58	18	28	28
Dec-13	45	47	15	50	39	26	26
Jan-14	50	55	8	58	10	14	14
Feb-14	47	52	18	50	31	34	34
Mar-14	57	61	21	63	46	29	29
Apr-14	68	72	32	71	48	43	43
May-14	62	67	37	65	40	51	51
Jun-14	74	77	53	76	66	70	70
Jul-14	82	85	69	84	73	63	63
Aug-14	87	88	61	88	78	90	96
Sep-14	81	85	65	81	82	79	79
Oct-14	69	74	38	73	46	56	56
Nov-14	47	48	36	63	24	31	31
Dec-14	35	38	20	29	47	39	39
Jan-15	47	49	8	58	10	42	42
Feb-15	45	47	16	46	35	30	30
Mar-15	63	69	22	65	22	42	42
Apr-15	56	75	23	60	26	33	33
May-15	64	72	32	69	25	56	56
Jun-15	80	84	51	82	52	56	56
Jul-15	83	85	66	85	44	78	78
Aug-15	87	90	73	88	74	59	59
Sep-15	83	86	66	84	53	59	59
Oct-15	48	65	34	51	23	25	25
Nov-15	72	76	19	74			
Dec-15	53	57	12	55			
Jan-16	8		8				

[4] South West Research Company

Feb-16	55	61	12	60	8	9	9
Mar-16	66	72	23	69	49	9	9
Apr-16	25	32	23	25	19	30	30
May-16	33	30	36	38		25	25
Jun-16	64	72	54	69	43	40	40

The How's business surveys were undertaken by the South West Research Company on behalf of the English Riviera Tourism Company January 2013 - June 2016. The responses are a sample of tourism accommodation providers across Torbay. Typical sample sizes achieved from the surveys were responses from 20-40 businesses per month. This is the most reliable data for Torbay available. Some of the swings and gaps in data will therefore be accounted for by the sample size and response rate of businesses to the surveys.

The data below shows the highest occupancy rates for all accommodation providers in Torbay are during the peak summer months, reaching 87% in August 2013-15 (for all serviced accommodation); 92% in August 2013 and 90% in August 2014 (for self-catering accommodation). Lowest occupancy rates are also typical for all accommodation providers and reflective of lower demand during out of season months e.g. January 2014, January 2015.

ACCOMMODATION CHANGE OF USE [5]

In the three years before April 2016 the Council approved 9 planning applications for completely new holiday accommodation; 29 applications were allowed which involved the loss of holiday accommodation and 9 applications were allowed for investment in holiday accommodation (additional bedrooms/new facilities).

Application No	Type	Proposal	Date App Rec
ADDITIONAL HOLIDAY ACCOMMODATION			
P/2013/0419	PA	Change of Use from C3a- Dwelling, to C1- Guest House	23/04/13
P/2013/0934	PA	Change of use of annex to holiday accommodation	21/08/13
P/2013/1227	PA	Proposed conversion of existing garden annex into holiday let or guest accommodation.(Revised Description)	13/11/13
P/2013/1255	PA	Change of use from one dwelling to one residential flat and one holiday flat (resubmission of P/2013/0636)	20/11/13
P/2013/1371	PA	Conversion of an existing outbuilding/stone barn from agricultural to residential holiday let use. Change of use for a private weaving studio to allow small scale business use.	21/12/13
P/2014/0893	PA	Conversion of, alteration and extension to former Windmill to provide one unit of holiday accommodation	03/09/14
P/2015/0839	PA	Change of Use from Dwelling (C3) to Guest House (C1) with alterations to the rear including additional terrace at first floor	19/08/15
P/2015/0959	PA	Change of use of existing Church Hall studio to create holiday let accommodation	28/09/15
P/2015/1144	PA	Change of use from offices (class A2) to holiday hostel (Sui Generis)	19/11/15
LOSS OF HOLIDAY ACCOMMODATION			
P/2013/0470	PA	Amendments to previously approved scheme P/2011/1080/MPA to include : Addition of residential & self-catering entrance to level 0 east core, Omission of 1 bedroom self-catering apartment and increase in size of 1st floor commercial unit, Reduction in cons	04/05/13
P/2013/0631	VC	Removal of Condition ref. P/2000/1281 Condition 8 - Not for permanent occupation.	14/06/13
P/2013/0721	PA	Change of use from hotel (Use Class C1) with owner's accommodation to 5 self-contained flats (Use Class C3), with external alterations to the building	28/06/13

[5] Torbay Council

P/2013/0785	MPA	Erection of 165 dwellings (including 25 affordable); touring caravan park (including facilities building with office, cafe, laundry room, showers, toilets and 2-bed managers flat, 12 no. camping pods, 59 permanent touring caravan pitches, associated access	20/07/13
P/2013/0871	PA	Change of use to form four apartments, external alterations and construction of 2 no. car ports.	09/08/13
P/2013/0913	PA	Extension of time (re P/2010/0248) - change of use from hotel to 4 residential flats	15/08/13
P/2013/1211	PA	Change of use from guest house (C1) to residential (C3)	11/11/13
P/2013/1281	VC	Variation of condition 1 to application P/2003/1605 to change holiday let to permanent residence	28/11/13
P/2014/0028	MPA	Use of 13 holiday apartments for residential purposes without complying with condition 1 pursuant to P/1991/0910/PA. Works include demolition of existing Victorian bay on NE elevation and replacement with 2 storey bay extension, replacement of second floor	13/01/14
P/2014/0085	PA	Change of use from Class C1 (Hotel) to Class C3 (Dwelling house)	30/01/14
P/2014/0400	VC	Use as permanent residential flats for units 1, 2, 4, 5, 6, 10, 15 and 16 (Variation/deletion of condition to remove the month of closure ref condition B of original planning permission P/1981/1452)	30/04/14
P/2014/0425	VC	Change of use from hotel (Use Class C1) with owner's accommodation to 5 self-contained flats (Use Class C3), with external alterations to the building (Variation of condition P1 of P/2013/0721 - MMA to site plan, floor plans and elevations)	02/05/14
P/2014/0501	MPA	Demolition of existing building, construction of 14 No apartments with underground parking, revision to vehicular and pedestrian access	23/05/14
P/2014/0773	PA	Conversion to 5 apartments; Demolition of rear wing	26/07/14
P/2014/0864	VC	Use of Flat 14 as a permanent residential unit - Removing Condition B to remove the month of closure ref condition B of original planning permission P/1981/1452	26/08/14
P/2014/0865	VC	Use of Flat 9 as a permanent residential unit - Removing condition B to remove the month of closure ref condition B of original planning permission P/1981/1452	26/08/14

P/2014/0884	PA	Change of use of 3 x former holiday let flats accommodation to form a 2 bedroom domestic dwelling	28/08/14
P/2014/0992	VC	Removal of conditions (g) and (h) of previous planning permission (P/1978/0767/OA) reference (g)-manager's flat and (h)-occupancy from 1st November to 28th or 29th February.	02/10/14
P/2014/0994	VC	Removal of Condition 1 from previous planning permission P/1982/0759 - Occupancy from 16th March to 14th January.	02/10/14
P/2014/1107	PA	Change of use from hotel to house in multiple occupation (HMO) for the purposes of staff (as detailed in letter received 09.01.2015)	30/10/14
P/2015/0006	PA	Change of use from holiday accommodation to permanent residential	05/01/15
P/2015/0117	VC	Variation of Condition from holiday to residential property	09/02/15
P/2015/0346	PA	Change of use from hotel to two dwellings; partial demolition and alterations to rear (as revised by plans received 26.06.2015)	08/04/15
P/2015/0715	MPA	Change of use of hotel to form 10 flats including communal space and 9 car parking spaces. Demolition of more recent additions to villa and remodelling of some existing extensions, new windows and balconies. Modification of roof to include slated pitched	15/07/15
P/2015/0836	MPA	Demolition and Redevelopment to form 32 retirement apartments for the elderly including communal facilities, access, car parking and landscaping (revision of P/2014/1062) (revised)	19/08/15
P/2015/0955	VC	Removal of condition 1 (P/2009/0849). Removal of holiday restriction and change to holiday/owners accommodation. Condition 1 - Accommodation should not be used for residential use.	25/09/15
P/2015/1035	CE	House in Multiple Occupation	21/10/15
P/2015/1066	PA	Change of use from guest house (C1) to residential (C3).	29/10/15
P/2016/0070	PA	Conversion of annexe from 2 flats to single dwelling for owners accommodation (The proposed development to which the application relates is situated within 10 metres of relevant railway land)	20/01/16

HOLIDAY ACCOMMODATION INVESTMENT			
P/2013/1113	PA	Alterations and extension to the existing hotel to form a new spa facility on the lower ground floor level.	17/10/13

P/2013/1209	MPA	Erection of single and two storey roof level hotel bedroom extension. Reconstruction of west wing of hotel. Reconstruction of existing three storey wing on NE elevation to provide 4 storey block of additional guest accommodation. New Spa and gym facility	09/11/13
P/2013/1306	PA	Erection of spa building to provide facilities ancillary to existing hotel (Use Class C1), together with waterside building and 6 no. beach huts to provide additional hotel accommodation (9 bedrooms), with associated decking and landscaping	06/12/13
P/2013/1320	PA	Alterations and separation of Nos.12 & 13 (reinstatement of original separate properties) to form 11 bedroom hotel (No.12) and 7 Holiday Apartments (No.13). Single storey extension at rear to form Utility Room for No.12.	11/12/13
P/2014/0141	MPA	Revised plans; Demolition of all existing holiday chalet units (185 total); existing facilities building; staff accommodation building; and two separate buildings used for storage on part of the Riviera Bay Holiday Park. Proposed development of 72 new se	14/02/14
P/2014/0909	MPA	Change of use from former Hotel to 8 x holiday letting apartments with 2 x full residential use apartments on the top floor.	04/09/14
P/2014/0997	MPA	Proposed touring caravan area to provide for 42 touring pitches with a facilities building.	03/10/14
P/2014/1020	PA	Removal and Replacement of first floor chalets	08/10/14
P/2015/1106	VC	Erection of spa building to provide facilities ancillary to existing hotel (Use Class C1), together with waterside building and 6 no. beach huts to provide additional hotel accommodation (9 bedrooms), with associated decking and landscaping (Variation of	11/11/15

INFORMATION AND REFERENCE SOURCES

A-Z Listing of additional research, information and reference sources:

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Turning the Tide for Tourism in Torbay, Tourism Strategy 2010-15

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7th International Conference on UNESCO Global Geoparks, Wrap Up Report, November 2016

Torbay Council

English Riviera BID Company

TDA

Enjoy, talk, do, be
Torbay Culture Board

TOR2
Torbay Council & Kier Group

TOR BAY HARBOUR

Torbay Coast & Countryside Trust

English Riviera UNESCO GLOBAL GEOPARK

RIVIERA INTERNATIONAL CONFERENCE CENTRE TORQUAY

South Devon College

The ENGLISH RIVIERA South Devon's Beautiful Bay