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Date: Friday, 05 October 2018

Overview and Scrutiny
Town Hall
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Torquay
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Dear Member

OVERVIEW AND SCRUTINY BOARD - WEDNESDAY, 10 OCTOBER 2018

I am now able to enclose, for consideration at the Overview and Scrutiny Board to be held on Wednesday, 10 October 2018, the following reports that were unavailable when the agenda was printed.

Agenda No	Item	Page
2.	Minutes	(Pages 2 - 5)
5.	Integrating the Health and Care System in Devon	(Pages 6 - 7)
7.	Destination Management Plan - Progress Report	(Pages 8 - 33)

Yours sincerely

Kate Spencer
Overview and Scrutiny Lead



Minutes of the Overview and Scrutiny Board

12 September 2018

-: Present :-

Councillor Lewis (C) (Chairman)

Councillors Barnby, Bent, Bye, Darling (S), Long, Morey and Sykes

(Also in attendance: The Elected Mayor and Councillors Brooks, Haddock, Hill, O'Dwyer, Robson, Stockman, Stocks, Stubbley, Thomas (D) and Tyerman)

18. The Future of the RICC

The Board considered a report setting out a Market Brief for the Riviera International Conference Centre site and the surrounding area. This was in line with the previous decision of the Council in order to establish a clear strategy for the site post April 2020. The Market Brief would be used to identify a Strategic Development Partner to bring forward development options and solutions for the site.

The Board raised a number of points including that it was hoped that any public realm works would go wider than the boundary included in the Brief, that potential and alternative uses for the site should be considered as part of the process.

The Board requested that updates be provided via the appropriate Monitoring Group.

19. Ofsted Re-inspection

The Board received a briefing note from the Director of Children's Services on the outcome of the recent Ofsted inspection which had found that Torbay's Children's Services remained Inadequate. The inspection had found that, overall, the pace of change meant that not enough improvement had been made since then previous inspection in 2015, and there were some areas showing serious weakness. It was noted, however, that there had been significant improvements in some areas, in particular in relation to adoption.

The Executive Lead for Children's Services explained that the Improvement Plan would be completed by November 2018 and that this would sit within the wider Children's Partnership.

20. Joint Health and Wellbeing Strategy 2018-2022

The Board considered the draft Joint Health and Wellbeing Strategy which had been prepared by the Health and Wellbeing Board.

21. Budget 2018/2019 - Quarter 1 Monitoring Report

The Board considered the Budget Monitoring Report for the first quarter of the 2018/2019 financial year which showed that the revenue budget was predicted to be £2.9 million overspent by the end of the year. This was primarily as a result of demand pressures in Children's Services.

As a result the Senior Leadership Team had put in place arrangements for a moratorium on all spend which was not urgent or required to meet statutory duties.

The Board would continue to monitor the budget position.

22. Heart of the South West LEP Joint Scrutiny Committee

Resolved: that the Chairman and Vice-chairman of the Overview and Scrutiny Board be appointed as Torbay Council's representatives of the Heart of the South West Local Enterprise Partnership Joint Scrutiny Committee.

23. Exclusion of the Press and Public

Prior to consideration of the item in Minute 24, the press and public were formally excluded from the meeting on the grounds that discussion involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

24. Transformation Project - Future of ICT Services

The Board considered the draft report to the Council on the future of ICT services.

Resolved: (i) that a task and finish group be established to meet urgently, with the Leader of the Conservative Group to provide feedback to the Group, ahead of the Council meeting scheduled to take place in September 2018; and

(ii) that the task and finish group continue to meet throughout the due diligence process should the Council approve the proposal in relation to the future of ICT service.

Chairman

Minutes of the Overview and Scrutiny Board

26 September 2018

-: Present :-

Councillor Lewis (C) (Chairman)

Councillors Barnby, Bye, Darling (S), Long, Morey, Lewis (B) and Tyerman

(Also in attendance: Councillors Brooks, Darling (M), Doggett, Ellery, Excell, Haddock, Stockman and Parrott)

25. Apologies

Apologies for absence were received from the Elected Mayor Oliver and the Deputy Mayor (Councillor Mills) who were represented by the Executive Lead for Customer Services (Councillor Haddock), and apologies were also received from Councillor Carter (the call-in promoter). It was also reported that, in accordance with the wishes of the Conservative Group, the membership of the Board had been amended to include Councillors Lewis (B) and Tyerman in place of Councillors Sykes and Bent.

26. Minutes

The Minutes of the meeting of the Board held on 11 July 2018 were confirmed as a correct record and signed by the Chairman.

27. Urgent Items

The Board considered the item in Minute 28, and not included on the agenda, the Chairman being of the opinion that it was urgent by reason of special circumstances i.e. the matter having arisen since the agenda was prepared and it was unreasonable to delay a decision until the next meeting.

28. Adults Health and Care - Continuation of the Risk Share

The Board considered the submitted report which provided an update on a review of the risk share agreement between Torbay and South Devon NHS Foundation Trust, Torbay Clinical Commissioning Group and Torbay Council for the delivery of adults health and social care. The report set out a draft Memorandum of Understanding for the continuation of the risk share agreement which would be considered at the Policy Development and Decision Group (Joint Commissioning Team) on 1 October 2018.

A member of the public made representations to the Board.

Resolved:

That the Elected Mayor be recommended that Torbay Council in principle commits to a further period of integrated care in order to improve outcomes for our community and officers are asked to continue the financial risk share as part of ensuring resources are used to best effect. Officers are asked to develop a detailed proposal for consideration and agreement by Torbay Council, Clinical Commissioning Group (CCG) and Torbay and South Devon NHS Foundation Trust (TSDFT) by March 2019.

29. Paignton Townscape Call-In

The Board had before them details of a call-in by five Members of the Council of the decision of the Elected Mayor to postpone the decision of Council to borrow £1.172m from PWLB for the Paignton Townscape scheme and explore alternative sources of funding and produce a detailed business case before any further work is carried out on this scheme.

The Monitoring Officer outlined the options available to the Board as set out in the submitted report. In the absence of the Elected Mayor or Deputy Mayor and the call-in promoter the Board felt that it was not appropriate to consider the call-in at this meeting.

Resolved:

That the decision of the Elected Mayor in respect of Paignton Townscape be referred to the Council to enable the call-in promoter to present the reasons for the call-in and for the Elected Mayor to be able to hear the debate and concerns raised and respond to them.

30. Living Well with a Learning Disability in Devon

The Board considered the draft Living Well with a Learning Disability in Devon strategy which had been developed through the collaboration of partners in the Sustainability and Transformation Plan (STP) area. The Strategy built on the progress made since the publication of the previous joint strategy 2014-2017 and set out a refreshed approach to improving the lives of adults who have a learning disability in the wider Devon area. Members noted that the Strategy would be considered at the Policy Development and Decision Group (Joint Commissioning Team) on 1 October 2018.

Resolved:

That the Elected Mayor be recommended to approve the draft Living Well with a Learning Disability in Devon strategy set out at Appendix 1 to the submitted report.

Chairman

Update on the Proposal to Merge the Clinical Commissioning Groups in Devon

Following a discussion with scrutiny members in July 2018, the purpose of this briefing note is to update members on the proposal to merge the two clinical commissioning groups (CCGs) in Devon, in order to provide a single coherent NHS commissioning voice within an increasingly integrated care system.

1. Context and Background

There is a long history of integration locally and solid foundations of collaborative working as part of a wider system, and in the context of emerging national policy and direction, partners in wider Devon (including Torbay and Plymouth) are fully committed to acting as an Integrated Care System from 1 April 2019. The concentration of NHS commissioning focus and expertise, through the merger of the two CCGs in Devon, is an essential element of these future arrangements, providing a single coherent NHS commissioning voice within an increasingly integrated care system.

The CCGs have spent the last year working more closely together and this has realised many benefits:

- It has helped us simplify and speed up decision making, remove duplication and harmonise policies and processes.
- Collectively we have realised cost savings and efficiencies of over **£4 million** on our running costs.
- We have established the Devon wide primary care board, which ensures that the voice of GPs is heard strongly within the STP, and also helped set up the four collaborative boards so that localities benefit from the views of primary care.
- We have developed a single Executive team, working with a single CEO, governing bodies in common and a new integrated structure. This structure will strengthen capability so that the new organisation can be better placed for strategic commissioning for Devon, working in partnership with our Local Authorities and NHSE.

Merging the two CCGs is the next natural step and in doing so we will be able to:

- Eliminate the administrative burden that comes from running two statutory organisations. Operating a single administrative and governance function would enable us to focus more of our people and resources on delivering improved services and better patient experience.
- Progress our work to create a stronger, clearer and more consistent commissioning 'voice' for our area, built on the strong foundations of locality-based, GP-led commissioning, and drive forward the changes needed to deliver the resilient and sustainable NHS services that local people need.
- Attract additional resources and investment for the local population, in particular for South Devon and Torbay, for whom being part of a wider health commissioning body could result in an increase in NHS funding allocation

2. Progress and status to date

In July 2018, upon consideration of local context and national policy, the Governing Bodies in Common supported the submission of a Statement of Intent to NHSE, in which the two CCGs expressed an interest to merge with effect from April 2019, and supported the engagement in regulatory processes over the summer to submit an application for consideration by the governing bodies in September.

Both Governing Bodies met again on 27 September 2018 and discussed progress with the proposals to merge the CCGs in Devon, within emerging national policy and local integration context.

The proposals state that the merged organisation will be built on a strong local infrastructure. This will ensure we stay close to local people and GPs, and continue to work in partnership with each of the Local Authorities, whilst building on the benefits we already have from working together.

Over the summer, a number of meetings and events were held across Devon with GPs and Practices to enable them to learn more and ask questions. During this engagement, there appeared generally to be a good appetite for the merger and general understanding and support for the direction of travel: the need to ensure that local voice is not lost as part of a wider geography and our future aspirations for PMS payments were matters of note.

In September, views of the CCGs' membership on the proposals to merge were sought more formally. Across both CCG footprints, 103 GP practices out of 133 took the opportunity to express their views through the poll, of which 71 were supportive of the merger. It is of important note that 27 practices (14 in South Devon and Torbay and 13 in NEW Devon) showed concerns over our plans to merge, which we would like to understand in more detail.

The breakdown of the poll by individual CCG was as follows:

- **NEW Devon:** 59 practices voted for merger; 13 against; with 3 abstentions.
- **South Devon and Torbay:** 12 practices voted for merger; 14 against; with 2 abstentions.

During the Governing Body meetings in common, on 27 September 2018, it was recognised that many practices in South Devon and Torbay in particular have enjoyed the relationship with commissioners locally, and have felt a strong local influence in setting future direction and healthcare planning and commissioning decisions in local areas. There was a view that being part of a wider Devon geography may potentially lead to loss of local voice and influence which is important for us to explore further, as we shape our thinking around the important role of "neighbourhoods" and "place" in integrated care as part of our system.

In the emerging national framework, there is a strong emphasis and focus on the clinical and professional integration of care and how people experience care at a very local level (neighbourhood) and primary care is at the heart of this.

Locally, we have well-established and long history of integration, including substantial joint commissioning arrangements across the NHS and Local Authorities, notably in Torbay. In testing our proposed direction of travel with colleagues in Health and Well-being Boards there is strong commitment to continue to move to more integrated delivery. Initial discussions with our GP membership suggested that it was important to continue to develop our neighbourhood delivery approach in parallel to commissioning becoming increasingly 'strategic'. Both political and primary care communities will want to be assured that merger will help secure access to relevant resources for the population and not put historic income at risk.

The Governing Bodies agreed that the CCGs will continue to seek and respond to the views of their clinical members and in parallel work with NHSE to assess the appetite and readiness for merger by submitting the application within the required timescales.



Meeting: Overview & Scrutiny

Date: 10 October 2018

Wards Affected:

Report Title: Destination Management Plan 2017 - update

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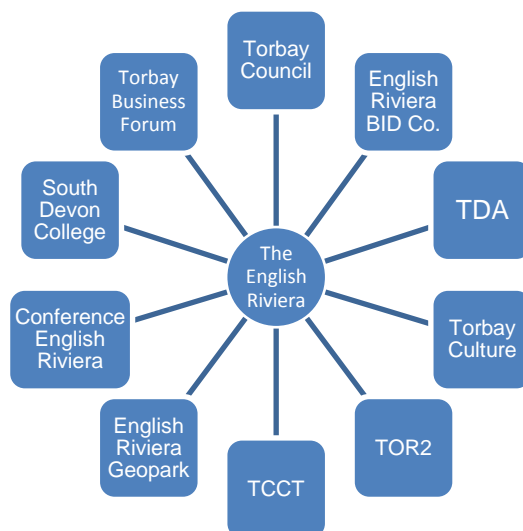
Supporting Officer Contact Details: Kevin Mowat, Executive Head of Assets and Business Services, 01803 208433, kevin.mowat@torbay.gov.uk Alan Denby, TDA Director of Economic Strategy, 01803 208671, alan.denby@tda.uk.net

1. Purpose and Introduction

- 1.1 The English Riviera Destination Management Plan (DMP) 2017-2021 *Delivering a Prosperous and Healthy Torbay*, replaces the previous Tourism Strategy 2010-2015 and aims to provide a shared approach between key stakeholders to effectively manage tourism for the whole destination.
- 1.2 The Plan seeks to align collaborative effort from partners across public and private sectors by setting out a series of agreed actions, to be delivered with local stakeholders through the new Destination Management Group (DMG). The DMG has the shared vision to develop the English Riviera's visitor economy by achieving the Plan's outcomes:
- Increasing visitor numbers and spend
 - Extending the season beyond the school holiday periods
 - Attracting new visitors (UK and International)
 - 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

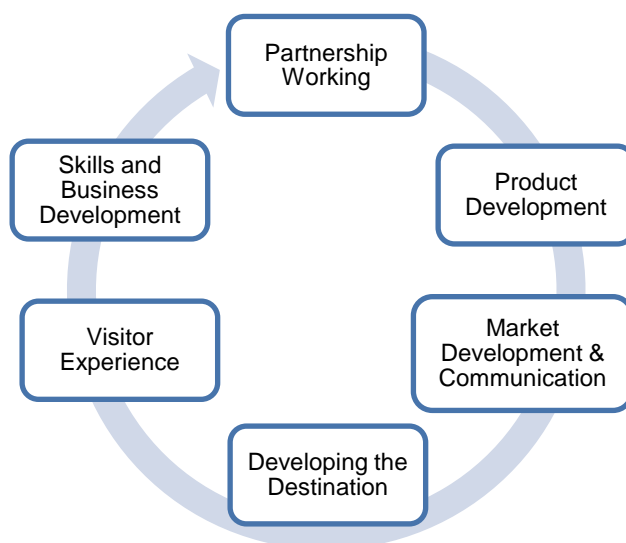
2. Destination Management Group

- 2.1 Taking the DMP forward, the new Destination Management Group (DMG) has a joined-up approach for tourism, working in partnership for the destination with the shared vision to develop the English Riviera's visitor economy. The ten leading partner organisations are:



Partner Organisation	Representative
Torbay Council (including Tor Bay Harbour Authority)	Kevin Mowat
Torbay Council, Executive Lead for Tourism and Harbours	Cllr Nicole Amil
English Riviera BID Company	Carolyn Custerson (Chair)
TDA	Alan Denby
Torbay Culture	Kate Farmery
TOR2	Pete Woodhead
Torbay Coast & Countryside Trust	Damian Offer
English Riviera Global Geopark Organisation	Nick Powe
Conference English Riviera	Nicky Harding
South Devon College	Matt Burrows
Torbay Business Forum	Steve Reynolds

2.2 By working in partnership and maximising linkages between partners, the DMG will work to achieve the Plan's outcomes through a series of targeted actions and priorities. The Plan's six priorities are all connected to ensure the success of English Riviera's visitor economy:



- 2.3 Lead partner organisations will hold responsibility for developing and implementing focused and measurable plans to achieve their lead action. An example of a project currently being developed by TDA, in partnership with the ERBIDCo, is the provision of business support for tourism businesses (action 25). Through a targeted campaign commencing in September, we are promoting the benefits of a free ERDF funded programme, focusing on developing digital skills to enable business growth. The campaign will launch with an event at the Riviera International Conference Centre on 26th September, followed by tailored workshops and one to ones.
- 2.4 The DMG are the custodians of the destination setting out how we can respond to challenges facing industry and responding to and influencing government policy. The DMG will also take a collective role to identify new funding sources for tourism, working together with industry to support the growth of the visitor economy. The DMG links with the strategic partnership 'Torbay Together' and will feed into this group, strengthening the collective voice to develop the visitor economy.

3. Progress

- 3.1 The Destination Management Group is now established. Supported by TDA, providing resources to co-ordinate and facilitate the Plan's implementation, conducting one to one meetings to develop action plans, identifying opportunities and forging new working partnerships. This summary reflects the work undertaken March-June 2018.
- First DMG meeting held on 7th June, Terms of Reference have been agreed and the Chair elected for the next 12 months.
 - Quarterly meetings are scheduled for the year ahead: 20th Sept, 6th Dec 2018, 14th March and 6th June 2019.
 - The format and structure of meetings will focus on strategic issues, maximising opportunities and linkages with partners.
 - One to one meetings have been held with all ten DMG Partners to re-engage with the Plan, its objectives, approach and commitment required.
 - Introductions have been made for new partnerships and working collaborations opportunities. E.g. business and cultural tourism.
 - Three action plans are in place and project work underway (business support programme, cultural tourism offer and apprenticeships), a further three action plans are expected to be in place over the next quarter.
 - Creation of a new benchmarking spreadsheet bringing together what data is available to us, from a variety of sources, to help measure success against the DMP outcomes. This is a complex cross referencing document which will be reviewed by the DMG.
 - Prioritisation and action plan review will be agreed at the next (Sept) DMG meeting.

4. Partnership working

- 4.1 As stated throughout, partnership working and making the most of our resources is essential for the Plan's success and developing the visitor economy. Working together collaboratively to deliver the DMP is an ongoing key focus and priority of TDA and the DMG. This proactive approach of one to one meetings, establishing new collaborations and quarterly DMG meetings will ensure we effectively take the Plan forward.

Appendices

Destination Management Plan with Action Plan

Destination Management Group Terms of Reference



2017-2021

English Riviera Destination Management Plan

**Delivering a Prosperous and Healthy
Torbay**



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INTRODUCTION

Torbay, the English Riviera, is a leading UK seaside holiday destination. This Destination Management Plan¹ (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 figures³ 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 2015⁴:

	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 destination⁵, 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.

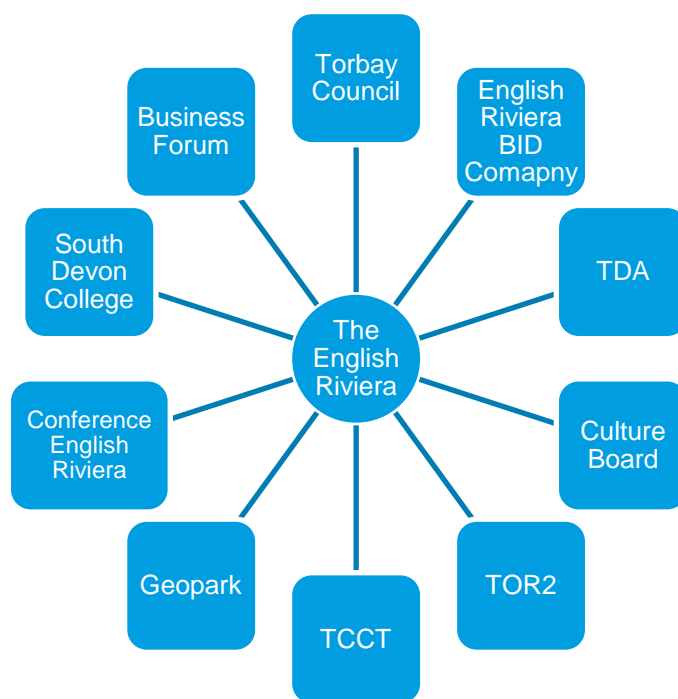
Funding opportunities for tourism need to be maximised for tourism and business investments (infrastructure, product development and skills), the Destination Management Group will take a collective role in identify new funding sources, working together with industry to support the growth of the English 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
<ul style="list-style-type: none"> 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 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<p>quality product is developed, people are willing to use them and spend the money.</p> <ul style="list-style-type: none"> 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. 	<p>area is also known as Torbay with the towns Torquay, Paignton and Brixham.</p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.

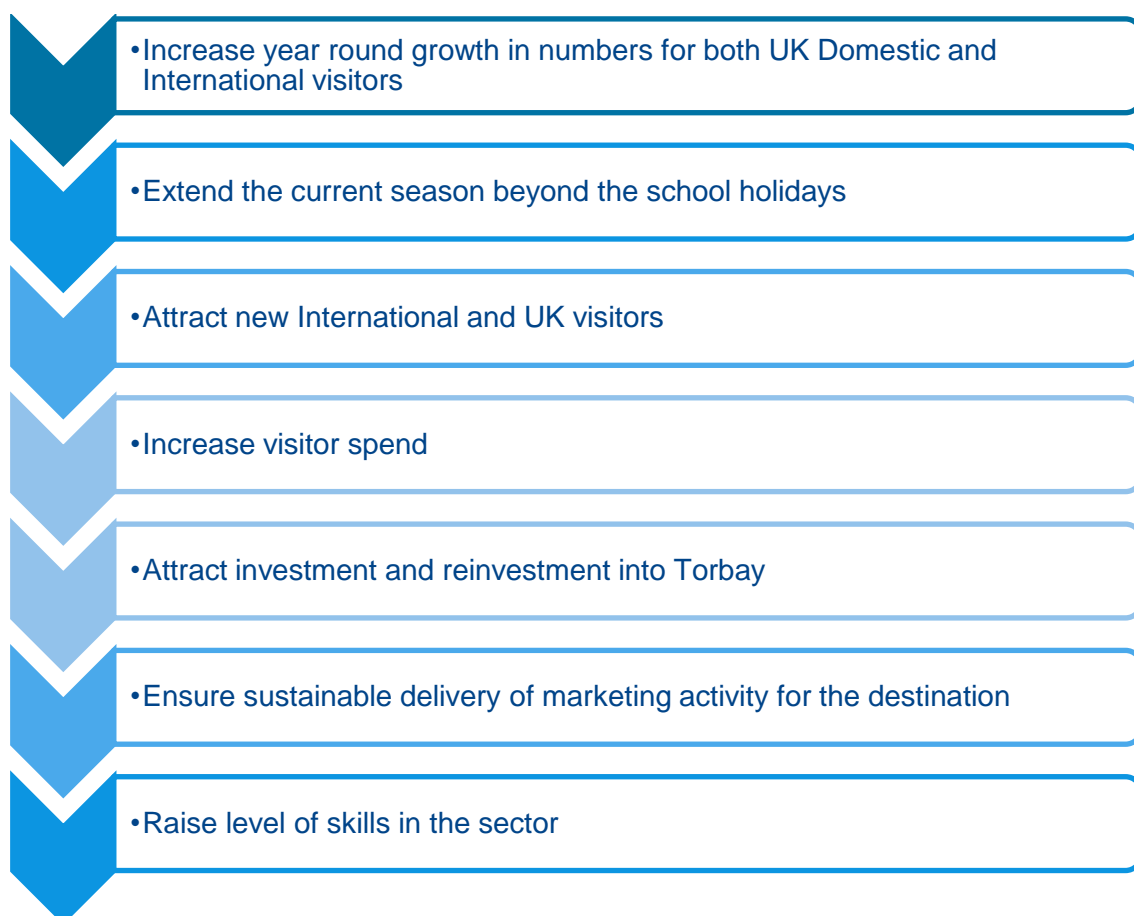
OBJECTIVES

Objective and Targeted Actions

The objective of the English Riviera's DMP is:

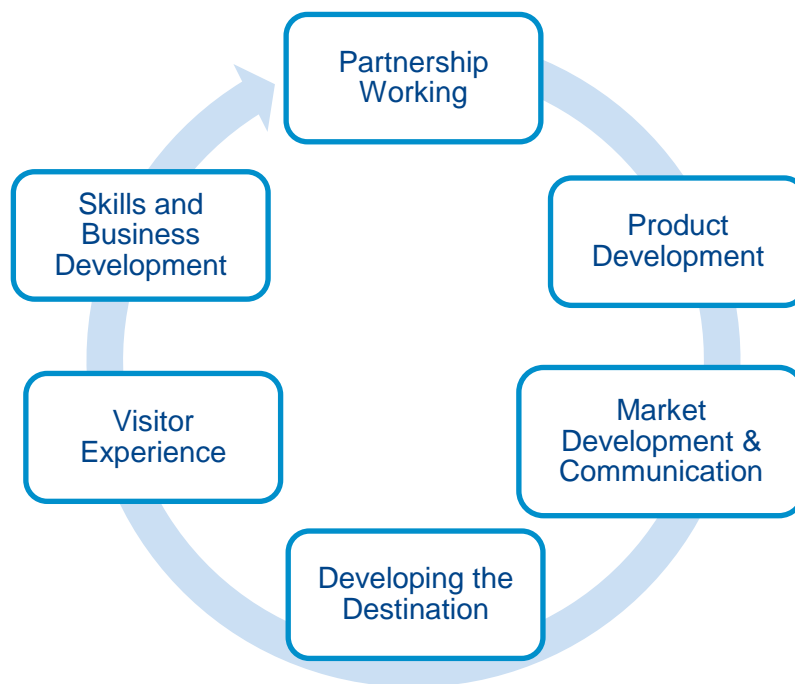
To strengthen and develop the English Riviera's tourism offer.

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



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

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



English Riviera
BID Company

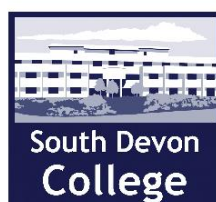
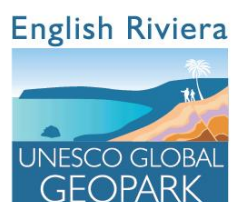


Enjoy, talk, do, be
Torbay Culture Board

TOR²
Torbay Council & Kier Group



**Torbay Coast &
Countryside Trust**



English Riviera Destination Management Plan 2017-2021

Destination Management Group

Terms of Reference

1. Background

The English Riviera Destination Management Plan 2017-2021 *Delivering a Prosperous and Healthy Torbay*, replaces the previous Tourism Strategy and aims to provide a shared approach between key stakeholders to effectively manage tourism for the whole destination.

Focussing on developing a successful visitor economy, the DMP presents clear priorities and actions for the different stakeholders involved to take the destination forward. The Plan aligns collaborative effort, reducing duplication and maximising local investment. This collective effort and shared responsibility is an approach supported by VisitBritain VisitEngland.

2. Purpose

To take the DMP forward, the new Destination Management Group (DMG) will have a joined-up approach for tourism, working in partnership for the destination with the shared vision to develop the English Riviera's visitor economy.

The DMG will collectively drive the DMP forward to ensure the Plan's overall Objective is achieved:

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

More specifically to:

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

By working in partnership and maximising linkages between partners, the DMG will work to achieve the Plan's Outcomes through a series of targeted Actions and Priorities.

Lead partner organisations will hold responsibility for developing and implementing focused and measurable plans to achieve their lead Action of responsibility.

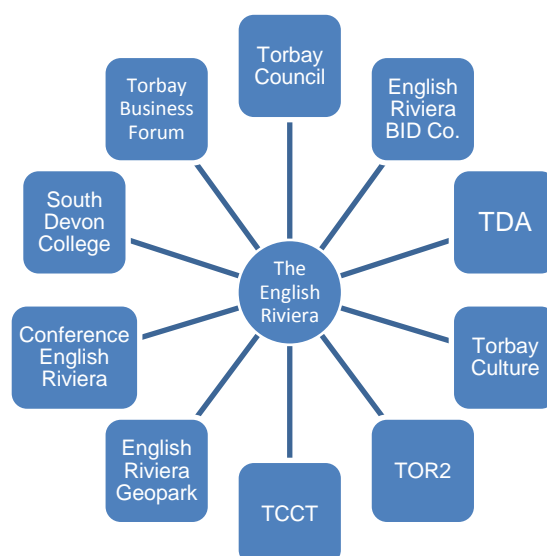
Working collaboratively, the DMG are the custodians of the destination setting out how we can respond to challenges facing industry and responding to and influencing government policy.

The DMG will take a collective role to identify new funding sources for tourism, working together with industry to support the growth of the visitor economy.

The DMG links with 'Torbay Together' and will feed into this group, strengthening the collective voice to develop the visitor economy.

3. Membership

Members of the DMG will bring organisations together across all sectors, representing the whole destination to effectively develop and promote the English Riviera. The leading partner organisations are:



Partner Organisation	Representative
Torbay Council (including Tor Bay Harbour Authority)	Kevin Mowat
Torbay Council, Executive Lead for Tourism and Harbours	Cllr Nicole Amil
English Riviera BID Company	Carolyn Custerson
TDA	Alan Denby
Torbay Culture	Kate Farmery
TOR2	Pete Woodhead
Torbay Coast & Countryside Trust	Damian Offer
English Riviera Global Geopark Organisation	Nick Powe
Conference English Riviera	Nicky Harding
South Devon College	Matt Burrows
Torbay Business Forum	Steve Reynolds

The DMG is a collective partnership and all partner organisations are required to attend all DMG meetings. Should a representative be unable to attend a meeting, they must send a deputy in their place. If a partner organisation is absent from three meetings, their membership will be reviewed by the Chair.

Note: Additional members may also be identified and invited to join the DMG as the Plan develops.

4. Outcomes and Monitoring Progress

Through focused and managed plans, DMG partners will work to achieve the Plan's Outcomes:

- Increased visitor number and spend (UK and International)
- Extending the season beyond the school holidays
- Attract new visitors (UK and International)
- 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 as a career choice, retaining skills and local talent

Monitoring and measuring progress will be recorded and co-ordinated by TDA.

5. Support

To facilitate the Plan and enable new collaborative relationships, support for DMG partner organisations is available from TDA. This will include developing action plans, one to one meetings, collating and measuring progress and co-ordinating DMG meetings.

6. Authority

The DMG is a strategic collective group with a shared vision and interest in the management of the destination to develop the visitor economy. The group has no executive powers, other than those responsibilities designated in the Destination Management Plan.

When decisions are needed to be made, the DMG will reach them by a consensus vote. Where required, the Chairperson will have the casting vote.

A Chairperson will be chosen at first meeting (initially chaired by Torbay Council) and will be independent of Torbay Council, and reviewed annually.

7. Frequency, Venue and Nature of Meetings

The DMG will meet on a quarterly basis, where the actions and progress will be discussed. The venue, where possible will rotate around Partner locations.

The meetings are an open platform for partners to discuss opportunities, barriers and sharing of best practice in a safe environment.

Consideration will be given to other meetings/memberships which partners may be involved with, so not to overlap or duplicate, but to enhance involvement.

8. Review of Terms of Reference

The terms of reference will be reviewed and agreed on first meeting; and annually thereafter.