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Date: Wednesday, 14 January 2026

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Dear Member

OVERVIEW AND SCRUTINY BOARD - WEDNESDAY, 14 JANUARY 2026

I am now able to enclose, for consideration at the Wednesday, 14 January 2026 meeting of the Overview and Scrutiny Board, the following reports that were unavailable when the agenda was printed.

Agenda No	Item	Page
5.	Annual Review of the Events Strategy as aligned with Destination Management Plan Appendix 1: English Riviera (outdoor) Events Strategy 2021 – 2027 updated May 2024 – attached. Appendix 2: Progress matrix for English Riviera (outdoor) Events Strategy 2021 – 2027 updated December 2025 – attached. Appendix 3: Destination Management Plan Matrix Growth Theme 4 Culture and Events – see link English Riviera Destination Management Plan - Torbay Council – there was already a link to this in the covering papers.	(Pages 3 - 38)

Yours sincerely

Governance Support
Clerk

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English Riviera (Outdoor) Events Strategy

2021 – 2027

Updated May 2024



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Foreword

Our cultural offer, including events, is seen as a critical contributor to the area's success, making Torbay, the English Riviera, an attractive proposition to live in, work in and visit. There are opportunities to improve our events sector in order to better support the experience had and perception of visiting the English Riviera – one of the premier UK resorts. This is of particular significance in the minds of influencers who are now central in shaping opinions of potential visitors as to whether a place is going to be great to visit, and as such, these individuals can play a significant part in an area's success.

Equally important is the opportunity for local people to contribute to the development of an authentic cultural offer and to promote the area's identity as influenced by its physical environment, its rich heritage, world class UNESCO Global Geopark designation, and the exceptional quality of life. Also important is the involvement of, and support from the local business community who can be excellent advocates of culture and events in the area and offer support in various ways.

This strategy is a starting point, and it aims to address these issues, build capacity and deliver a strong and vibrant events sector that will have a positive effect on the local economy and enrich the lives of local residents as well as visitors to the area by achieving **a multi-layered, year-round, area-wide events offer.**

Councillor Jackie Thomas
Cabinet Member for Tourism, Culture & Events and Corporate Services

May 2024

Introduction

The Covid-19 pandemic put a spotlight on events in the area as part of the wider offer to visitors, our community and involve businesses, and there is a clear need to look at how we operate in a more strategic way. Events in 2020 were decimated. All key events were cancelled and there was a need to proceed with caution to prevent further spikes of the virus in this area and keep residents and visitors safe in the future whilst we move forward with a post vaccination society. Events had to adapt as it was difficult to operate in the way they used to. It is also clear that the Covid recovery in terms businesses and growth has taken much longer than anticipated. However, even before the Covid-19 pandemic arrived there was a clear need to review and reposition the events offer of the area.

Since the pandemic, the cost of living crisis has meant that event infrastructure, fuel, power and personnel costs for events have significantly increased and things have had to be looked at in different ways and planned differently to make them affordable. Members of our community and our visitors have less disposable income, and what they do have has to go further, therefore attending events and activities are seen more as a luxury than a must do.

We need to do things differently, to think smarter and plan our events offer to enhance the wider tourism offer of the English Riviera, with a more long-term focus, so that we're not struggling to fund and produce even a minimal level of headline, feature and supporting events. To meet our vision of being one of the premier resorts in the country, we need a plan that provides our local community with activities and events that enrich their lives and supports their development and well-being.

In brief terms, in our community and across the Southwest, we have event organisers, producers and event specialists who can work together to support the delivery of a multi-layered, year-round, area-wide events offer and look to work collaboratively with commercial event organisers nationally and internationally to bring high quality events to the area. It is acknowledged that one of the key challenges is drawing together the difference in working cultures and viewpoints of the various stakeholders including volunteer/community, local authority and professional large-scale organisations. The council, through this strategy aims to support all of the above activity.

Torbay, also known as the English Riviera, is a unique and special place. Through working with groups such as the Torbay Story steering group, Torbay Together (now acting as the Place Leadership Board), input from Torbay Culture and the clear focus of the English Riviera BID, as well as recent work and development of strategies such as the Destination Management Plan, Cultural Strategy, and other local plans, we have started to align the different opinions of organisations and groups about how our unique distinctiveness should be evolved to provide significant opportunities both for residents and visitors to the area. We have also looked to align with The Arts Council England Strategy and Sport England Strategy, where relevant, to ensure links to the national aims for culture and events.

The recent award by the National Lottery Heritage Fund of the 10 year Heritage Fund to the area demonstrates how funding bodies see the huge potential of the area.

Torbay Council has a stated objective of Torbay being one of the premier resorts in the country, and good quality events should form part of this vision. This strategy aims to draw together views about events from across the community and will be used to move forward options and opportunities; it forms the basis of a plan for the next six years (from 2021), with a view on a longer-term strategy.

Further information on alignment with Torbay/English Riviera strategies can be found in the background document *English Riviera Events Strategy – Evidence base*.

Scope

This strategy has a focus on **outdoor events** in the area which include various genres - cultural, creative, traditional, innovative and on-trend activity and certainly includes music events, sporting events and more; and the support that is given to ensuring that events happen in a safe way especially on Council land by the Torbay Council Events Team. Whilst the focus is on outdoor events there are clear links to indoor events and other activity in the area and these will also be taken into consideration and investigated further when resources allow. It is hoped that in due course an addendum to this document, linking to and focussing on indoor events will be developed.

This strategy acknowledges the strength and depth of volunteer coordinators and their support for events in the area. Without these exceptional people many events just wouldn't happen. Events aren't easy to stage, they can be a slog and take a lot of grit and determination to make happen. The strategy seeks to support, develop and encourage such volunteers to strengthen their skills and abilities should they want such support, and seeks to make links across the sector, including commercial event operators, so that a wider support network can be developed. It also aims to be the launching point in trying to make it easier for events to take place in a safe way, and with expert support available where needed.

This strategy also recognises the work that other organisations play in ensuring the continuance of an annual events programme and supporting events to come to take place in a safe way most notably Brixham Town Council, Torbay Harbour Authority, Torbay Culture and the Paignton Green Events Group which is now known as the English Riviera Events Group.

Although not directly referenced, the strategy acknowledges the strength of the area in hosting local high quality independently produced performances by performing arts groups such as town bands, musical groups, choirs and family entertainers, and the commitment and work of these groups and individuals in delivering high quality entertainment that contributes to the well-being of local people and visitors to the area, and certainly add a dimension to the multi-layered emphasis of this strategy. It is acknowledged that these groups require good quality performance areas with appropriate amenities.

Events are also directly and indirectly woven into relationships with the business community who partly rely on events to bring people to the area, who supply infrastructure and support for events and also support volunteering and provide other support for events.

Context

In its simplest form, the English Riviera is a traditional seaside resort reaching ahead to provide the best possible 21st Century offer, set against a challenging landscape of limited public finances and extraordinary budgetary demands and pressures. The recent Covid-19 outbreak has only served to exacerbate how fragile the local economy and the events programme is, and proven the need for a more coordinated events strategy and how it would benefit the locality as it moves into a recovery and repositioning phase.

Sitting on the South Devon Coast, neighbouring Dartmoor National Park, the English Riviera is a UNESCO Global Geopark and home to a wealth of natural assets such as its natural coastal beauty, it is also known as England's Seafood Coast and the birthplace of Agatha Christie. It hosts a number of leisure, heritage and cultural assets such as Kents Cavern, Torre Abbey, the Princess Theatre and the Riviera International Conference Centre. The area has multiple Blue Flag and Seaside Awards for its beaches and Green Flag awards for excellent parks and gardens, as well as the only UK destination to have held the Purple Flag award for seven consecutive years (as at 2021). The recently adopted strap-line of Torbay Together and the English Riviera BID – ***Naturally Inspiring*** – sums it up extremely well.

The area is well known for its coastal and maritime links with a good-sized yachting community in Torquay and Brixham. Tor Bay has an international reputation as a sailing and championship venue. Brixham is the largest fishing port in England, by value of catch, and Paignton has a sea-facing events space and pier. The area is marketed as a year-round destination using outdoor and adventure activities as a reason to visit, such as kayaking, paddle-boarding, coasteering, caving, abseiling, wild swimming and sailing.

In 2019, there were more than 100 outdoor events, either small, medium or large-scale that took place on Torbay Council land including several that took place within the realms of the Tor Bay Harbour Authority; as well as a small number of key events that took place on private land. Further information can be found in the background document *English Riviera Events Strategy – Evidence base*.

Events and festivals are acknowledged as fundamental in improving the quality of life of a local population. They provide opportunities for expressing collective belonging to a group or a place; create occasions for drawing on shared histories, cultural practices and ideals. They are also an important element in the marketing and development of tourism and valuably important in extending the season. The importance of events taking place in developing the offer in the 'shoulder months' is recognised. If the area is to be a year-round destination, the right events will play a key part. Many towns and cities use events and festivals as vehicles for regeneration projects and tourism promotion, all vital to the local economy.

Events can be critical in enabling successful regeneration funding bids (as has happened in Liverpool, Bournemouth, Brighton and Hull), giving one area an edge over a competitor as well as

showing local distinctiveness. They provide an additional reason for tourists to visit a particular location and can also be a key factor in a tourist's decision to choose one destination over another. They provide enjoyable things to do for visitors, allow informal and rewarding contact with the local community, local environment and provide new cultural experiences for visitors. All of these things, with the right type of events, can bring money into the visitor economy, supporting local jobs and local businesses. Many of the considerations for staging events are set out on the following page.

The legacy of the Covid-19 global pandemic is likely to be felt in the events sector for the duration of this strategy. This strategy and the related Event Policies may need to adapt to ongoing changes in government legislation and public health advice.

In addition, environmental concerns are a significant factor in this area as coastal resort that relies on its coastline and landscape for visitors and residents alike, and care needs to be taken to look after our naturally inspiring environment in line with the principles set out in the UNESCO Global Geopark designation, in order to preserve and protect what we have for future generations. As such, events need to be well managed in an environmentally conscious way, using fewer resources whilst protecting the landscape and marine environment.

Events can help support sustainability initiatives through the following:

- Motivate event organisers and suppliers to adopt high sustainability standards in event delivery. Continue to improve, review and evolve the environmental criteria that organisers are expected to meet.
- Improve on-site infrastructure and facilities that supports positive sustainable behaviour and reduces the impact on the environment
- Make best use of green infrastructure
- Explore potential for sharing of equipment, infrastructure and resources between events
- Offer experiences that supports the local natural environment and promotes a local scientific and other designation such as the UNESCO Global Geopark designation. For instance, Tor Bay boasts some of the finest sailing waters in the world

Reasons for Staging Events

Social

- Opportunities to participate in community events
- Improve the health and wellbeing of residents
- Encourage community cohesion, celebrating diversity, creating a strong sense of community (and often a "feel-good factor" amongst the community) links to the community plan
- Promote inclusivity and equality
- Supporting children and young people through events (CYP Strategy)

Cultural

- Contribute to a sense of community, local pride and cultural identity
- Create community identity and cohesiveness
- Celebration of cultural heritage
- Introduce new and challenging cultural ideas
- Fostering a culture of innovation and imagination
- Support and showcase art forms

Economic

- Attract visitors from beyond the region
- Extending the season into the shoulder months. The right types of events in the off-season will attract more visitors when the local economy needs them
- Contribute to the growth of overnight stays and day visitors
- Enhance national profile, generating significant media coverage
- Provide employment opportunities
- Support local businesses and act as a catalyst for regeneration and renewal
- Maximise income generation to invest in community events
- Social value – linking to local and contracted businesses
- Wealth building within the community

Skills

- Develop capabilities of communities and organisers to take greater responsibility for events
- Build skills training and career pathways into the events sector (including volunteers and existing volunteer event organisers)
- Present opportunities for volunteering with community groups and those running events, to upskill and develop confidence
- Continue to build capacity and expertise across the area's events sector
- Event land and spaces management
- Local talent linked to external expertise
- Build confidence in local workforce/creatives

Many destinations have increasingly recognised these benefits and have developed extensive events programmes. The last 20 years or so have seen a remarkable rise in the number of events and cultural festivals in towns and cities throughout the UK, Europe and elsewhere. Evidence shows that a properly resourced and mature events programme, with a distinctive creative vision, and staged in an interesting and accessible location, can generate significant profile, attract new visitors and deliver substantial economic benefit.

Such an approach has significant economic benefits to the locality. It draws in different target audiences to different activity all of whom will spend money on car parking, food and accommodation, in shops and at other visitor attractions whilst they are in the area.

To build the necessary capacity in the area and develop a year-round season-based rhythm of cultural events is not cheap to do, but by pursuing match funding and re-directing income generated by the Events Team as and when capacity has sufficiently grown to do so, there is

potential to secure the variety and capacity desired whilst building wider economic impact and indirect benefit to the Council.

Many events are free to the public, utilising existing public spaces and cultural assets, spark interactions among community members and nurture a positive image of urban areas. However, outdoor events are always susceptible to poor weather, with strong winds being a particular issue for coastal events. Equally, very good weather can also create logistical issues with increased pressures relating to larger than expected crowds and the need for shade.

Successful events destinations offer festivals and events, which are connected to the place, inspired by its location, history, heritage, people and living culture. They deliver authentic, high quality events, which for the most part can only be found and experienced in that way in that particular place. Places that nurture this approach – such as Brighton, Bournemouth or even Liverpool - even for those events that are *brought-in* rather than home-grown – tend to be more successful and sustainable. Not only as a tourism destination but also a place to live, work, study and invest in. Further information to support the need for action can be found in the background document *English Riviera Events Strategy – Evidence base*.

The English Riviera hosts many events throughout the year. Many of these target a local audience and are therefore limited in economic potential, although visitors might go to them when visiting; some are more commercial touring events that attract a regional audience because the Bay is the most convenient location to experience the event (such as shows at Princess Theatre and Palace Theatre, Circus on Paignton Green or touring exhibitions at Torre Abbey); and a few are headline events that are unique to the English Riviera and high profile, with the ability to attract visitors to the area and shape the reputation of the Bay. There is currently very little resource for product development, so what funding is available has to be used creatively, linking in with the area's repositioning plan which has an emphasis on greater impact socially and economically.

The area has a fantastic central resource for promoting events in the English Riviera Business improvement District Company's (ERBID) event listing on the tourism website. And for key events such as English Riviera Airshow, Seafood Feast, Walking Festival, Bay of Lights collaborative promotion is a focus, with ERBID taking the lead.

Whilst many events were cancelled in 2020, the Covid pandemic also showed us how resilient certain sectors in the Torbay area could be, with, as you would imagine, the creative sector at the forefront. It was surprising how much organisations were still able to deliver during such a challenging time. Such delivery included Create to Recover, English Riviera Film Festival, Devon Open Studios Launch, Online Virtual Art Exhibitions. In addition, the pandemic has brought cultural organisations and freelancers together via *What Next* and there is now a real opportunity to build on and create better collaborations and partnership working.

Some of the most noteworthy events currently or recently staged on the English Riviera include (this is a flavour and not a complete list):

- English Riviera Airshow

- International Agatha Christie Festival (takes place at multiple venues)
- Bike Festival (although BMAD appears to have folded)
- Brixham Pirate Festival
- BrixFest
- Fishstock
- Geopark Festival
- Eyeview projects such as Wavelength (a one-off project with potential to develop as a regular event Oct-Dec)
- English Riviera Triathlon
- Rowcroft Sleepwalk
- Torbay Half Marathon
- Children's week
- Into the Mix
- Paignton Festival
- Paignton Regatta
- Seafood FEAST
- English Riviera Film Festival
- Torbay Steam Fair
- Various Sailing events at all levels including major international and national sailing events

Further information about current events and current sports events in the area can be found in the background document *English Riviera Events Strategy – Evidence base*.

Future Direction

Torbay Council is relooking at the area's future, its priorities, approach and the delivery structures needed to reposition and to realise its potential. This Events Strategy has been developed in response to the Council's Corporate Plan, to align with the Destination Management Plan, Cultural Strategy and Heritage Strategy, and also to act as a recovery plan for events in the area following the Covid-19 pandemic and as an events repositioning plan. In addition to the plans outlined above, it is designed to sit alongside the Economic Strategy, Neighbourhood Plans (3), the Joint Health and Wellbeing Strategy, the UNESCO Geopark Management Plan and other related reports and plans, and informs the vision for the English Riviera until 2027 with a view beyond this point.

The English Riviera has the ambition to build the range and scope of medium and large scale (Headline and Feature) events staged in the area to deliver a year-round programme (with a focus on the shoulder seasons) of high quality, distinctive events which will appeal to visitors and residents, have a positive impact on the local environment and support the promotion of the Bay across all its agendas. When this strategy was first drafted, relatively few of these events were of regional significance, this has been addressed to some extent, but more work needs to be done in addressing this issue as part of the outcomes of this strategy. New events need to be sustainable, more regionally distinctive, work in the off-season and have a greater impact.

Event organisers may also wish to consider virtual and digital programming as a way of promoting the area, increasing event revenues and expand participation through online platforms and social media, although this is not a focus of this strategy which is more about enabling physical events.

Vision, Objectives and Actions

Events are critical to the local economy and health and wellbeing of residents and this strategy outlines a future in which they can play a much stronger role in supporting community wellbeing, the area's profile, reputation and economic growth, in support of the area's recovery from the impact of the Covid-19 pandemic and repositioning as a significant destination for events.

Events help to make the English Riviera a more vibrant and interesting place to live, visit, work and study in. They bring people together and shape a strong sense of identity. They provide opportunities to stimulate tourism and economic growth.

Events also have wide cultural and social benefits for our community. They strengthen identity and pride, impact positively on health and wellbeing, and enhance educational outcomes and economic opportunities as well as encourage a greater appreciation of the area's unique natural environment.

Vision

Our vision represents what needs to be achieved between now and 2027. It recognises the breadth of impact and benefit that a well-run events programme can deliver. It centres on achieving a greater focus on **quality, distinctiveness and impact**. It will also support a greater emphasis on quality events to support the social and economic impact in the area, by making it more attractive to visitors.

This question of authenticity is key: if Torbay has ambition to be a truly leading destination of choice, then a better mix of originated content (whether from local or national suppliers) and toured in (visiting) events needs to be nurtured, as well as quality products. The question of balancing risk with ambition is to be explored: The Airshow is a flagship event, but there are questions about its long-term environmental and economy sustainability and, in addition, several events as anchor points would be stronger, and may help future proof the events offer.

We will deliver and oversee events that create unique experiences for audiences, whilst embracing innovation and creativity at every step in all areas.

We will deliver and oversee events that extend our seasonal range, whilst also growing the social and economic benefits for all associated, whilst also increasing the positive impact that they have on Torbay.

We will focus on becoming a leader in sustainable events, ensuring our footprint is minimised whilst we continue to deliver high levels of quality and production.

We will endeavour to showcase Torbay as the most creative, innovative and productive event location in the South West.

Objectives

In setting these objectives for events on the English Riviera, we recognise that there should be a balanced approach – where events are not the end in themselves but rather a vehicle through which other area-wide needs are met:

Events on the English Riviera will:

- Enhance the national and international profile and reputation of the area (including the UNESCO Global Geopark designation)
- Be of high quality and professionally delivered with our support.
- Attract more visitors to the area, in line with the DMP, whilst also increasing engagement from our residents.
- Increase the social and economic impact to all involved.
- Improve and increase diversity
- Take the lead on environmental considerations
- Provide opportunities for our younger, and disadvantaged residents to increase their potential future through either voluntary or paid participation with access to become part of productions

In addition, the Council and partner organisations will:

- Achieve an innovative range of headline events.
- Seek additional third party funding and use existing finances (S106 and CIL) to support and match fund opportunities to create strong event spaces as well as exceptional events in Brixham, Paignton and Torquay.

Strategic action plan

Identified below is the strategic action plan to deliver the vision and objectives and which are discussed in greater detail in Appendix 1 - **Strategic Action Plan**.

1. **Shift the strategic focus** to achieving more with the limited resources available. And seek out funding and match funding opportunities.
2. **Development of an Events Charter** to set clear expectations from organisers and to cement the actions that are important to local communities in event planning.
3. **Build capacity** in the sector to make the English Riviera a centre of events excellence across the spectrum of event types and sizes.
4. **Investment in events spaces** in order to develop key sites that meet the needs of quality event organisers that manage events that will have a UK wide audience.
5. **Support the development of local event organisers, producers and promoters** to create high-impact events and enable job skills and job creation.
6. **Support Marketing promotions with partner groups and organisations** to ensure the events offer of the English Riviera is promoted far and wide as a welcoming and vibrant destination, that has a diverse range of appeal.

As part of all of the above, events should be more focussed on the shoulder seasons. And in terms of the Council's Events Team, which has limited resources, a review of the systems used in order to free up time, as well as consideration for charging for use of council land and officer time should be considered.

Conclusion

This strategy recognises that the English Riviera has significant work to do to improve its viability as a host for quality, attractive events, developing a multi-layered, year-round, area-wide, events offer and attracting and developing viable and professional event organisers in order to deliver meaningful benefits to the community and the local economy and which attract visitors.

The ambition is to start progress towards achieving more with the existing limited resources but finding ways to draw in income to cover such events. It won't be an easy task but by having a strategy this process has started and all stakeholders can acknowledge this and work together. The strategy advocates six specific actions that we believe can help achieve this by a greater focus on 'quality', 'distinctiveness' and 'impact' and which will help achieve our vision.

Appendix 1 - Strategic Action Plan

This is the strategic action plan which outlines the actions that need to be undertaken at a strategic level. A more detailed delivery action plan will follow on from the adoption of this Strategy including Key Performance Indicators. The delivery action plan will detail a pathway to delivering the specifics of the strategic action plan, looking at issues such as specific events, timings, resource required etc.

Action 1 - Strategic Focus

Shift the strategic focus to achieving more with the limited resources available.

To build a multi-layered, year-round, area-wide portfolio of events that deliver distinctive experiences for visitors and residents and also supports economic development and profile building priorities. There will be a mixture of established successful events, community (local) events, new events which can be developed and national/international events which we will try to attract to the area. In most instances the Council will act in a strategic coordinating role, working in partnership with various organisations to support the delivery of these events. This may mean doing fewer events of greater benefit.

Key Aims

The aims of this approach are to:

- Differentiate the English Riviera in a competitive and overcrowded market for event audiences.
- Ensure Headline events' profile, attendance and impacts are not diluted by an excess of similar events. It is recognised that local community events would very rarely impact on these larger events.
- Develop new opportunities that fill gaps outside the core summer months in the annual calendar, and ensure the correct type of events that draw in visitors fill the summer months.
- Go out to the market to see what is possible to achieve the above in terms of Headline and Feature events.

Event Classification

To support these key aims it is proposed that the area's events are classified in a framework of four distinct groups:

Headline Events

These will be grown to three (and then potentially to five as capacities increase) big impact annual cultural and sporting highlights which showcase the area. The aspiration should be for events that can be classified as **English Riviera: Naturally Inspiring** that display high quality strong ambition; deliver significant economic impact; attract large audiences; achieve significant media coverage; and generates more overnight stays in the area.

Headline Events - Potential Development

Suggestions for further potential Headline or Feature events (to be considered by the advisory Events Steering Group) include a light and sound based event (potentially building on Torbay Culture's Wavelength project), a Food Festival, an Outdoor Adventure Exhibition, a Walking Festival, a Music event if resources allow, a significant sporting event, a Christmas related event, a Pride Event (will need to be evolved with the LGBT+ community), a cycling event, a sailing event or a significant cultural creative event. Further information and specific ideas can be found in the background document *English Riviera Events Strategy – Evidence base*.

Feature Events

Established, growing or one-off events that contribute to the vibrancy, profile and tourism appeal of the area. They will be able to demonstrate how they can deliver quality and high levels of ambition, achieve greater public profile, deliver economic impact and attract visitors to the area from Exeter, Bristol, Plymouth and the wider sub-region, as well as some from further afield. Seafood Feast is an example of a significant Feature event but is not an outdoor event (as yet).

Feature Events - Potential Development

A significant vacuum exists during the winter months leading up to Christmas and New Year. The potential exists to build the Winter Riviera brand. A distinctive, authentic and creative, promotional 'umbrella' branding that creates the opportunity to promote the English Riviera as a winter visitor destination, which reaches beyond Christmas markets and is not just about "Tinsel and Turkey" packages with limited benefit to the local economy.

Other business operators in the area have also suggested a summer music season as a feature event. A series of music offerings on a stage on Torre Abbey Meadows. This would offer an eclectic mix of shows from popular music, rock music through to jazz and classical music on stage over a series of nights, each night attracting a different audience. The impact would be very visible and would be a high-profile offering. The event would need to be fenced off and would only work with a suitable promoter. The Council would need to support the development of such an event and give the land and land re-instatement for an agreed period of time (say three years). Other suggestions for music events include a multi-site, multi-venue festival. Further information and specific ideas can be found in the background document *English Riviera Events Strategy – Evidence base*.

Area Events

These are events delivered at area level that although of a recognised quality are predominantly aimed at residents. They will have limited impact or attraction to visiting audiences beyond the south Devon sub region but contribute to the year-round ambience of the area as a happening place. Paignton Festival, Paignton Regatta, Torbay Carnival,

Children's Week, THHN City to Sea Marathon currently fit this category. We would group touring tented circus, fairs and light entertainment shows as area level events. However, these events are unlikely to achieve more than modest growth in visitor impacts or engagement beyond local audiences. They should however be well-managed exemplars of sustainable events, adding to the distinctiveness and uniqueness of the area and its neighbourhood and making the most of opportunities to support local suppliers.

Community Events

These are small-scale community or community of interest organised festivals and events taking place across the area. They have a capacity of 999 or less. The Council provides advice and guidance and could run a grant scheme through a new advisory Events Steering Group (with appropriate accountability measures in place) so that eligible organisations can apply for project funding.

While these events have real value to local communities and should be welcomed, the limited resources of the Council should be targeted at events which deliver a wider set of impacts and many of these events will continue to look after themselves. Nonetheless the Council should support the permissions required and offer guidance and advice on best practice delivery.

Such small community events, up to 999 attendees because of their nature, currently require limited support and Health and Safety monitoring and this will be encouraged moving forward to free up the Council's Events Team to support delivery of the wider strategy. Any bespoke concerns will be flagged up with relevant partners agencies, or via PSAG, and for those selling alcohol or providing entertainment, will also need a licence, which will address any relevant concerns.

Sports Events

There is huge potential for the development sporting events to take place within the area. Whilst this is not specifically covered within this strategy, it is explored within the background document *English Riviera Events Strategy – Evidence base* along with suggested ideas for development and is a theme that will be picked up between this strategy and the impending sport strategy that is currently being developed. As such the potential of sports events will be considered as part of the categorisation process detailed above. Most will be Area Events but as these grow in stature they will become Feature events or even Headline events. Some significant sports events can be classed as Feature events because of their wider draw. Significant music events like Boardmasters have grown out of sporting activity and niche events. Research into the potential to link outdoor adventure and especially sea-based activity should be explored.

Summary of opportunities

- Focus efforts on making the most of events with the greatest potential to deliver economic impacts

- Equally focus on events that deliver on well-being and social impact for our community
- Encourage actions to increase the direct impact on the local economy by Headline Events
- Support bids for occasional international events e.g. sporting events or Geopark related programmes
- Develop a seasonal year-round programme of events (with key anchor points) and packaging to present a coherent offer
- Encourage the use of local suppliers and the distinctiveness of all events that take place in the English Riviera

Specific recommendations

1. Work more closely with ERBID to ensure that the Events Strategy and Destination Management Plan are aligned. Review progress of jointly funded projects at monthly meetings, with a focus on the shoulder season and out of season activities.
2. Work with the English Riviera Events Collective to ensure that the group develops in a way that it represents the wider community of event and all are aligned strategically.
3. To use seed funding from the Council specifically towards starting up and sustaining Headline and Feature events, this sum to be made available each year, where budgets permit, from 2022 to 2027. No event to be funded for more than three years, and funding would be on a sliding scale.
4. A firm commitment should also be given to supporting existing Area and Community events with help and advice. A one-off funding pot that events can apply to, to support their development, if necessary, where budget permits, as well as infrastructure development on key sites.
5. To go out to the market of national commercial events organisers using existing resources to ascertain what Headline and Feature events might work in the area, who is interested and what leverage may be required to bring appropriate events to the area.
6. Research and progress themes already outlined in the previous section with the ERBID and English Riviera Events Collective.

Action 2 - Events Charter

Develop an Events Charter to set clear expectations from organisers and to cement the actions that are important to local communities in event planning.

We will create a simple Events Charter for any events on Council land (or more widely if other landowners wish to adopt it) as a public statement about what the Council and organisers are trying to achieve through events and how they are going about it. It is intended to help organisers understand what is expected from them and to which they publicly commit themselves. It will also be a tool to use with local communities who may be impacted by events, to show what collectively is trying to be achieved, to highlight the approach to quality and well-managed events and to build better relationships between those delivering events and those impacted by them.

Key Aims

The Charter acknowledges that the Council will:

- Provide a welcoming and supportive location for events
- Promote events that enhances the reputation and image of the area
- Provide resources to assist the planning and delivery of priority events as well as financial support to community events
- Encourage and enable events organisers to work together in a respectful and collaborative way

Organisers will:

- Positively contribute to the quality of life for local communities
- Maximise the economic contribution from events to the area economy
- Work together in a respectful and collaborative way
- Deliver innovative and imaginative programming
- Make the most of creative partnerships and collaboration that supports locally based event producers and suppliers and strengthens capacity building
- Promote health and wellbeing while minimising any disruption to local health and social care services (events should not impact too much on necessary day to day services)
- Deliver the most sustainable events that help protect the environment as far as possible
- Minimise disruption to residents and businesses
- Support opportunities for young people especially care-leavers
- Consider use, where appropriate, of *Changing Places* facilities

Specific recommendations

1. That the Council commits to a single point of contact for all event enquiries drawing upon extensive experience gained in managing and regulating events and help to facilitate end-to-end multi-agency support in the planning and delivery of events including support across the different departments and responsibilities of the Council such as waste provision through the newly established Swisco.
2. That the Council will simplify the events application process by upgrading the digital process in order to reduce paperwork and increase efficiency using a system such as the Council's new CRM system or similar.
3. The Council will embed infrastructure in key events locations as a priority, as part of new development levies and payments (S106 and CIL), which will help provide environmentally sustainable event spaces in the future. Other spaces should be developed and brought on-line as funding permits after the key spaces are at the required level.
4. All event organisers above a certain threshold (999+ attendees) will be required to sign up to the Charter.

Action 3 - Capacity Building

Build capacity in the sector to make the English Riviera a centre of events excellence across the spectrum of event types and sizes.

To ensure that the Events Team are focussed on the area of greatest opportunity with the tools and resources to help them. We will develop a portfolio package (PDF or via the event application system) that can be sent to interested parties detailing location, amenities and capacities etc.

We will shift our resources towards events that can help the area have a bigger and better impact. We recognise that, as it stands, a large proportion of time and resource is spent facilitating the permissions of smaller and community events that have limited economic impact. This will ensure that the Events Team are focused on the areas of greatest opportunity with the tools and resources to help them.

The Council currently processes event plans (necessary for health and safety reasons) and approves approximately 110 events a year on key council owned event sites (and does not approve a small number which is equally, if not more, time-consuming), which necessitates a significant workload and time spent by the Events Team processing applications, facilitating consultations and supervising event preparations to ensure well-managed, safe events that mitigate negative impacts on local communities linking in with the area Public Safety Advisory Group, H&S and safety officers, Licensing team, Environmental Health, Highways, Natural Environment team and others. The SAG 'Torbay Guide for Organisers' document provides advice around event safety to all organiser's and is extremely well written and helpful, it is acknowledged this will need updating to ensure it is in line with this Event Strategy.

The sector and organisers can help the Council achieve what it wants but often are unclear exactly what that is. So, it is recommended to bring them on board to help find solutions to the challenges faced by events – whether that is programming outside of peak periods; sharing best practice in sustainable delivery; or innovating and driving out distinctiveness. Much was learnt about from offering a more dynamic service to a number of event organisers during the Covid 19 pandemic, and relationship building is key to successful interaction.

Managing Applications

The existing process and supporting system for managing events applications needs to be reviewed. Either upgrading the existing system or investing in a new system. Options and ideas can be found in the background document *English Riviera Events Strategy – Evidence base*

Programme Development

The Council's Events Team will act as an enabler, facilitator (and occasional commissioner) rather than a direct deliverer of events. The programme would be developed and advanced through a process of stakeholder engagement and collaborative working to create and shape a high-quality annual calendar of activity. Opportunities should be taken to enable communication among event organisers, encourage use of public spaces and manage any diary clashes for the area. The Events Team will provide supervision for the area's events programme. They will be responsible

for advising, supporting and in some instances investing in the area's Headline, Feature, Area and Community portfolio of events.

Using clear criteria, the Events Team would engage with local, national and international external organisations and agencies to identify and bid for one-off Headline sporting and cultural events. An essential criteria would be that an external local lead or co-partner(s) is secured. The criteria are a guideline and not all potential Headline Events will meet every element. Options and ideas including criteria, development of the sector operational roles and site hire charges can be found in the background document *English Riviera Events Strategy – Evidence base*.

Charging

A charging specification is detailed in the background document *English Riviera Events Strategy – Evidence base*. This will support the cost of looking after the event spaces and towards income budgets that support the events officers to enable events and future planning. Alternative mechanisms to fund events will also need to be pursued (i.e. ERBID expansion and other grant funding). There will be regular reviews of hire fees and charges and it is suggested that not for profit Community and Area events will largely be significantly discounted, although reinstatement fees will still need to remain in place.

From consultation, many organisations have expressed concerns about road closure fees for community events, and this will need to be investigated further to see whether there is a cost benefit of no fee for such road closures being incurred, although the main cost here is for enacting and lifting road closures which the fee from the likes of Amberon Ltd or Swisco which the Council cannot bear.

Specific recommendations

1. Explore digital tools that can help with event applications to improve efficiency. Enhance the existing online process which is clunky and not at all user friendly for event applicants or end users (officers). Linking in with the Council's new CRM system or similar.
2. Use existing digital platforms (e.g. social media groups) to connect the various organisers to support each other and use best practice from the English Riviera Events Group and other similar groups in other localities.
3. Fostering the capacity and capabilities of the local sector and engaging them in the area's challenges. Support local event managers and promoters with opportunities for training and skills development including volunteer event coordinators.
4. Retain support from other operational teams at the Council to deliver this strategy and maintain the reputation as an attractive destination to deliver events, and where necessary support these teams' resources where there is a significant increase in work.
5. Event development needs to be geared more towards the shoulder seasons. This should be a consideration for any new applications for support (financial or officer time) and use of land.
6. The Council will maintain a stable and sufficiently resourced and funded Events Team to support events, especially those on council land, working collaboratively with the newly formed advisory Events Steering Group.

7. Charging. The above will necessitate a charge for the use of event spaces and bonds in place for land reconstitution to some extent (mainly commercial, Headline and Feature events in due course).

Action 4 - Events Infrastructure

Review investment into events infrastructure in order to develop key sites and promote them so that the English Riviera is welcoming and able to meet the needs of regionally and nationally significant events, with an ambition to support UK renowned and world class events.

The English Riviera benefits from a limited number of open spaces. However, the area's principal spaces are not equipped to support major events, and substantial infrastructure has to be brought in. This is not a major problem and saves on issues with storage but with consideration to environmental issues a stable power supply rather than bought-in diesel generators is preferable. More importantly, the surface of key even spaces needs consideration. If we are to achieve a year-round events programme we with need more durable key events spaces otherwise we'll struggle with dust bowls and muddy areas. Water points are also important as is protecting event sites against traveller encampments.

Paignton Green and Torre Abbey Meadows are the area's principle event spaces although not formally designated as such. However, they need to be developed as dedicated events ready spaces capable of hosting a range of events and entertainments. This means investing in built-in infrastructure in the public realm with outdoor performance in mind either funded through grant funding, S106 funding or through hire fees. This is necessary to fulfill the objectives set out in Section 2 of this report namely to 'Enhance our national and international profile and reputation; Encourage civic pride and community cohesion; and develop capacity and capabilities in the area's events sector. A detailed analysis of needs of these key spaces will be undertaken once this strategy is adopted, although the key elements are already known. Other event spaces will be developed in due course once funding permits. The new space at Princess Gardens is an example of this. The site has had some investment but more is required is develop it as a versatile year-round events space. Such spaces can be used by various community and commercial organisations and would be an ideal location for outdoor theatre and other uses. Torre Abbey grounds are also a good space for events.

There is a need to provide the following on the principle event spaces:

- Better "clean" power provision, water supply and high speed Comms (especially at Paignton Green).
- Provision of "almost" off the shelf Traffic Management plans to guide organisers about what is and isn't possible for specific sites and why

With recent developments such as the space at Princess Gardens and proposed development of the area adjacent to the clocktower "The Strand" in Torquay as part of the Town Improvement Plan and also the town centre development in Paignton as part of the Future High Street Fund works there are already plans to ensure that these developments provide for the existing and

future needs of events and event organisers. Introducing surfaces that can accommodate events, dropped kerbs for vehicle access, electricity and water points, data points for high speed comms, are all examples of improvements that are needed for modern events. There is also a need to look at dedicated event spaces in Brixham.

There has been recent government discussions about making events spaces more resilient in response to terrorist attacks which may require significant investment. This is yet to be developed into full policy and needs to be looked at in any detail. The process was held up by the Covid-19 crisis but should also be taken into consideration when the full information comes forward.

Direct funding for capital improvements to support events may be unlikely to be forthcoming in the current climate. But the needs of events and event organisers should be considered as part of the early thinking and planning for major projects (public and private) that are taking place in and around the main event locations.

Future development requirements

The main requirements that future development should consider would include:

- Provision of flat, open space
- No street furniture or public art that cannot be easily moved (not including murals)
- Provision of electricity power supply (preferably from renewable sources), data (high speed comms), water points (including drinking water) and drainage at appropriate underground points
- Vehicle access for unloading
- Performer parking
- Security and site safety designed in
- The establishment of event ready infrastructure will also critically assist reducing environmental impacts managing energy and water more efficiently, reducing waste and carbon emissions.

Specific recommendations

1. Seek out funding options to upgrade existing event spaces including reviewing S106 and CIL funding
2. Work with the Estates Management Team to develop event space opportunities
3. Engage with ERBID to develop marketing opportunities and support for new and evolving events, and to act as a critical friend

Action 5 - Event skills development

Support the development of local event organisers, producers and promoters to create high-impact events and enable job skills and job creation.

The team will explore options and opportunities to support the development of event organisers, producers and promoters (including volunteer event coordinators) where possible through training and skills development (where funding is available), through coming together to discuss

opportunities and through a potential conference as detailed in 3.6. This will build a highly skilled and resilient events sector that are willing to work together, share ideas and best practice and build the level of capacity and quality that is required in the area.

Support for volunteering programmes will also be given, linking in with wider initiatives such as those already developed by Torbay Culture and the CDT. Links with South Devon College should be further explored to enable work experience, employment opportunities and volunteering opportunities for students.

Specific recommendations

1. The events team supports the development of new opportunities and seek out funding opportunities to support the development of events organisers, producers and promoters.
2. Volunteering programmes will be developed with stakeholders and event organisers and producers will be encouraged to offer opportunities.

Action 6 - Events Marketing

Ensure the events offer of the English Riviera is promoted far and wide as a welcoming and vibrant destination that has a diverse range of appeal.

Event marketing promotions are crucial to promote the English Riviera is welcoming and able to meet the needs of regionally and nationally significant events, with an ambition to support world class events. From a council perspective a dedicated annual marketing plan will be developed and delivered by the Culture and Events Marketing Coordinator to support key events, but there is a need to work with the community to share the load in terms of wider community events.

ERBID currently do a fantastic job in supporting the marketing promotions of events in the area and providing positive constructive advice in the development of new and evolving events, on behalf of their stakeholders (accommodation providers and other tourism sector provision), and it would be useful to involve, where possible, their input in the development of new events, either as part of the proposed advisory Events Steering Group or as a critical friend. Likewise, linking in with the Destination Management Group. There is much discussion within groups such as What Next about collaboration and joined up event marketing promotions that needs to be supported.

Specific recommendations

1. Support opportunities for joined up marketing promotions to promote all events. Including smaller events that do not have the national appeal that ERBID focusses on. Look at opportunities for joined up promotions.
2. Focus on Social Media amongst other media but also to investigate Influencer Marketing; Influencers, Bloggers, Travel Brands and Partners
3. Link in with ERBID and the Destination Management Group for specific feedback on events.

This document can be made available in other languages and formats.
For more information please contact **insert your team email or phone no
here**

Action+A1	Task	Progress April to June 2025	Progress July to September 2025	Actions for October to December 2025	Actions for January to March 2026
1	Strategic Focus				
1.1	ERBID Work more closely with ERBID to ensure that the Events Strategy and Destination Management Plan are aligned. Review progress of jointly funded projects at monthly meetings, with a focus on the shoulder season and out of season activities.	Continue previous. Including joined up Airshow comms and marketing approach.	Prep for 2025 Bay of Lights Trail. Joined up marketing group commenced with ERBID and ERBID funded specialists as well as Events Team.	Continue Bay of Lights joined up marketing and discussions about SUP World Cup staging /investment and marcomms.	Agree jointly funded and/or coordinated schedule of events and marcomms approach for 2026/27 for Agatha Christie Festival, SUP World Cup, English Riviera Walking Festival, Seafood Feast, Bay of Lights Illumination Trail and English Riviera Airshow Planning for 2026/27.
1.2	EREC Work with the English Riviera Events Collective to ensure that the group develops in a way that it represents the wider community of event and all are aligned strategically.	Meet regularly with EREC when the chair calls a meeting (usually monthly) to resolve any issues that are apparent.	Attend regular meetings and support with help and advice on any issues	Attend regular meetings and support with help and advice on any issues	Attend regular meetings and support with help and advice on any issues. Begin introductions of new and upcoming events organisers in the area using the Apply4 application as an initial source for potential interest.
1.3	Seed funding events To use seed funding from the Council specifically towards starting up and sustaining Headline and Feature events, this sum to be made available each year, where budgets permit, from 2022 to 2027.	No further progress due to limited resource and questions over key sites relating to sea defence works and Torre Abbey New Beginnings.	As previous	No available further resource	No available further resource until at least additional income and sponsorship for existing key events is realised.
1.4	Existing events A firm commitment should also be given to supporting existing Area and Community events with help and advice. A one-off funding pot that events can apply to, to support their development, if necessary, where budget permits, as well as infrastructure development on key sites.	No available funding. Progress made relating to upgrading infrastructure in discussions about sea defence works and Torre Abbey New Beginnings.	No available funding for further grant funding of events other than already agreed. Land use to remain as free of charge for community events. Potential of additional resources on Paignton Green as a result of sea defence works Late 2025 and through 2026. Options for drainage as part of Torre Abbey New Beginnings discussed. However lower meadows works are in chapter two which will not happen until 2028/29	No available funding available for one-off funding of events. Continue to progress discussions about upgrading of key events facilities. Sea defence works funding is limited at Paignton and is unlikely to be able to invest in the land as an events/show site. Torre Abbey New Beginning is still a hopeful prospect for the lower meadows but this is in phase 2 which is some way off.	Continue to work with relevant colleagues and explore funding options to see whether there is an opportunity to fund upgrade of key events spaces.
1.5	National Event organisers To go out to the market of national commercial events organisers using existing resources to ascertain what Headline and Feature events might work in the area, who is interested and what leverage may be required to bring appropriate events to the area.		Continued dialogue with national event organisers who we have contacted and who have shown an interest in Torbay as a venue.		Progress relationship with commercial event organisers who we have recently made contact with to potentially progress events for 2027 onwards.
2	Events Charter				
2.1	Single point of contact That the Council commits to a single point of contact for all event enquiries drawing upon extensive experience gained in managing and regulating events and help to facilitate end-to-end multi-agency support in the planning and delivery of events including support across the different departments and responsibilities of the Council such as waste provision through Swisco.			Team work in relationship with other departments	Additional updates of web pages due. Delayed due to Senior Event Officer leaving. Process now in review with replacement of this role.
2.2	Application process That the Council will simplify the events application process by upgrading the digital process in order to reduce paperwork and increase efficiency using a system such as the Council's new CRM system or similar.		System is working well but needs an annual review. Further work to upgrade system.		Adjustments to the Apply4 system to be undertaken and tested with event organisers. These weren't carried out prior to the Senior Events Officer leaving. Process and paperwork now in review with plans to be adjusted in Spring 2026.

2.3	Event space infrastructure The Council will embed infrastructure in key events locations as a priority, as part of new development levies and payments (S106 and CIL), which will help provide environmentally sustainable event spaces in the future. Other spaces should be developed and brought on-line as funding permits after the key spaces are at the required level.	Further discussions in relation to opportunity afforded by Sea defence works and Torre Abbey New Beginnings	Detailed discussions about how sea defence works can support upgrading of event site at Paignton Green potentially with power, water and connectivity. Discussions about upper meadows at Torre Abbey as an events space and confirmation of Torre Abbey lower meadows will be considered as part of New Beginnings Chapter two.	Support upgrades to Paignton Green as part of sea defence works, where possible. This will not include the surface - too expensive to put down a more robust surface until funding is found.	Work with engineers during implementation. Continue to work with Abbey Team regarding Chapter 2 of New Beginnings and the Lower Meadows
2.4	Events charter All event organisers above a certain threshold (999+ attendees) will be required to sign up to the Charter.	No further action required at present			Charter to be reviewed as part of annual review
3	Capacity Building				
3.1	Online application process Explore digital tools that can help with event applications to improve efficiency. Enhance the existing online process which is clunky and not at all user friendly for event applicants or end users (officers). Linking in with the Council's new CRM system or similar.		System is working well but needs an annual review. Further work to upgrade system.	As 2.2	As 2.2
3.2	Digital platforms Use existing digital platforms (e.g. social media groups) to connect the various organisers to support each other and use best practice from the English Riviera Events Collective and other similar groups in other localities.	No further action required at present	No further action required at present		Review with EREC whether the same position still stands
3.3	Local events sector Explore the capacity and capabilities of the local sector and engaging them in the area's challenges. Support local event managers and promoters with opportunities for training and skills development including volunteer event coordinators.				Further discussion about training with EREC
3.4	Support from across the council Retain support from other operational teams at the Council to deliver this strategy and maintain the reputation as an attractive destination to deliver events, and where necessary support these teams' resources where there is a significant increase in work.	More support from across the council for signature event English Riviera Airshow as a result of Chief Exec and Senior Leadership team's support. A significant number of volunteers were involved.			Revisit discussions with Senior Leadership team for joined up support for English Riviera Airshow and potential support for Bay of Lights. 40 days of an event was hard going for a team of 4 especially when there was sickness in the team. And one person down.
3.5	Year-round events offer Event development needs to be geared more towards the shoulder seasons. This should be a consideration for any new applications for support (financial or officer time) and use of land.	Continued co-development with ERBID	Planning for and procurement of further development of Bay of lights illumination trail with a development of the Christmas market and the trial of an ice rink Support for SUP event and Agatha Christie Festival	Finalise and implement plans for Bay of Lights (PB, Eos)	Co-development of events in 2026 with ERBID
3.6	Staff resource The Council will maintain a stable and sufficiently resourced and funded Events Team to support events, especially those on council land	Recruitment for additional Events Officer	New Events Officer started beginning September	Senior Events Officer left. New Events Officer started and now Acting up to Senior Events Officer role. Doing an excellent job. Still one Events Officer down. To recruit in January	Recruit Events Officer. Informal review of how team is operating and adjustments to tasks distribution post Bay of Lights which is a huge undertaking.
3.7	Charging The above will necessitate a charge for the use of event spaces and bonds in place for land reconstitution to some extent (mainly commercial, Headline and Feature events in due course).		Good levels of income achieved from Electric Bay, Big Wheel, fairs, circuses.	Re-invigorate the potential of up-side-down house in Torquay and related income. Work with production team to support pre-Planning. Follow up on enquiry for potential largescale event as an income stream	Follow up on Up side down house Planning and other event planning to realise income. Follow up on other options. Electric Bay will have a year out so that will be significant income lost.
4	Events infrastructure				
4.1	Funding options Seek out funding options to upgrade existing event spaces including reviewing S106 and CIL funding.	No relevant S106 or CIL available at the present time. Further discussions in relation to opportunity afforded by Sea defence works and Torre Abbey New Beginnings	As 2.3	As 2.3	As 2.3
4.2	Support within the council Work with the Estates Management Team to develop event space opportunities	As 4.1	As 4.1	As 4.1	As 4.1
4.3	ERBID support Engage with ERBID to develop marketing opportunities and support for new and evolving events, and to act as a critical friend	As 1.1 and discussed any new opportunities that arose at monthly meetings			As 1.1 and discuss any new opportunities that arise at monthly meetings
5	Event skills development				

5.1	New opportunities The events team supports the development of new opportunities and seek out funding opportunities to support the development of events organisers, producers and promoters.	As 1.5. Also, developed opportunities with Continental Drifts NPO to offer opportunities for young person who are part of Sound Communities - to visit Glastonbury, and to work on future events.	Using Global Local funding towards staging Torquay Tropical event at the Banjo which gave opportunities for several Sound Communities young people to be involved in and understand what it takes to stage an event. The same young people also worked at Electric Bay.		Review opportunities for future join up.
5.2	Volunteering programmes will be developed with stakeholders and event organisers and producers will be encouraged to offer opportunities.	Linked into Geopark Terra firma project to learn about process for volunteer opportunities. Council internal volunteers for airshow was a success	Review of volunteering opportunities starting with Bay of lights and Airshow linking in with Torbay Communities		Plan for season with event producers and follow up on opportunities
6	Events marketing				
6.1	Joined up marketing Support opportunities for joined up marketing promotions to promote all events. Including smaller events that do not have the national appeal that ERBID focusses on. Look at opportunities for joined up promotions.	As 1.1 and discussed any new opportunities that arose at monthly meetings	as 1.1	As 1.1	As 1.1
6.2	Channels Focus on Social Media amongst other media but also to investigate Influencer Marketing; Influencers, Bloggers, Travel Brands and Partners		Opportunities explored with ERBID team in dedicated Airshow and Bay of lights marketing meetings	Continue actions of joined up marketing plans	Continue actions of joined up marketing plans
6.3	Destination Management Plan Link to Destination Management Plan and link in with ERBID and the Destination Management Group for specific feedback on events that are staged.		Robust review of Airshow. Discussions with ERBID in monthly meetings and monthly dedicated marketing meetings	Discuss opportunities with Economic Development Team. Continue relationship with ERBID and collaborative marketing groups. Discuss new DMP.	Continue working with ERBID at monthly meeting and dedicated marketing meetings for Airshow and Bay of lights
7	Additional Events Strategy actions from Overview and Scrutiny Board				
7.1	That the Director of Pride in Place be requested to review the resource and capacity of the Events and Culture Team, including administrative support, and to explore how the independent, voluntary, community and business sectors could contribute to ensure that there is sufficient capacity and resources to deliver: future ambitions of the Council and its key partners, including the continuation of the £100,000 match funding from the Council to mirror the funding that the English Riviera Business Improvement District Company (ERBID) puts towards the delivery of the Events Strategy and Destination Management Plan.	Continue joined up marketing group for Airshow and new group for Bay of Lights with ERBID. New Events Officer role agreed as part of Events funding.	New relationship developed with internal admin team. New Events Officer started beginning September. This will make team more robust and more able to focus on delivering all key tasks, key events and the Events Strategy. Continued joined up working with ERBID especially in terms of joined up marketing group.	Keep a close eye on how team is running. Senior Events Officer resigned, recruitment of Acting Senior Officer	Recruit Events Officer. Refocus on distribution of work within the team to increase capacity and ensure smoother day to day delivery.

7.2	That the Director of Pride in Place and Chief Executive of the English Riviera Business Improvement District be requested to review the communication around how to advertise events taking place in Torbay through https://www.englishriviera.co.uk/whats-on , including signposting approved event's organisers to the website, to ensure greater take up especially of smaller events.	ERBID already promote headline/ signature and feature events through its tourism website. It is up to ERBID to determine the type of events that they will promote on the site, However ERBID are including as much as is appropriate. The Culture and Events team promote events the team are directly responsible for (including those at Torre Abbey and Geopark events), mainly through social media and other channels where appropriate. They will also signpost the ERBID website on the event application site in future. There is not sufficient capacity within the Events team to run an additional events "what's on" website for all events large and small.			Look at options around the Torbay Council website to help support event promotion
7.3	That the Director of Pride in Place be requested to ask the Destination Management Group (DMP) to explore options for working more collaboratively with attractions across Torbay to establish how they can work together to encourage and incentivise visitors to multiple attractions to help increase footfall.	The English Riviera Attractions Forum is already in place and is working on collaborative working with various attractions including Torbay Council events and owned attractions. Sam Swann from the wider Culture and Events team is now deputy chair and focusses on joined up working relationships with the various attractions.	Discussions between museums and other attractions about more collaborative working and joined up approach as part of the Heritage Places planning		Continue discussions. Linked to updated DMP
7.4	That Members support the proposed revisions set out in the Events Strategy Suggested Updates document which ensures that it is in line with the Destination Management Plan and consider that the Events Strategy remains relevant.	Complete			Review strategy and actions
7.5	That a report on implementation against the Events Strategy and Destination Management Plan is submitted to the Overview and Scrutiny Board to review and monitor performance on an annual basis or earlier if budgetary or capacity concerns are identified, to ensure that delivery of the Strategy and Plan remain achievable.		Actions reviewed on a quarterly basis and submitted in September for October O&S review	Report drafted	Report complete. Put back to January O&S
7.6	That the Director of Pride in Place be requested to develop and implement a criteria and application form for Headline and Feature events based on the Events Strategy and Destination Management Plan to enable the Council to assess applications against that criteria, particularly during the shoulder seasons to ensure that the events taking place on Council land are compliant with the Events Strategy.	This is part of the application process which is the Apply4 system via the council website. The website is reviewed on an annual basis - usually in September.			Application system being updated.

7.7	That the Director of Pride in Place and the Events Team be requested to assess the effectiveness of the Torbay Events Advisory Panel (TEAP) and whether working with the ERBID and English Riviera Events Collective as an alternative would release capacity within the Team.	Complete. No further action required. TEAP no longer operating. Regular meetings with English Riviera Event Collective ERBID scheduled.		
7.8	That the Director of Pride in Place be requested to explore the costs of a feasibility study to assess whether Torbay's meadows and green spaces could be utilised as show grounds.	This recommendation was also included in the Revenue and Capital Budget 2024/2025 – Report of the Overview and Scrutiny Board submitted as part of the Budget consultation process. However, the final budget proposal does not include an amount for this feasibility study.	Detailed discussions about how sea defence works can support upgrading of event site at Paignton Green potentially with power, water and connectivity. Discussions about upper meadows at Torre Abbey as an events space and confirmation of Torre Abbey lower meadows will be considered as part of New Beginnings Chapter two.	Support upgrades to Paignton Green as part of sea defence works, where possible. Work with engineers during implementation of Sea defence works, No additional funding available to adjust event surfaces. Continue to work with Abbey Team regarding Chapter 2 of New Beginnings and the Lower Meadows
7.9	That the Director of Pride in Place be requested to review the information on the Council's website and documents relating to events such as the 'Events in Torbay A Guide for Organisers' and 'Apply to Hold an Event' to make them more accessible.		Website routinely reviewed	Website to be updated.
	Other To put together a table of sport tourism activity			Write table and review with Sport Torbay

Action	Task	Progress to March 2024	Progress April to June 2024	Progress July to September 2024	Progress October to December 2024	Progress January to March 2025
1	Strategic Focus					
1.1	ERBID Work more closely with ERBID to ensure that the Events Strategy and Destination Management Plan are aligned. Review progress of jointly funded projects at monthly meetings, with a focus on the shoulder season and out of season activities.	Regular progress and planning meetings set up between Torbay Council service lead and ERBID some time ago to discuss progress against key jointly funded and/or coordinated events.	Regular meetings between Torbay Council and ERBID continued. Agreed jointly funded and/or coordinated schedule of events for 2024/25, 2025/26 and 2026/27 for Agatha Christie Festival, English Riviera Walking Festival, Seafood Feast, Bay of Lights Illumination Trail and English Riviera Airshow.	As previously. Also included Directors of International Agatha Christie Festival and Seafood Feast in the meetings when required	Agreed jointly funded and/or coordinated schedule of events for 2025/26 for Agatha Christie Festival, English Riviera Walking Festival, Seafood Feast, Bay of Lights Illumination Trail and English Riviera Airshow Planning for 2025/26. New joined up Marketing Group formed for the Airshow of Events Team, ERBID and marketing specialists paid for by ERBID.	Prep for 2025/26 season. Mainly focussed around English Riviera Airshow joined up marketing. Joint support agreed for SUP World Cup event in June 2026
1.2	EREC Work with the English Riviera Events Collective to ensure that the group develops in a way that it represents the wider community of event and all are aligned strategically.	Regular meetings to discuss member group issues in relation to events on council land. Significant funding provided by the council for joined up sharing of equipment at events.	Regular meetings attended and issues worked through. More collaborative approach to events adopted	As previously. Some issues with events land that were resolved through discussion.	Continue to meet with EREC group when independent chair calls meetings. Hopefully every month, and plan for next season	As previous Also continued to encourage group to formalise its constitution.
1.3	Seed funding events To use seed funding from the Council specifically towards starting up and sustaining Headline and Feature events, this sum to be made available each year, where budgets permit, from 2022 to 2027.	Limited available funding for this element. One-off funding provided to the Brixham Pirate Festival from alternative budget to support growth as second biggest attended event in the area.	Funding provided for Agatha Christie Festival, Paddleboard Championships from 2024. Other events considered but didn't come to fruition.	As previously, plus discussions about potential future events.	Reviewed budgets ahead of 2025/26. Links to marketing piece as per 1.5	Funding allocated for SUP World Cup event 2026. Available funding now fully allocated so no available funding for further seed funding. Unless funding freed up by reducing costs of existing events through spending less or additional income.
1.4	Existing events A firm commitment should also be given to supporting existing Area and Community events with help and advice. A one-off funding pot that events can apply to, to support their development, if necessary, where budget permits, as well as infrastructure development on key sites.	Support provided mainly through the English Riviera Events Collective Group. No available budget for event funding. Although a significant grant was previously given to English Riviera Events Collective towards shared events equipment to the benefit of all events. Significant staff resource provided in liaising with and supporting events through the application process and PSAG, as well as attendance at events where necessary. Land provided for free to all existing community events which may not be sustainable moving forwards.	Ongoing liaison with EREC.	Support at and attendance at events where necessary. Infrastructure feasibility study requested.	Worked with EREC to review issues and needs ahead of 2025 season.	Continue to work with all community event organisers and EREC to support events in the area. No fee for land usage - maintained. Cost of reinstatement bond reduced.
1.5	National Event organisers To go out to the market of national commercial events organisers using existing resources to ascertain what Headline and Feature events might work in the area, who is interested and what leverage may be required to bring appropriate events to the area.	Limited progress made due to limited staff resources. Some good conversations with event organisers, producers and promoters. Previous success with Electric Bay.	Limited progress made whilst we recruited and new Senior Events Officer brought up to speed. Discussions with some potential event providers.	Some discussion and planning. Various event organisers, producers and promoters have questioned the lack of event infrastructure.	Discussion with some event producers. Awareness of event infrastructure required is in line with current thinking. Water points, mains power, better surfaces and drainage and potentially decent wifi for traders and customers	
2	Events Charter					
2.1	Single point of contact That the Council commits to a single point of contact for all event enquiries drawing upon extensive experience gained in managing and regulating events and help to facilitate end-to-end multi-agency support in the planning and delivery of events including support across the different departments and responsibilities of the Council such as waste provision through the newly established Swisco.	Better working between departments and more joined up approach but no single point of contact established as yet. Link to 2.2 and development of system.	Limited progress made whilst we recruited and Senior Events Officer brought up to speed.	Discussions and agreement with Swisco about waste provision and waste plans for all required events	Implementation of adjustments	Some issue from feedback
2.2	Application process That the Council will simplify the events application process by upgrading the digital process in order to reduce paperwork and increase efficiency using a system such as the Council's new CRM system or similar.	New events application system implemented.	Acknowledgement that system still could work better and make it easier for applicants and officers.	Investigation into what could change to make system better. Process of reviewing Apply4 system and relaunching to be a more intelligent system and reduce duplication commenced.	Start of upgrade to Apply4 system in its second version.	

2.3	Event space infrastructure The Council will embed infrastructure in key events locations as a priority, as part of new development levies and payments (S106 and CIL), which will help provide environmentally sustainable event spaces in the future. Other spaces should be developed and brought on-line as funding permits after the key spaces are at the required level.	Advised that there is currently no available funding from S106 for any infrastructure investment. Requested event infrastructure at new develop on the Strand (power and water).	Requested infrastructure as part of new sea defence works (power). Requested feasibility study from Estates management for existing event sites.	Discussions about an infrastructure feasibility study with Estates Team, awaiting further information.	Further discussions in relating to opportunity afforded by Sea defence works and Torre Abbey New Beginnings	Carry on discussions in relating to opportunity afforded by Sea defence works and Torre Abbey New Beginnings
2.4	Events charter All event organisers above a certain threshold (999+ attendees) will be required to sign up to the Charter.	Charter developed and consulted on widely. Requested the charter is embedded into application process	Charter embedded in application process	No further action required for now		
3	Capacity Building					
3.1	Online application process Explore digital tools that can help with event applications to improve efficiency. Enhance the existing online process which is clunky and not at all user friendly for event applicants or end users (officers). Linking in with the Council's new CRM system or similar.	As 2.2	As 2.2	As 2.2	As 2.2	As 2.2
3.2	Digital platforms Use existing digital platforms (e.g. social media groups) to connect the various organisers to support each other and use best practice from the English Riviera Events Collective and other similar groups in other localities.	Limited progress due to limited staff resource.	As previous.	As previous.	Senior Events Officer explored options. Discussed with EREC to develop further than their existing use of everyday social media. But if it already works it works. No appetite to progress further.	No further action at present
3.3	Local events sector Explore the capacity and capabilities of the local sector and engaging them in the area's challenges. Support local event managers and promoters with opportunities for training and skills development including volunteer event coordinators.	Mainly through EREC. Various training given including Chapter 8 training	Some good support through EREC with Airshow. More joined up approach.		Picked up with EREC. No further training required at this point	
3.4	Support from across the council Retain support from other operational teams at the Council to deliver this strategy and maintain the reputation as an attractive destination to deliver events, and where necessary support these teams' resources where there is a significant increase in work.	Good relations with some teams such as Estates, Parking Services, Highways, Harbours. Relations have improved with Swisco. More to be achieved across the wider council.		Discussions about need for more support from across the council for events such as the Airshow. Pitched up the line to divisional director.		Discussions about support for key event - English Riviera Airshow
3.5	Year-round events offer Event development needs to be geared more towards the shoulder seasons. This should be a consideration for any new applications for support (financial or officer time) and use of land.	Ethos of all interaction for past three years has been to focus on the shoulder seasons and christmas with Bay of lights initiative.	As 1.1. Plan developed and ongoing conversation with ERBID	As previous	As 1.1. Plan developed and ongoing conversation with ERBID and event producers we are in contact with. Significant evolution/development of Bay of lights Illumination trail with a video mapping feature on Torre Abbey, the trail of a christmas market and live acts and music activity on the new strand area.	
3.6	Staff resource The Council will maintain a stable and sufficiently resourced and funded Events Team to support events, especially those on council land.	Team was a very limited resource. It was down to just two FTEs for the majority of 2023/24	Team evolved from two FTEs to 3.6 FTE as of May 2024 but still light on required resource.	Discussions about using part of the underspend from Airshow to support additional seasonal support. Not progressed.	Plan put in place for necessary staff for 2025 using existing budgets.	
3.7	Charging The above will necessitate a charge for the use of event spaces and bonds in place for land reconstitution to some extent (mainly commercial, Headline and Feature events in due course).	No change for community events. Evolve commercial/paying events such as Electric Bay worth circa. £16k for one weekend.	A focus on ensuring bonds were in place for the season			Discussions with Leader and EREC about level of bonds and adjustments.
4	Events infrastructure					
4.1	Funding options Seek out funding options to upgrade existing event spaces including reviewing S106 and CIL funding.	As 2.2. The team tried really hard with this and found out there is no available funding from s106 at the present time.	Discuss funding options further once feasibility study has been produced.	As previous	As 2.3	As 2.3

	4.2 Support within the council Work with the Estates Management Team to develop event space opportunities	As 2.3	As 2.3	As 2.3	As 2.3	As 2.3
	4.3 ERBID support Engage with ERBID to develop marketing opportunities and support for new and evolving events, and to act as a critical friend	As 1.1	As 1.1	As 1.1	As 1.1	As 1.1
5	Event skills development					
	5.1 New opportunities The events team supports the development of new opportunities and seek out funding opportunities to support the development of events organisers, producers and promoters.	Various discussions with potential event organisers, producers and promoters.			As 1.5	As 1.5
	5.2 Volunteering programmes will be developed with stakeholders and event organisers and producers will be encouraged to offer opportunities.	Limited progress due to limited staff resource.				
6	Events marketing					
	6.1 Joined up marketing Support opportunities for joined up marketing promotions to promote all events. Including smaller events that do not have the national appeal that ERBID focuses on. Look at opportunities for joined up promotions.	Marketing offer and collaborative working with ERBID strengthened. Discussions with EREC about joined up promotion. Some limited success with this.	As previous	As previous	Discussions with EREC. Continued work with ERBID	
	6.2 Channels Focus on Social Media amongst other media but also to investigate Influencer Marketing; Influencers, Bloggers, Travel Brands and Partners	Limited progress due to limited staff resource.	As previous	As previous	In work programme with ERBID	In work programme with ERBID
	6.3 Destination Management Plan Link to Destination Management Plan and link in with ERBID and the Destination Management Group for specific feedback on events that are staged.	Feedback received for previous key events. Events Strategy linked through to DMP	Officer who has DMP oversight on Airshow steering group	Requested feedback for airshow.		
7	Additional Events Strategy actions from Overview and Scrutiny Board					
	7.1 That the Director of Pride in Place be requested to review the resource and capacity of the Events and Culture Team, including administrative support, and to explore how the independent, voluntary, community and business sectors could contribute to ensure that there is sufficient capacity and resources to deliver: future ambitions of the Council and its key partners, including the continuation of the £100,000 match funding from the Council to mirror the funding that the English Riviera Business Improvement District Company (ERBID) puts towards the delivery of the Events Strategy and Destination Management Plan.	This recommendation was also included in the Revenue and Capital Budget 2024/2025 – Report of the Overview and Scrutiny Board submitted as part of the Budget consultation process. This recommendation was subsequently put forward in budget proposals for 2024/25. There is an amount of £1m over four years and an additional £100,000 towards the staffing budget in the proposed 2024/25 working budget.	Maintaining minimum level of staff required. Budget doesn't allow for any more although some additional support would be helpful in achieving everything required. Agreed dual support with ERBID put in place.	Reassessment of Apply4 system could potentially free up some limited time. Redistribution of tasks amongst the team.	Development of event specific joined up marketing group with ERBID for airshow and Bay of lights	
	7.2 That the Director of Pride in Place and Chief Executive of the English Riviera Business Improvement District be requested to review the communication around how to advertise events taking place in Torbay through https://www.englishriviera.co.uk/whats-on , including signposting approved event's organisers to the website, to ensure greater take up especially of smaller events.	ERBID already promote headline/ signature and feature events through its tourism website. It is up to ERBID to determine the type of events that they will promote on the site. The Culture and Events team promote events the team are directly responsible for (including those at Torre Abbey and Geopark events), mainly through social media and other channels where appropriate. They will also signpost the ERBID website on the event application site in future. There is not sufficient capacity within the Events team to run an additional events "what's on" website for all events large and small.				

7.3	That the Director of Pride in Place be requested to ask the Destination Management Group (DMP) to explore options for working more collaboratively with attractions across Torbay to establish how they can work together to encourage and incentivise visitors to multiple attractions to help increase footfall.	The English Riviera Attractions Forum is already in place and is working on collaborative working with various attractions including Torbay Council events and owned attractions.			
7.4	That Members support the proposed revisions set out in the Events Strategy Suggested Updates document which ensures that it is in line with the Destination Management Plan and consider that the Events Strategy remains relevant.	The Events Strategy was reviewed with suggested updates in March 2024.	The Events Strategy was updated in May 2024		
7.5	That a report on implementation against the Events Strategy and Destination Management Plan is submitted to the Overview and Scrutiny Board to review and monitor performance on an annual basis or earlier if budgetary or capacity concerns are identified, to ensure that delivery of the Strategy and Plan remain achievable.	This has been added to the list of items for the 2024/2025 Overview and Scrutiny Board Work Programme. These documents (especially the DMP) are delivered in partnership and will need agreement of partners to do this.		Report submitted	Review progress quarterly
7.6	That the Director of Pride in Place be requested to develop and implement a criteria and application form for Headline and Feature events based on the Events Strategy and Destination Management Plan to enable the Council to assess applications against that criteria, particularly during the shoulder seasons to ensure that the events taking place on Council land are compliant with the Events Strategy.	This is part of the application process which is the Apply4 system via the council website. The website is reviewed on an annual basis - usually in September.		Apply4 system reviewed.	
7.7	That the Director of Pride in Place and the Events Team be requested to assess the effectiveness of the Torbay Events Advisory Panel (TEAP) and whether working with the ERBID and English Riviera Events Collective as an alternative would release capacity within the Team.	TEAP has now ceased as the need for it has been superseded by the English Riviera Events Collective (EREC) and regular Events Meetings between officers and the ERBID which will be maintained going forward.	Regular meetings between Torbay Council and ERBID continued. Also with EREC	Regular meetings between Torbay Council and ERBID continued. Also with EREC	
7.8	That the Director of Pride in Place be requested to explore the costs of a feasibility study to assess whether Torbay's meadows and green spaces could be utilised as show grounds.	This recommendation was also included in the Revenue and Capital Budget 2024/2025 – Report of the Overview and Scrutiny Board submitted as part of the Budget consultation process. However, the final budget proposal does not include an amount for this feasibility study.	As 2.3	As 2.3	Working with Project Officer in Estates team to look at alternative solutions and options.
7.9	That the Director of Pride in Place be requested to review the information on the Council's website and documents relating to events such as the 'Events in Torbay A Guide for Organisers' and 'Apply to Hold an Event' to make them more accessible.	A full review and update of Events information and event application information on the council website will be completed before the end of the financial year. Delayed due to limited staff.	As 2.2	As 2.2	Review occurred in line with review of Apply 4 system and website to be updated.

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