TORBAY COUNCIL

CABINET

A meeting of **Cabinet** will be held on

Tuesday, 15 December 2020

commencing at **5.30 pm**

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

https://us02web.zoom.us/j/82918519635?pwd=bCtwSndFTU9RbWpaTlBxbEE2UUQxZz09

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Members of the Committee

Councillor Steve Darling (Chairman)

Councillor Carter	Councillor Long
Councillor Cowell	Councillor Morey
Councillor Law	Councillor Stockman

Together Torbay will thrive

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Lisa Antrobus, Town Hall, Castle Circus, Torquay, TQ1 3DR

Email: governance.support@torbay.gov.uk - www.torbay.gov.uk

CABINET
REVISED AGENDA

1. **Apologies**
   To receive apologies for absence.

2. **Disclosure of Interests**
   (a) To receive declarations of non pecuniary interests in respect of items on this agenda.

   For reference: Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

   (b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda.

   For reference: Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

   (**Please Note:** If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)

3. **Communications**
   To receive any communications or announcements from the Leader of the Council.

   Please note there will be a presentation from Johanna Morrell on Torbay Youth Trust.

4. **Urgent Items**
   To consider any other items the Chairman decides are urgent.

5. **Matters for Consideration**

6. **Draft English Riviera Events Strategy for Consultation** (Pages 5 - 31)
   To consider a report that seeks approval to commence a 4 week consultation period on the Draft English Riviera Events Strategy.

7. **Economic Growth Fund investment to deliver 5 light industrial units at Lymington Road Coach Station.** (Pages 32 - 78)
   To consider a report that seeks approval to allocate funds from the Economic Growth Fund in order to contribute towards the costs of building 5 light industrial units on the site of the former CCTV

building and café at Lymington Road Coach Station.

8.   **Leasehold disposal Pier Point Restaurant and Retail Unit,**   (Pages 79 - 85)
      Torbay Road, Torquay
      To consider a report that seeks approval to enter into an Agreement
      for Lease.

9.   **Performance and Risk Strategy and Framework**   (Pages 86 - 118)
      To consider a report that seeks the adoption and implementation of
      the new Performance and Risk Management Strategy.

Instructions for the Press and Public for joining the meeting
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found in the App Store. You do not need to register for an account
just install the software. You only need to install the software once.
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Click on the link provided on the agenda above and follow the
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You will be placed in a waiting room, when the meeting starts the
meeting Host will admit you. Please note if there are technical
issues this might not be at the start time given on the agenda.

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**Meeting Etiquette - things to consider when attending a virtual
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- Background – the meeting is public and people will be able to see what is behind you therefore consider what you will have on display behind you.
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- Who else is in the room – make sure you are in a position where nobody will enter the camera shot who doesn't want to appear in the public meeting.
- Background noise – try where possible to minimise background noise.
- Aim to join the meeting 15 minutes before it is due to start.

TORBAY COUNCIL

Meeting: SLT **Date: 19 November 2020**

Wards Affected: All

Report Title: Draft English Riviera Events Strategy for consultation

When does the decision need to be implemented? N/A

Cabinet Member Contact Details: Councillor Mike Morey, Cabinet Member for Infrastructure, Environment and Culture mike.morey@torbay.gov.uk

Director/Assistant Director Contact Details: Kevin Mowat, Director of Place, kevin.mowat@torbay.gov.uk

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1. Purpose of Report

1.1 There is a clear need to review and reposition the events offer in the area. To do nothing is not an option. Although we need to proceed with some caution due to the on-going pandemic, we need to plan to do things differently, to think more strategically and to enhance the tourism offer of the English Riviera.

1.2 We are currently struggling to fund and produce even a minimal level of good quality Headline and Feature events as has been the case for some time. We will look to attract significant commercial organisers of quality Headline and Feature events to work in the area and evolve the offer into a very attractive year-round proposition for visitors and our community, as well as refocusing on good quality home-grown events; thereby meeting our vision of being the premier resort in the country.

1.3 The strategy will enable us to reposition in this way – a summary as follows:
   o Shift the strategic focus so we're proactive and not reactive – achieving more with limited resources, supported by a strong but adaptable team. Focussing on *Headline* and *Feature* events – a year-round offer with strong marketing promotions (linking in with ERBID, DMG etc)
   o enable slicker system that support event producers
   o build capacity in the events sector – including employment and volunteering opportunities especially for young people, as well as skills development
   o seek to improve event spaces to attract high quality events
   o provide our local community with activities and events that enrich their lives and supports their development and well-being
   o positively adjust the environmental impact of events as much as possible
   o be competitive with other coastal resorts, many of whose events offers are extremely well developed, offering a year-round approach, and as a result are also well resourced
   o develop an events charter with event providers to help achieve all of the above
   o seek to set up a Steering Group of officers and stakeholders to support the development and implementation of a delivery action plan, make key decisions

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forward thinking, people orientated, adaptable - always with *integrity.*

about events as well as managing the apportionment of any seed funding or grant funding

o use revenue, from commercial events to support events classified as *Area* or *Community* events, where possible.

2. Reason for Proposal and its benefits

We want Torbay and its residents to thrive.

We want Torbay to be a place where we have turned the tide on poverty and tackled inequalities; where our children and older people will have high aspirations and where there are quality jobs, good pay and affordable housing for our residents.

We want Torbay to be the premier resort in the UK, with a vibrant arts and cultural offer for our residents and visitors to enjoy; where our built and natural environment is celebrated and where we play our part in addressing the climate change emergency.

2.1 The proposals in this report help us to deliver this ambition by providing a year-round events programme of attractive and inspiring events.

2.2 The reasons for the proposal is that we, as an area, are lagging behind other seaside destinations, our competitors, we are losing significant value to the local economy and the enrichment of our residents. We need to improve the Events offer and reposition to fully enhance the economic benefits for the area. The strategy document provides a clear approach to how our events sector will be repositioned.

The strategy primarily does this by refocusing the use of existing resources to enable a more proactive approach. However, it is suggested that some seed funding would enable a swifter and more rounded approach from the outset, and would be necessary for a limited period until at least levels of income from events have grown sufficiently (a five year period is suggested – the duration of the strategy) to cover the cost of on-going support for the sector and establish.

2.3 There are a number of actions and recommendations in the Strategic Action Plan appended to the main document as Appendix 1. Further information can be found in appendix 2. English Riviera Events Strategy – Evidence base document. These actions will support the development of a thriving and high quality events programme for the area. As such, the strategy is a tool that will enable and involve key partners and stakeholders, it will develop a year-round focus for events that will attract visitors and supports our economy as well as enriching the lives of local residents. An operational action plan will be developed once the strategy is adopted.

2.4 In terms of financial implications. In addition to the request for seed funding outlined above, opportunities for use of grant funding and S106 funding will also need to be explored to make necessary upgrades to key event spaces.

2.5 The proposal will support the development of a thriving community, offering opportunities for events professionals as well as enriching the lives and support the

development and well-being of local residents, as well as support the development of a year-round events offer that will benefit the local economy.

2.6   The proposal will support economic development of Torbay through increasing tourism and local and visitor spend associated with Events held in the area.

2.7   The strategy will support the events team in working with events organisers to mitigate against climate change issues.

2.8   Council Fit for the Future. The Strategy realigns the way the Events Team will work with events organisers and develop the systems required to achieve high quality events.

3.   Recommendation(s) / Proposed Decision

(i)   that Cabinet approve the Events Strategy for a formal four-week consultation launch in December or January.

Appendices

Appendix 1: Draft English Riviera Events Strategy 2022-2027

Background Documents

Appendix 2: Draft English Riviera Events Strategy Evidence base and supporting information.

Supporting Information

1.   Introduction

1.1   There is current no Events Strategy. There are elements of strategy that relate to events i.e. in the cultural strategy and there has been some good work that has come out of this. There are a number of good local events but in essence there is limited development of events that will give the area a year-round appeal and events are developed in a piece-meal way. Without a coherent strategy it will be difficult to develop the events offer in the Bay and therefore we will lose a huge opportunity to support the local economy, develop the events infrastructure and opportunities for employment and volunteering, and enrich the lives and support the development and well-being of local residents.

2.   Options under consideration

2.1   A new strategy is required to reflect the current situation. The alternative is no strategy and limited scope to enact change.

3.   Financial Opportunities and Implications

3.1   Whilst the proposal contained in this report focus on re-shaping current resources the development of interest from commercial events would be accelerated with the provision of seed funding provision for Headline and Feature level events for a period of up to five years; until such a time when direct income received by the events team can be used to fund future event development such as drawing in further commercial events with a nation-wide appeal and home-grown events in order to create a year-round portfolio of quality activity.

3.2   Seed funding to help establish good quality events has been proposed and it would be helpful to have such a pot of funding from the outset, but this could be funded from use of land usage fees in due course. Grant applications, where applicable, will also be submitted to help support the development of event spaces and to promote the area as a good quality venue for events.

3.3   Funding from S106 and CIL will also be sought to raise our key event spaces to a level that will be inviting to commercial and local event organisers of high quality Headline and Feature events.

4.   Legal Implications

4.1   There are no legal implications

5.   Engagement and Consultation

5.1   An open consultation will invite the public to comment on the Events Strategy. We will also seek the opinions of partners and stakeholders that are directly or indirectly impacted by the Events Strategy.

5.2   Consultation has already taken place with ERBID, Torbay Culture, TDA, Destination Management Group and English Riviera Geopark Organisation.

6.   Purchasing or Hiring of Goods and/or Services

6.1   there are no direct Public Services Value (Social Value) Act implications however there may be future implications as the potential for events and development of event spaces unfolds.

7.   Tackling Climate Change

7.1   The strategy will support the events team in working with events organisers to mitigate against climate change issues.

8.   Associated Risks

8.1   The risk of not adopting the Events Strategy is that the potential of developing a year-round events offer in the area will not be realised and the related economic impact will be lost.

Equality Impacts

9.	Identify the potential positive and negative impacts on specific groups			
		Positive Impact	**Negative Impact & Mitigating Actions**	**Neutral Impact**
	Older or younger people			There is no differential impact
	People with caring Responsibilities			There is no differential impact
	People with a disability			There is no differential impact
	Women or men			There is no differential impact
	People who are black or from a minority ethnic background (BME) *(Please note Gypsies / Roma are within this community)*			There is no differential impact
	Religion or belief (including lack of belief)			There is no differential impact
	People who are lesbian, gay or bisexual			There is no differential impact
	People who are transgendered			There is no differential impact
	People who are in a marriage or civil partnership			There is no differential impact
	Women who are pregnant / on maternity leave			There is no differential impact

					There is no differential impact
		Socio-economic impacts (Including impact on child poverty issues and deprivation)			There is no differential impact
		Public Health impacts (How will your proposal impact on the general health of the population of Torbay)			There is no differential impact
10..		**Cumulative Council Impact** (proposed changes elsewhere which might worsen the impacts identified above)	None		
11.		**Cumulative Community Impacts** (proposed changes within the wider community (inc the public sector) which might worsen the impacts identified above)	None		

English Riviera Events Strategy to 2027

October 2020

Draft for consultation

Contents

Foreword

The cultural offer is seen as a critical part of the area's success, making Torbay, the English Riviera, an attractive proposition to live in, work in and visit. However, the events sector still requires significant development in order to support the experience and perception of visiting the English Riviera – the premier UK resort. This is especially important in the minds of opinion formers who are important in influencing people about whether places are great to visit and therefore play a significant part in an area's success. Equally important is the ability for local people to join in and help develop and promote the area's identity as influenced by the physical environment, our rich heritage, the UNESCO Global Geopark designation, and the opportunity for enjoying a better life. This strategy is a starting point and it aims to address these issues, build capacity and provide a strong and vibrant events sector that will have a positive effect on the local economy and will enrich the lives of local residents as well as visitors to the area.

Mike Morey – Cabinet Member for Infrastructure, Environment and Culture

English Riviera Events Strategy

1. Introduction

The Covid-19 pandemic has put a spotlight on events in the area as part of the wider offer to visitors and our community 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 is a clear need to proceed with caution to prevent further spikes of the virus in this area and keep residents and visitors safe in the future. However, even before the Covid-19 pandemic arrived there was a clear need to review and reposition the events offer of the area.

We need to do things differently, to think smarter and plan our events offer to enhance the 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 and supporting events. To meet our vision of being the premier resort 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. That said, it may be at least 12 months (from publication of this report), or so, before the recovery is such that we are able to fully contemplate developing and staging major quality headline events on the English Riviera due to safety and financial reasons, although a lesser level of activity is probably necessary to sustain and support tourism business in the interim.

Torbay, also known as the English Riviera, is a unique and special place. Through working with groups such as Torbay Together, 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 are now starting 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.

Torbay Council has a stated objective of Torbay being the premier resort 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 seven years, with a view on a longer-term strategy. Further information on alignment with Torbay/English Riviera strategies can be found in the accompanying document **English Riviera Events Strategy – Evidence base**.

2. 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. 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, with Brixham being the largest fishing port in England, by value of catch, as well as Paignton with its 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 about how things stand can be found in the accompanying 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 an all 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 event, 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.

2.1. Key reasons for staging events on the English Riviera

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)
- Promote inclusivity and equality

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

Skills

- Develop capabilities of communities and organisers to take greater responsibility for events
- Build skills training and career pathways into the events sector
- Present opportunities for volunteering with community groups and those running events
- Continue to build capacity and expertise across the area's events sector

Sustainability

- Motivate event organisers and suppliers to adopt high sustainability standards in event delivery
- Improve on-site infrastructure and facilities that supports positive sustainable behaviour and reduces the impact on the environment
- Make best use of green infrastructure
- Offer experiences that supports the local natural environment and promotes a local scientific and other designation such as the UNESCO Global Geopark designation

2.2.   Many destinations have increasingly recognised these benefits and have developed extensive events programmes. The last fifteen 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 will have significant economic benefits to the locality. It will draw in different target audiences to different activity all of whom will spend money on car parking, food and accommodation, in shops and 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 re-directing income already generated by the Events team and with the provision of a "strategic events bursary pot" which would be administered by a steering group there is potential to secure the variety and capacity desired whilst building wider economic impact and indirect benefit to the Council.

Unlike permanent attractions, stadiums and museums, festivals and events can be more fleet of foot; they're able to switch venues and upscale programming if necessary (depending on the scale and what facilities are available). They're also much more inclusive. 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, many events are 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.

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 – 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 accompanying document **English Riviera Events Strategy – Evidence base**.

The English Riviera hosts many events throughout the year. Many of these target a local audience, although visitors might go to them when visiting and are therefore limited in economic potential; 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.

2.3. **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
- Bike Festival (ERBF or BMAD (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
- Paignton Festival
- Paignton Regatta
- Seafood FEAST
- Torbay Steam Fair

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

2.4. **Future direction - summary**

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, the Joint Health and Wellbeing Strategy, the UNESCO Geopark Management Plan, Torbay Council's Black Lives Matter/Diversity report (due March 2021) and inform 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 events staged in the area to deliver a year-round programme 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. Currently, relatively few of these events are of regional significance, something that needs to be addressed 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.

3. Events on the English Riviera to 2027 – Vision, Objectives and Actions

3.1. Events play a key role in the area's wider economic development and social agenda 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.

Although the delivery of this document starts today, the core activity will focus on reinvigorating and repositioning events from 2022 and the strategy is about being in a position to move events forward for the **2022 season** onwards. This will allow time to get things in place whilst the consequences of the Covid-19 pandemic on the events industry are fully absorbed and responded to.

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.

3.2. The vision

The 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 area, by making it more attractive to visitors following the impact of the corona virus pandemic.

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. The question of balancing risk with ambition is to be explored: The Airshow is a flagship event, but several events as anchor points would be stronger, and may help future proof the events offer.

Together we will deliver events that create distinctive experiences for residents and visitors and that support our image as a future thinking, creative and quality year-round destination with a growing reputation for professionally delivered high quality events.

We will think more about impact and seasonality, and our events will grow sustainably with the economic and social benefits felt by our residents and businesses without having a detrimental impact on the environment (where this is not possible, i.e. English Riviera Airshow we will mitigate against environmental impact as much as possible). The events offer will be managed in a way that not only supports the area to recover from the Covid-19 crisis but also to help it to be Naturally Inspiring, repositioned to thrive and compete long-term with other coastal destinations.

3.3. 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 maximising the profile of UNESCO Global Geopark designation)
- Be high quality and professionally delivered
- Attract more visitors to the area (day and overnight) year-round and align with the Destination Management Plan
- Deliver measurable benefits for local businesses
- Encourage civic pride and community cohesion
- Be sustainable and encourage job creation and volunteering opportunities
- Develop capacity and capabilities in the area's events sector
- Consider diversity, look to address racism and be welcoming to all
- Increase the positive impact of environmental protection measures where possible. Where not feasible, ensure that events are as close to being environmentally neutral as possible and mitigate against environmental impact as much as possible
- Provide opportunities for the area's young people to reach their potential through participation in events and via work experience opportunities

In addition, the Council and partner organisations will:

- Achieve an even spread of Headline events (seasonal anchor points) interspersed with good quality Feature, Area and Community 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 goo d quality events

3.4. 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 infrastructure and marketing promotions** 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 national and world class events.

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

4. ## 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 year-round events programme and attracting 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 having a strategy it is a start that all stakeholders can acknowledge and work together with. The strategy advocates four 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. 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.

1. ## Action 1 – Strategic Focus
    We will shift the strategic focus to achieving more with the limited resources available.

    To build on a year-round, multi-layered 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, 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.

1.1. ### 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;
* 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.

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

1.2 ### Event Classification

1.2.1. ### Headline Events

These will be grown to 3 (and then potentially to 5 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.

1.2.2. Headline Events - Potential Development

A programme of annually recurring activities starting with the English Riviera Airshow, and evolving the Agatha Christie Festival and Bikers Make a Difference (BMAD) or English Riviera Bike Festival (ERBF) as either headline or feature events. Suggestions for further potential headline or feature events (to be consulted upon) include a significant sporting event, a Pride event, a music event, a walking or cycling event, a sailing event or a significant cultural creative event. Further information and specific ideas can be found in the accompanying document **English Riviera Events Strategy – Evidence base**.

1.2.3 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 Bristol, Plymouth and the wider sub-region, as well as some from further afield. Seafood Feast is a significant Feature event but is not an outdoor event (as yet).

1.2.4 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 fenced off and would only work with a suitable (preferably local 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). Further information and specific ideas can be found in the accompanying document **English Riviera Events Strategy – Evidence base**.

1.2.5 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.

1.2.6 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 499 of less. The Council provides advice and guidance and could run a grant scheme 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.

1.3 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 accompanying **English Riviera Events Strategy – Evidence base** document 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.

1.4 Summary of opportunities
- Focus efforts on making the most of events with the greatest potential to deliver economic impacts
- 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 the winter programme of events 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

1.5 Specific recommendations
- Develop a steering group to include stakeholders to oversee all strategic actions and to develop the delivery action plan for English Riviera events. The group will also agree and administer any seed funding for new events if agreed by Council.

- 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.

2. Action 2 – Events Charter

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

2.1 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.

2.2 **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

Organisers will:
- Positively contribute to the quality of life for local communities
- Maximise the economic contribution from events to the area economy
- 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
- 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

2.3 Specific recommendations

- That the Council's 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.

- 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.

- The Council will embed infrastructure in key events locations, as part of new development levies and payments (S106 and CIL), which will help provide environmentally sustainable event spaces in the future.

- All event organisers above a certain threshold (500 attendees+) will be required to sign up to the Charter. A suggested draft can be found in the accompanying document **English Riviera Events Strategy – Evidence base**.

3. Action 3 – Capacity Building

3.1 We will 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) 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 approves approximately 110 events a year (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, Natural Environment team and others.

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.

3.2 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 accompanying **document English Riviera Events Strategy – Evidence base**.

3.4 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 accompanying **document English Riviera Events Strategy – Evidence base**.

3.5 Specific recommendations

- Explore digital tools that can help with event applications to improve efficiency. We need to 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.
- Use existing digital platforms (e.g. social media groups) to connect the various organisers to support each other and use best practice from the Paignton Green Events Group and other similar groups in other localities.
- The Council supports a new part-time role in programme development using clear criteria (from existing resources).
- 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.
- Retain support from other operational teams at the Council to deliver this strategy and maintain the reputation as an attractive destination to

deliver events.

- The Council will maintain a stable and sufficiently funded Events Team
- Charging. The above will necessitate a charge for the use of event spaces and bonds in place for land reconstitution. This will cover the cost of the events officers to enable events and future planning, it will support maintenance of events spaces (hopefully linking in with S106 funding opportunities), will support some pump-priming of Headline and Feature events, and support grant for important community events that meet specific criteria. Alternative mechanisms to fund event will also need to be pursued (i.e. ERBID expansion). There will be regular reviews of hire fees and charges.

4. Action 4 - Events Infrastructure and Marketing

4.1   We will invest in events infrastructure and marketing promotions 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 world class 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 steering group or as a critical friend. Likewise, linking in with the Destination Management Group.

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.

Paignton Green and Torre Abbey Meadows are the area's 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 whether 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.

With proposed development of the area adjacent to the clocktower "The Strand" in Torquay as part of the Town Deal 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 are all examples of improvements that are needed. Funding has already been received for a small but versatile event space in Princess Garden in Torquay.

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 subverted 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 is 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.

4.2   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
- Provision of electricity power supply (preferably from renewable sources), data, 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.

4.3   Specific recommendations
- Seek funding options to upgrade existing event spaces including reviewing S106 and CIL funding

- Work with TDA to develop event space opportunities
- Engage with ERBID to develop marketing opportunities and support for new and evolving events, and to act as a critical friend
- Link in with the Destination Management Group for specific feedback on events

5. **Action 5 - Event skills development**

5.1 **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 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.

Specific recommendations
- The events team will develop opportunities and seek out funding opportunities to support the development of events organisers, producers and promoters.
- The proposed Event Steering Group will act as enabler to drive opportunities within the sector, especially for young people
- Volunteering programmes will be developed with stakeholders and event organisers and producers will be encouraged to offer opportunities.

TORBAY COUNCIL

Meeting: Cabinet   **Date: 15th December 2020**

Wards Affected: Tormohun

Report Title: Economic Growth Fund investment to deliver 5 x light industrial units at Lymington Road Coach Station.

When does the decision need to be implemented? As soon as possible.

Cabinet Member Contact Details: Councillor Swithin Long, Cabinet Member for Economic Regeneration, Tourism & Housing, 07419 111618, Swithin.Long@torbay.gov.uk

Supporting Director Contact Details: Liam Montgomery, Director of Asset Management, Investment & Housing, 01803 208720, Liam.montgomery@tda.uk.net

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1.   Purpose of Report

1.1   **To seek authorisation for** Torbay Council to commit £850,000 from the borrowing allocation approved for the Economic Growth Fund to contribute towards the costs of building 5x light industrial units on the site of the former CCTV building and café.

2.   Reason for Proposal and its benefits

2.1   We want Torbay and its residents to thrive.

We want Torbay to be the premier resort in the UK, with a vibrant arts and cultural offer for our residents and visitors to enjoy; where our built and natural environment is celebrated and where we play our part in addressing the climate change emergency.

We want Torbay to be a place where we have turned the tide on poverty and tackled inequalities; where our children and older people will have high aspirations and where there are quality jobs, good pay and affordable housing for our residents.

2.2   The proposals in this report help us to deliver this ambition by investing in a Council property to redevelop a site that currently contains a derelict building. This proposal will see the construction of five new light industrial units to be let on the open market and the provision of a new public toilet, coach arrival layout and the remarking of the remainder of the car park. Drawings illustrating these proposals are available at Appendix B.

2.3   At the end of August 2020 Torbay Council submitted a funding proposal as part of the Getting Building Fund (the full proposal is available at Appendix A). This

proposal was to seek a funding contribution of £2m to develop 11,367sqft of speculative new modern high quality small business studios and industrial units.

2.4   It is envisaged that this proposal will:
- Create 29.6 full time equivalent (FTE) construction jobs
- Create 38 new direct FTE jobs
- Create 7.6 new indirect FTE jobs
- Generate £2.5m of GVA per year in the local economy

2.5   The Getting Building Fund application was successful and the Council has been awarded £1,960,000 (£2m bid minus the LEP administration deduction). This proposal seeks a contribution from Torbay Councils Economic Growth Fund to meet the development shortfall and allow the project to go ahead.

2.6   The loan necessary to fund the Councils contribution will be repaid in full from the rental stream of the let units.

3.   Recommendation(s) / Proposed Decision

That the Chief Executive in consultation with the S151 Officer and Cabinet Member for Economic Regeneration, Tourism and Housing be authorised to:

i)   Obtain prudential borrowing of £850,000 from the Economic Growth Fund to be meet the funding shortfall required to construct five light industrial units at Lymington Road Coach Station.

Appendices

Appendix A – Getting Building Fund application – Confidential item – Part 2
Appendix B – Feasibility Study
Appendix C – Financial summary – Confidential Item – Part 2

Background Documents

Report clearance:	This report has been reviewed and approved by:	Date:
Interim Chief Executive	Anne-Marie Bond	
Monitoring Officer		
Chief Finance Officer	Martin Phillips	
Relevant Director/Assistant Director	Liam Montgomery	

Supporting Information

1. Introduction

1.1 The proposal is seek a £850,000 contribution from Torbay Council to supplement the circa £2m of funding that has already been secured from the Getting Building Fund.

1.2 The project will create 11,367sqft of new modern business/light industrial units on the former Torquay coach station building on Lymington Road. These units once constructed will be let on the open market which, in turn will generate a rental stream which will be used to service the loan required to support the Councils contribution.

1.3 As part of this proposal it is the intention to also provide a new public toilet and layout for coach arrivals. Diagrams illustrating these proposals are available at Appendix B

1.4 Further information on the potential outputs this proposal will generate are contained within the Getting Building Fund application at Appendix A.

2. Options under consideration

2.1 The proposed development will see the demolition of some existing derelict buildings which have historically been hard to let and are beyond their economic life. An alternative option to the proposal is to enhance the existing structure and then continue to try and find a potential tenant.

3. Financial Opportunities and Implications

3.1 The financial summary at Appendix C sets out the funding model and how the projected rental stream will support the loan financing required to meet the Councils contribution. Without the additional grant funding this project would not have been financially viable.

3.2 The proposal looks to invest part of the borrowing allocation approved for the Economic Growth Fund by providing additional employment space. Using this money on this project means that the same money cannot be used elsewhere. However, there is significant money within this fund and currently investing in this project is not preventing investment elsewhere.

4. Legal Implications

4.1 The property will remain in the Councils ownership with the individual units being leased to interested tenants at market value. The leases will be full repairing and insuring leases and will clearly set out all tenant and landlord obligations.

5. Engagement and Consultation

5.1 Other than briefings with the Ward Councillors and Portfolio Holder, no engagement or consultation is planned on the principle of the Council providing a contribution towards these works.

5.2 Torbay Council will need to obtain planning consent in the event a decision is made to proceed and therefore the normal engagement associated with planning applications will take place as part of this process.

6. Purchasing or Hiring of Goods and/or Services

6.1 All services necessary to bring forward the development will procured in line with the Councils financial regulations and standing orders.

7. Tackling Climate Change

7.1 The Council will need to obtain planning consent and building control approval for the works, which will involve meeting environmental standards required under policy.

8. Associated Risks

8.1 There will development risk associated with a speculative project of this nature. This risk is mitigated by the fact that £2m of the funding required has been from grants which reduces this financial exposure.

8.2 Market research tells us there is good levels of demand for a product of this nature and it is envisaged that the units will be in demand. It is important to note however that the loan repayments have to be made and therefore if there was insufficient interest from tenants and the rents were not achieved then the Council would need to fund the repayments from the revenue budget. The cashflow and development appraisals assumes prudent timeframes to have the units let.

8.3 The site does sit within flood zone 2 and 3 which does present development risk. This risk has been identified as medium by consultants. Work is underway to ensure that any proposal takes account of these risks and is designed in a way to make it acceptable.

8.4 The works contract will be let on a fixed price design and build, helping to mitigate the risk of any cost overrun.

8.5 Like all speculative developments the units will need to be let to service the Councils loan. The appraisal makes prudent assumptions on voids and tenant churn.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

Feasibility Study

3844: Lymington Road Coach park, Torquay

Date: 19/10/2020

Contents

1. Introduction

1.1   This Feasibility Study has been prepared by TDA to explore the commercial options for the re-use of this redundant site situated at Lymington Road Coach Station, Torquay.

1.2   The proposed site lies adjacent to the recently built Torbay Business Centre which offers small to medium rentable office suites under the governance of Torbay Council.

1.3   The proposed site has been identified as an area suitable for further business regeneration and to as such to develop small (circa 1350 square feet + further mezzanine space) B1 light industrial and A2 units providing new commercial opportunities to include office, light industrial and customer facing uses such as printers, marketing, web design, and professional services.

1.4   This Feasibility study has examined the impact on the existing Coach Park facility and Business Centre and provides details on how the current coach parking could be realigned to provide an integrated vehicle strategy for both the new development and the coach park.

2. Existing Site and Context

2.1 The existing coach park is situated within the Upton district of Torquay, within the lower valley floor some 120 feet above sea level.
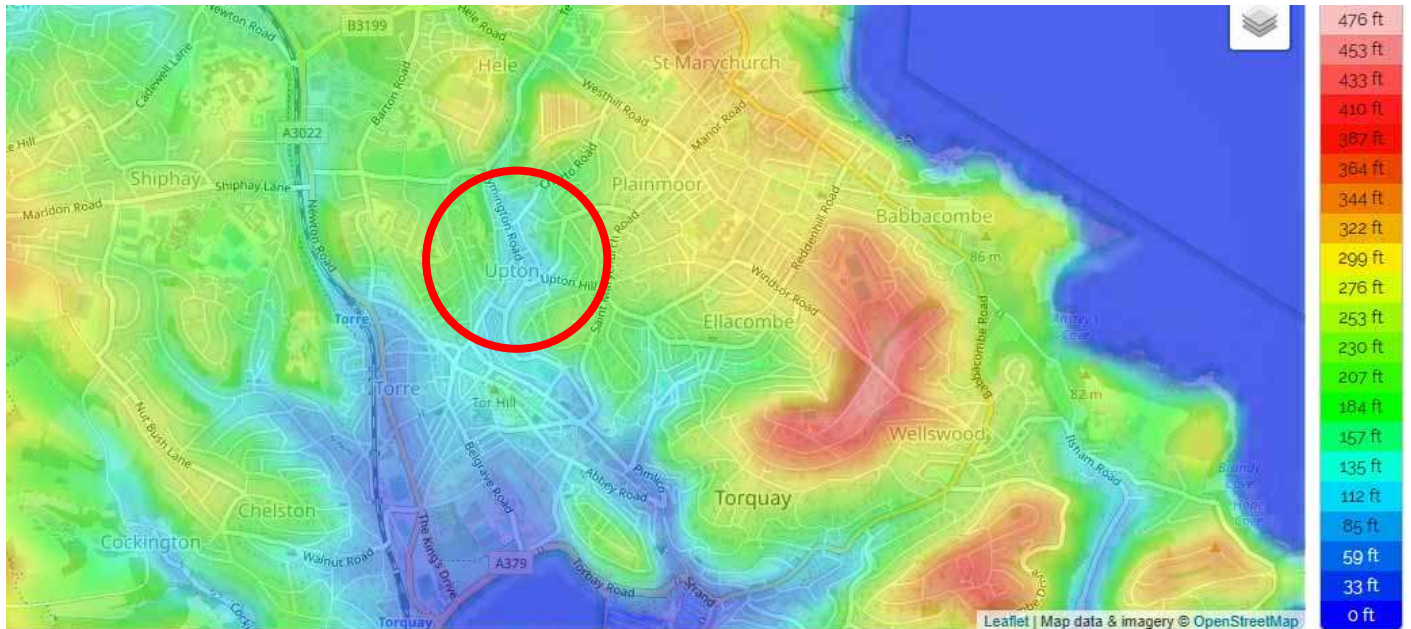
2.2 The site is situated within Flood Zones 2 & 3 with the coach park categorized as a flood water storage area.

2.3 The flood risk is identified as predominantly medium to low risk sea water flooding with low risk surface water flooding contained largely to the north end of the site where the site levels fall away.

2.4 The existing topography indicates the eastern edge of the site along Lymington Road is elevated 300-500mm above the main coach park site and with the adjacent Torbay Business Centre elevated to match.

2.5 The coach park has been designed with a pronounced fall to the centre of the site to channel flood water away from the peripheral areas.

2.6 There are a number of South West Water mains sewer drains running around and through the site one of which will require relocation.

Plan showing mains sewer to be relocated

2.7 There are several established trees that line Lymington Road along the eastern edge of the site, some of which are showing enlarged root growth which is affecting the pavement surface.

2.8 Further tree survey work is anticipated and carried out following BS:5837:2005 guidance by a qualified arboriculturalist to establish the species, growth patterns and root protection in order to inform the correct method of sub-structural works.

2.9 The new development will remove the existing building on the site which contains a public toilet and several defunct rooms which once served the coach park.
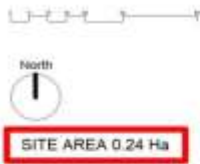
North

SITE AREA 0.24 Ha

UPTON ROAD

LYMINGTON ROAD

Torbay Innovation Centre

TDA
TOR HILL HOUSE
TORQUAY, TQ2 5QW TEL: 01803 207948
enquiries@tda.uk.net www.tda.uk.net

T
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A

NEW BUSINESS UNITS
LYMINGTON ROAD COACH STATION,
TORQUAY

3844.SLP.01 - LOCATION PLAN
Scale 1:1250 @ A3

Existing Location Plan

SITE AREA 0.24 Ha

North

ROAD

Coach Station

29.9m

31.7m

Torbay Innovation Centres

LYMINGTON ROAD

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TORQUAY, TQ2 5QW TEL: 01803 207048
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T
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NEW BUSINESS UNITS
LYMINGTON ROAD COACH STATION,
TORQUAY

3844.AL.01 - EXISTING SITE PLAN
Scale 1:500 @ A3

Existing Site Plan

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Property and Business Services

3.0 Proposed Site Layout

3.1 The proposed layout optimises the maximum available land within the existing site constraints.

3.2 Following established commercial models for small to medium business units the site has the capacity to accommodate 5 single storey units each offering 1340 square feet (124.5 square metres) of ground floor space.

3.3 Each unit has the additional option to include a first floor mezzanine at 930 square feet (86.4 square metres).

3.4 Each of the units is oriented to face into the coach park with an external parking apron directly outside.

3.5 The units are accessed via a separated vehicular route which shares the main entrance into the coach park.

3.6 A raised pedestrian pavement forms a distinct separation between the new units and coach park which is arranged to provide 3 separate coach parking bays and passenger drop zones with shelters.

3.7 One of these bays is doubled-sided to allow international coach docking.

3.8 Vehicles from the new development will leave the site via the existing coach park exit, following the one-way strategy.

3.9 The existing public toilets are to be replaced with a new small separated unit.

SITE AREA 0.24 Ha

UPTON ROAD

Coach Route

3 side coach drop/shelter

coach drop/shelter

coach drop/shelter

Coach Route

crossing

Public Mob WC

Unit 1

Unit 2

Unit 3

Unit 4

Unit 5

Torbay Innovation Centres

LYMINGTON ROAD

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T D A

NEW BUSINESS UNITS
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TORQUAY

3844.AL.02 - 5 UNIT SITE PLAN
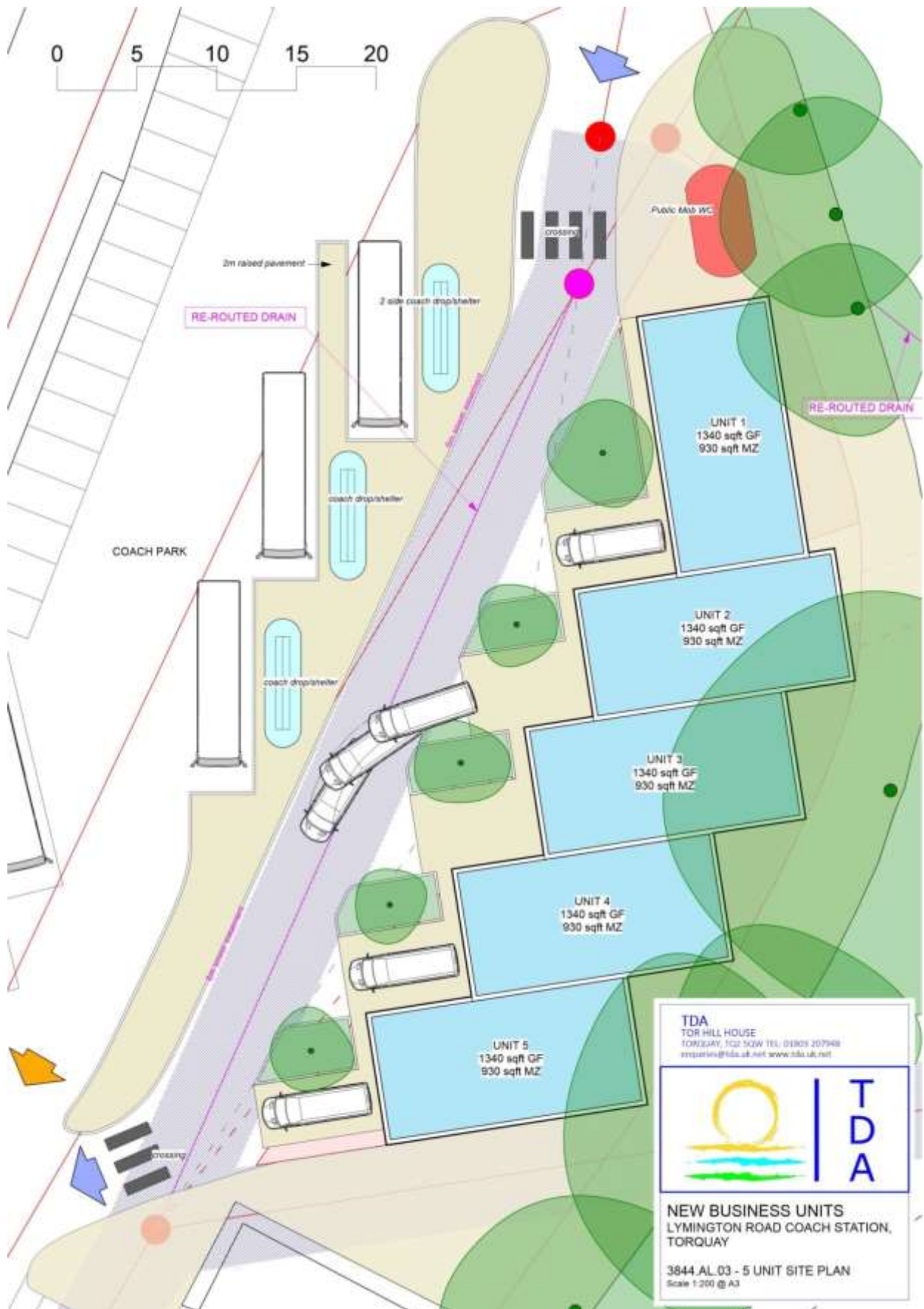Scale 1:500 @ A3

Proposed Site Plan

Proposed Site Plan

The site plan shows:

- Scale bar: 0, 5, 10, 15, 20
- COACH PARK
- RE-ROUTED DRAIN
- 2m raised pavement
- 2 side coach drop/shelter
- coach drop/shelter
- coach drop/shelter
- crossing
- Public Mob WC
- RE-ROUTED DRAIN
- UNIT 1 — 1340 sqft GF, 930 sqft MZ
- UNIT 2 — 1340 sqft GF, 930 sqft MZ
- UNIT 3 — 1340 sqft GF, 930 sqft MZ
- UNIT 4 — 1340 sqft GF, 930 sqft MZ
- UNIT 5 — 1340 sqft GF, 930 sqft MZ
- crossing

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NEW BUSINESS UNITS
LYMINGTON ROAD COACH STATION, TORQUAY

3844.AL.03 - 5 UNIT SITE PLAN
Scale 1:200 @ A3

Page 74

3.0 Proposed Elevation Options

3.1 Drawing reference to the surrounding residential scale of buildings and the adjacent Torbay Business Centre with its simple palette of materials the elevations have been carefully arranged.

3.2 Each unit has been positioned on the site to utilise an efficient amount of space which will allow it to sit both central to the area and provide external areas for parking and landscaping.

3.3 This layout provides a series of connected and stepped units which are reflected in the elevational treatment with each unit seen in its own form – not unlike a series a beach huts.

3.4 Elevation options as illustrated below include:

- Zinc coated metal wall and roof cladding – Verdigris green coloured
- Polyester powder coated aluminium windows and doors
- Natural stone ground floor walls option
- Painted render ground floor walls option
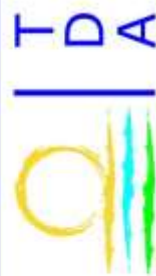- Double or mono-pitched roof form option

VERDIGRIS ZINC METAL CLADDING/STONE OPTION

Public Mobility WC

5.3m eaves height
8.3 m ridge height

VERDIGRIS ZINC METAL CLADDING/RENDER OPTION

Public Mobility WC

5.3m eaves height
8.3 m ridge height

NEW BUSINESS UNITS
LYMINGTON ROAD COACH STATION,
TORQUAY

3844 AE 01 - 5 UNIT ELEVATION FROM COACH PARK
Scale 1:200 @ A3

TDA
TOR HILL HOUSE
TORQUAY TQ2 5QW TEL 01803 207949
enquiries@tda.uk.net www.tda.uk.net

NEW BUSINESS UNITS
LYMINGTON ROAD COACH STATION,
TORQUAY

3844.AE.02 - 5 UNIT ELEVATION FROM COACH PARK
Scale 1:200 @ A3

TDA
TOR HILL HOUSE
TORQUAY, TQ2 5QW TEL 01803 207900
enquiries@tda.uk.net www.tda.uk.net

5.0m eaves height
8.1 m ridge height

Public Mobility WC

VERDIGRIS ZINC METAL CLADDING/RENDER MONO-PITCH OPTION

5.3m eaves height
8.3 m ridge height

Public Mobility WC

VERDIGRIS ZINC METAL CLADDING/RENDER OPTION

Document is Restricted

TORBAY COUNCIL

Meeting: Cabinet   **Date:** 17th November 2020

Wards Affected: Tormohun Ward

Report Title: Leasehold disposal Pier Point Restaurant and Retail Unit, Torbay Road, Torquay TQ2 5HA

When does the decision need to be implemented? N/A

Cabinet Member Contact Details: Councillor Swithin Long, Cabinet Member for Economic Regeneration, Tourism & Housing, Swithin.Long@torbay.gov.uk

Supporting Officer Contact Details: Paul Palmer, TDA Head of Assets & Facilities Management, paul.palmer@tda.uk.net

Supporting Director Contact Details: Liam Montgomery, TDA Director of Asset Management, Investment & Housing, Liam.montgomery@tda.uk.net

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1. Purpose of Report

1.1 Torbay Council to enter into an Agreement for Lease to allow the existing tenants to invest in and extend their premises and then, following the completion of the work, to have a new long lease.

2. Reason for Proposal and its benefits

We want Torbay and its residents to thrive.

We want Torbay to be a place where we have turned the tide on poverty and tackled inequalities; where our children and older people will have high aspirations and where there are quality jobs, good pay and affordable housing for our residents.

We want Torbay to be the premier resort in the UK, with a vibrant arts and cultural offer for our residents and visitors to enjoy; where our built and natural environment is celebrated and where we play our part in addressing the climate change emergency.

2.1 The proposals in this report help us to deliver this ambition by allowing the current tenant to invest in the asset that will see the building extended and improved in return for a long lease. The asset on completion of the redevelopment will help secure new jobs and enhance Torquay seafront.

forward thinking, people orientated, adaptable - always with *integrity.*

3.   Recommendation(s) / Proposed Decision

That the Director of Place, in consultation with the Interim Chief Executive, be authorised to enter into an Agreement for Lease to allow the existing tenants of the Pier Point Restaurant and retail unit to carry out works to extend the ground floor and to create a first floor to the existing premises and, upon completion of these works, to grant a 125 year lease to the existing tenants on terms previously agreed.

Appendices

Appendix 1: Site Plan – EM3588

Background Documents

Heads of Terms - Exempt

Supporting Information

1. Introduction

1.1 Pier Point Restaurant and Princess Gift Shop are occupied under two separate leases. The lease of Pier Point Restaurant was granted in 2009 for a term of 40 years and the lease of Princess Gift Shop, the small retail unit facing Torbay Road for a term of 15 years from 2011. Both leases are granted with the benefit of the protection of the Landlord and Tenant Act 1954.

1.2 In July 2015, a Mayoral Decision was granted to allow the redevelopment of Pier Point Restaurant in isolation, which included a first floor extension. On practical completion of the development the Council would have granted a new 125 year lease. The decision was documented by way of an Agreement for Lease with Pier Point Ltd in January 2017.

1.3 At the beginning of 2020, Pier Point Torquay Ltd was sold and the new owner soon after also acquired the lease of Princess Gift Shop. The new owner, on obtaining control of the whole building approached Torbay Council seeking to re-negotiate the 2017 Agreement for Lease. The new owner is seeking to merge the Pier Point Restaurant lease with Princess Gift Shop lease that would therefore enable the redevelopment of the whole building.

1.4 It is intended that upon practical completion of the proposed redevelopment of the whole building the Council would grant a new single 125 year lease. The commercial terms of the new 125 year lease are, subject to Council approval now agreed.

1.5 The proposal therefore is to enter into a new Agreement for Lease that upon practical completion of the redevelopment of the site will see the surrender of both existing leases in exchange for the granting of a new 125 year lease.

1.6 The benefit will be twofold. The Council will have in place only one lease to manage with a single tenant. The site will also be redeveloped in its entirety providing a better 'place' shaping development for Torquay seafront.

2. Options under consideration

2.1 The Council's Corporate Asset Management Plan 2015 to 2019 (2018/19 Revision) makes specific that the Council will 'always seek to maximise the full market receipt for their assets whether by way of freehold disposal or leasehold interest'. The disposal of this asset by way of the long leasehold will meet that requirement.

2.2 The owners of Pier Point Torquay Ltd have expressed their desire to only want to redevelop the whole site. They have taken active steps to secure control of both leases. Whilst the 2017 Agreement for Lease is still a live document it would only permit the granting of a lease for the restaurant. Without the new Agreement of Lease this would leave the Princess Gift Shop outside of the redevelopment. This would in all likelihood have a depressing effect on rental income that could be secured in the future for the premises.

2.2   Whilst the Council is under no obligation to approval a new Agreement for Lease it is possible the owner of Pier Point Torquay Ltd may then look to dispose of his interest in the business. The redevelopment of the asset would then be lost.

3.   Financial Opportunities and Implications

3.1   TDA has negotiated commercially acceptable terms for the new 125 year lease which are commensurate to the proposed levels of investment in the building.

4.   Legal Implications

4.1   The proposed redevelopment will be formalised and documented by Torbay Council Legal Services through the Agreement for Lease and the granting of the new 125 year lease following practical completion. The existing leases will extinguished also on practical completion of the redevelopment by way of Deeds of Surrender.

5.   Engagement and Consultation

5.1   No engagement or consultation is planned. The owner of Pier Point Torquay Ltd has secured planning consent for the redevelopment of the site - P/2020/0383.

6.   Purchasing or Hiring of Goods and/or Services

6.1   There are no procurement issues as Pier Point Torquay Ltd are the existing tenant of both leases currently in place.

7.   Tackling Climate Change

7.1   The owner of Pier Point Torquay Ltd has secured planning consent for the redevelopment of the site - P/2020/0383. In addition the redevelopment will also need to obtain Building Control approval.

8.   Associated Risks

8.1   Whilst there are no significant risks if the proposal is not implemented there would however likely be a lost opportunity in seeing the site redeveloped and modernised.
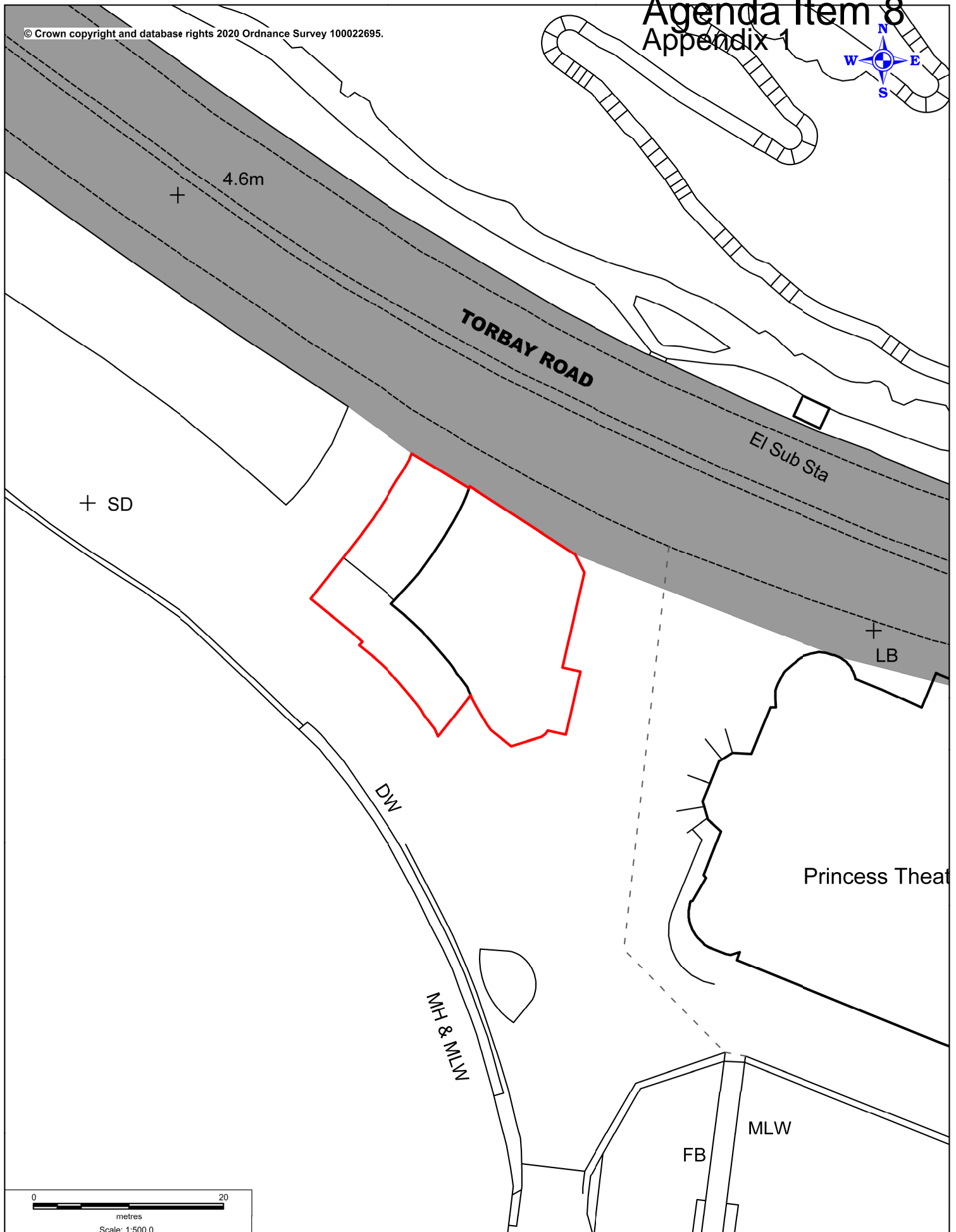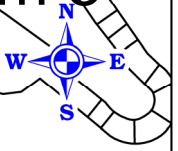
Equality Impacts

9.	Identify the potential positive and negative impacts on specific groups			
		Positive Impact	**Negative Impact & Mitigating Actions**	**Neutral Impact**
	Older or younger people			There is no differential impact
	People with caring Responsibilities			There is no differential impact
	People with a disability			There is no differential impact
	Women or men			There is no differential impact
	People who are black or from a minority ethnic background (BME) *(Please note Gypsies / Roma are within this community)*			There is no differential impact
	Religion or belief (including lack of belief)			There is no differential impact
	People who are lesbian, gay or bisexual			There is no differential impact
	People who are transgendered			There is no differential impact
	People who are in a marriage or civil partnership			There is no differential impact

		Women who are pregnant / on maternity leave			There is no differential impact
		Socio-economic impacts (Including impact on child poverty issues and deprivation)	The granting of a long leasehold and subsequent re-development of the site is likely to have a positive impact on locality.		
		Public Health impacts (How will your proposal impact on the general health of the population of Torbay)			There is no differential impact
	10..	**Cumulative Council Impact** (proposed changes elsewhere which might worsen the impacts identified above)	N/A		
	11.	**Cumulative Community Impacts** (proposed changes within the wider community (inc the public sector) which might worsen the impacts identified above)	N/A		

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N
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S

4.6m

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TORBAY ROAD

El Sub Sta

+ SD

LB
+

DW

Princess Theat

MH & MLW

MLW

FB

0   20
metres
Scale: 1:500.0

EM Plan No: EM3588a
Date: 16th November 2020
Title: Pier Point Restaurant Site.

Asset No: T0504
LR Title No: DN521785
Scale: 1:500
Area: 520.61m²

TORBAY
COUNCIL

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TORBAY DEVELOPMENT AGENCY - ASSET MANAGEMENT

TORBAY COUNCIL

Meeting: Audit Committee   **Date:** 23 November 2020
              Cabinet   15 December 2020

Wards Affected: All

Report Title: Performance and Risk Strategy and Framework

Is the decision a key decision? Yes

When does the decision need to be implemented? December 2020 onwards

Cabinet Member Contact Details: Councillor Carter, Cabinet Member for Corporate and Community Services, christine.carter@torbay.gov.uk

Supporting Officer Contact Details: Mark Hammett, Strategic Support Manager, mark.hammett@torbay.gov.uk

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1. **Proposal and Introduction**

1.1   Through the Council's Council Re-Design Programme it had been identified that the council and its wholly owned companies (SWISCo and TDA) needed to review its approach to managing its performance and risks. Therefore, this report proposes a new performance and risk strategy and framework for Torbay Council that relies on robust business planning and reporting across the organisation.

1.2   Torbay Council and its wholly owned companies is faced with a range of challenges and opportunities in continuing to provide frontline and statutory services and this strategy and framework ensures that all staff, elected members and partners are clear on how they contribute to the delivery of the outcomes in the council's Community and Corporate Plan and other key priorities.

1.3   Performance management is essential to the success of Torbay Council and its ambitions as set out in the Community and Corporate Plan and its other key council priorities. Performance Management is a vital element of forward planning and continuous improvement. The Community and Corporate Plan has four main themes and the strategy and framework will support in its delivery. The Plan themes are:

- Thriving People
- Thriving Economy
- Tackling Climate Change
- Council Fit for the Future.

1.4   Each of these themes span across the portfolios and responsibilities held by elected Cabinet Leads and service areas and routine business planning and performance monitoring will help to drive and join up the activities so that the council can measure its success and progress and realise its ambitions in each area.

1.5   The strategy and framework also has the flexibility to enable the council to monitor performance on priorities that are not explicitly part of the Community and Corporate Plan via the collection and monitoring of performance indicators/performance standards.

1.6   This strategy also provides a framework for the council and its wholly owned companies to consistently manage the risks that it faces and establishes a whole organisation process for identifying and managing these risks. Also where appropriate the key risks are linked to the related performance indicator so that the connection between the two is highlighted and can be addressed as appropriate.

2.   Reason for Proposal and associated financial commitments

2.1   Torbay Council has a Community and Corporate Plan that is based on ensuring our local community thrives. To support the council in delivering this ambition as well as other key council priorities it will be essential that the council is able to monitor and improve its performance and management of risks. The adoption of a new performance and risk management strategy will enable this to take place.

2.2   The proposals contained in this report may commit the Council financially in respect to the potential purchase of a new software system to replace Spar.Net the council's current performance and risk software. However, the cost of the new software (if purchased) will be offset at least in part by the saving in money from ending the financial arrangements that provide Spar.net and any other associated systems. Further work will be required to determine the business case for the procurement of new performance and risk software.

3.   Recommendation(s) / Proposed Decision

(i)   That Audit Committee recommend to Cabinet the adoption and implementation of the new Performance and Risk Management Strategy as set out in Appendix One of this Report

(ii)   That Cabinet agree the adoption and implementation of the new Performance and Risk Management Strategy as set out in Appendix One of this Report.

Appendices

Appendix 1: Performance and Risk Management Strategy

Background Documents

Section 1: Background Information	
1.	**What is the proposal / issue?** Torbay Council needs to improve the way it manages its performance so that it is better equipped to deliver the ambitions as articulated in the Community and Corporate Plan as well as other key council priorities. It is also needs to implement a consistent and robust approach to risk management across the council and its wholly owned companies.
2.	**What is the current situation?** Currently the council has an underdeveloped approach to business planning which requires revision and also has a patchy and inconsistent approach to the collection and reporting of performance and risk data The software system that underpins the current approach to performance and risk is aged and under-utilised and is showing signs of no longer meeting the needs of the council.
3.	**What options have been considered?** In developing the performance and risk management strategy a range of strategies and frameworks were reviewed from other councils and public sector bodies. The option to not design a new performance and risk strategy and framework was not considered and is not advised.
4.	**What is the relationship with the priorities within the Partnership Memorandum and the Council's Principles?** Priorities: • Thriving People and Communities • A Thriving Economy • A Climate Fit for the Future • A Council Fit for the Future Principles: • Use reducing resources to best effect • Reduce demand through prevention and innovation • Integrated and joined up approach
5.	**How does this proposal/issue contribute towards the Council's responsibilities as corporate parents?** The adoption of the new performance and risk strategy and framework will enable the council to monitor and evaluate those performance standards/indicators and risks pertaining to its role as corporate parents and act upon this information accordingly.

6.	**How does this proposal/issue tackle poverty, deprivation and vulnerability?**
	The adoption of the new performance and risk strategy and framework will enable the council to monitor and evaluate those performance standards/indicators and risks pertaining to its role in relation to poverty, deprivation and vulnerability and act upon this information accordingly.
7.	**How does the proposal/issue impact on people with learning disabilities?**
	The adoption of the new performance and risk strategy and framework will enable the council to monitor and evaluate those performance standards/indicators and risks pertaining to its role in relation to learning disabilities and act upon this information accordingly.
8.	**Who will be affected by this proposal and who do you need to consult with? How will the Council engage with the community? How can the Council empower the community?**
	The proposal will affect the whole population of Torbay as the management of the performance and risks related to council services impacts on all of the community. The council will engage and empower the community by sharing its performance and risks with the community when it is considered by the council.

Section 2: Implications and Impact Assessment	
9.	**What are the financial and legal implications?** The proposals contained in this report may commit the Council financially in respect to the potential purchase of a new software system to replace Spar.Net the council's current performance and risk software. However, the cost of the new software (if purchased) will be offset by the saving in money from ending the financial arrangements that provide Spar.net and any other associated performance systems. Further work will be required to determine the business case for the procurement of new performance and risk software. There are no anticipated legal implications.
10.	**What are the risks?** - That the business planning process will not identify all the relevant performance indicators and risks - That the strategy and framework is not adequately resourced - That officer assessment of risk impact and probability is not accurate - That officer assessment of acceptable performance and targets is not accurate - That the performance and risk software required for the strategy and framework is not sufficient
11.	**Public Services Value (Social Value) Act 2012** The proposal may require the procurement of new performance and risk software by the council but the purchasing of this will enable the council to more closely monitor and react to its performance in relation to the social, economic and environmental well-being of its residents.
12.	**What evidence / data / research have you gathered in relation to this proposal?** In drafting the strategy and framework a range of performance and risk strategies were reviewed from other local authorities and public sector organisations.
13.	**What are key findings from the consultation you have carried out?** No formal consultation was undertake.
14.	**Amendments to Proposal / Mitigating Actions** Not applicable

Equality Impacts

15.	Identify the potential positive and negative impacts on specific groups			
		Positive Impact	**Negative Impact & Mitigating Actions**	**Neutral Impact**
	Older or younger people	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
	People with caring Responsibilities	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
	People with a disability	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
	Women or men	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		

People who are black or from a minority ethnic background (BME) *(Please note Gypsies / Roma are within this community)*	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
Religion or belief (including lack of belief)	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
People who are lesbian, gay or bisexual	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
People who are transgendered	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
People who are in a marriage or civil partnership	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and		

		improve the services they offer to the community		
	Women who are pregnant / on maternity leave	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
	Socio-economic impacts (Including impact on child poverty issues and deprivation)	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
16.	**Cumulative Impacts – Council wide** (proposed changes elsewhere which might worsen the impacts identified above)	No known cumulative impacts within the council at this point.		
17.	**Cumulative Impacts – Other public services** (proposed changes elsewhere which might	No known cumulative impacts with other public services at this point.		

	worsen the impacts identified above)	

TORBAY COUNCIL

DRAFT

PERFORMANCE AND RISK MANAGEMENT STRATEGY AND FRAMEWORK

Version	9.0
Version Date	01.12.20

1.0 INTRODUCTION

This strategy and framework has been designed to support and assist the council and its wholly owned companies (SWISCo and Torbay Economic Development Company Limited trading as the TDA also referred to as the Torbay Development Agency) in undertaking the following:

- Planning the actions and activities to deliver the outcomes in the Community and Corporate Plan 2019-23 and other key council priorities.
- Measuring the impact of those actions/activities via performance indicators/performance standards.
- Enabling service areas to monitor the internal performance of their service.
- Reporting on the progress of actions/activities and performance.
- Providing a mechanism to review, analyse and if required re-focus performance; and
- Provide a consistent approach to risk management in the council.

Torbay Council and its wholly owned companies are faced with a range of challenges and opportunities in continuing to provide frontline and statutory services and this strategy and framework ensures that all staff, elected members and partners are clear on how they contribute to the delivery of the outcomes detailed in the Community and Corporate Plan and other key council priorities.

Performance management is essential to the success of Torbay Council and its ambitions as set out in the Community and Corporate Plan and its other key council priorities. Performance Management is a vital element of forward planning and continuous improvement. The Community and Corporate Plan has four main themes and the strategy and framework will support in its delivery. The Plan themes are:

- Thriving People
- Thriving Economy
- Tackling Climate Change
- Council Fit for the Future.

Each of these themes span across the portfolios and responsibilities held by elected Cabinet Leads and service areas and routine performance monitoring will help to drive and join up the activities so that the council can measure its success and progress and realise its ambitions in each area.

This strategy and framework also has the flexibility to enable the council to monitor performance on priorities that are not explicitly part of the Community and Corporate Plan via the collection and monitoring of performance indicators/performance standards.

This strategy also provides a framework for the council and its wholly owned companies to consistently manage the risks that it faces and establishes a whole organisation process for identifying and managing these risks. Also where appropriate the key risks are linked to the related performance indicator so that the connection between the two is highlighted and can be addressed as appropriate.

2.0 WHY IS PERFORMANCE AND RISK MANAGEMENT IMPORTANT?

Performance and risk management should be managed at an organisational, service, team and individual level, with each informing the other. To know when and what action to take, performance and risk has to be measured, monitored and analysed. To know how to judge performance and risk, criteria must be agreed with aims, objectives and targets.

If the council and its wholly owned companies are going to deliver the outcomes that the people of Torbay want there has to be a performance and risk management strategy and framework that:

- Is based on the key priorities and outcomes and helps to measure the right things at the right time;
- Is based on a few key performance metrics and risks which measure the right things at the right time and frequency;
- Is used to continually improve how we work together and the way services delivered are performance managed;
- Is based on quality and accuracy of current and forecasted information which produces meaningful measures of how services are performing;
- Enables learning from our own experiences and mistakes and avoids a 'blame' culture;
- Meets the needs of all the people involved in delivering outcomes in Torbay inside and outside the council; and
- Enables all staff and teams to understand how they contribute to the council and how they are performing.

Effective performance and risk management will help to:

- Clearly articulate our priorities and desired outcomes;
- Prioritise what actions/activities get done with the resources available;
- Highlight where more resources and skills may be required;
- Provide and demonstrates value for money;
- Provide good services and satisfaction for users and the local community;
- Motivate and manage our staff; and
- Respond effectively to existing and new challenges.

3.0 HOW DOES THE PERFORMANCE AND RISK MANAGEMENT FRAMEWORK OPERATE?

The key to managing performance and risk is to be able to measure performance and risk, as only by devising appropriate measures can we properly monitor how the council is progressing towards achieving its strategic outcomes, identifying threats or risks and prioritising resources to what matters most.

Torbay's performance and risk management framework is designed to allow us to take action in response to actual performance and risk and to deliver the best outcomes and services in relation to our priorities and statutory responsibilities within available resources.

Our performance and risk management framework enables us to:

- Prioritise and set clear outcomes and detail how we intend to deliver services;
- Track and communicate whether or not these priorities and outcomes are being achieved; and
- Take effective, well informed and timely decisions to ensure that we are continuously improving and that our outcomes are being met in line with expectations.

The framework is based on the Plan, Measure, Report and Review cycle.

Plan
Community and Corporate Plan
Statutory Obligations
Annual Business Plan
Service Business Plans

Measure
Actions/Activities
Performance Standards/KPIs
Risks

Report
Quarterly Reporting
Real Time Reporting

Review
Analysing Performance
Benchmarking
Continous Improvement
Re-focusing Interventions

PLAN

4.0 HOW DO WE PLAN THE ACTION WE ARE GOING TO TAKE?

The council, its wholly owned companies and each service area has a set of outcomes and actions/activities that it wants to deliver and implement. These range from the overarching Community and Corporate Plan 2019-23 and its associated Annual Business Plan to service specific plans and strategies. This performance and risk management strategy and framework is dependent on the council undertaking regular business planning activity and producing an Annual Business Plan for the whole council as well as individual service or wholly owned company business plans that detail those outcomes, actions/activities, performance indicators and risks.

The Annual Business Plan will be a high level view of all the key strategic council and wholly owned council company outcomes, actions/activities, performance indicators and risks and its development will be aligned to the same timeframe as the annual budget setting process.

The service or wholly owned company business plans (known as a Service Business Plan) will be developed after the development of the Annual Service Plan but will reflect the priorities of the Annual Business Plan and other key council priorities and will detail how each service or wholly owned company will seek to achieve its outcomes (activities/actions), how it will measure if its actions and activities are making a difference (performance standards/performance indicators) and how it will manage threats to delivering these (risks).

Each Service Business Plan will be created in consultation with staff and the relevant Cabinet Lead and will be agreed and signed off by the appropriate director or assistant director. However, it must be consistent with the outcomes, actions/activities, performance indicators and risks detailed in the Annual Business Plan.

Each service or wholly owned company team will be responsible for monitoring its achievement against their Service Business Plan and also in ensuring that the Service Business Plan is widely understood by all staff in their service area so that there is a clear line of sight between individual objectives in appraisals and one to ones and the themes of the Community and Corporate Plan and other key council priorities.

Business Plans should only contain:

- Outcomes , actions and activities that contribute to the achievement of the council's priorities;
- Outcomes, actions and activities that are driven by the need to improve efficiency and effectiveness; and
- Outcomes, actions and activities that have agreed performance metrics against them which are a mix of qualitative and quantitative.

The business planning cycle will be annual but the Annual Business Plan and Service Business Plans will be 'living documents' which will flex and change throughout their life as the organisation responds to performance information and changing circumstances. All Business Plans will be agreed by the start of each financial year.

See Appendix One for Service Business Plan template.

SERVICE BUSINESS PLAN GUIDANCE

Each manager of a service or wholly owned company will need to complete a Service Business Plan each year. They will then become known as the Business Plan Owner.

The Service Business Plan will detail the outcomes and priorities of the service or wholly owned company and how their work will support the delivery of the key themes of the Community and Corporate Plan and other key council priorities. The plan will focus on delivering medium to long term priorities and cover a minimum of a one year period (although a longer 17-18 month period will be more appropriate for school related services to match the school calendar of September to August). Service Business Plans will only focus on actions/activities that will support the delivery of the Community and Corporate Plan objectives, other key council priorities and statutory Local Authority obligations.

The Service Business Plans will be overseen on a day to day basis by the Business Plan Owner but each Service Business Plan will be signed off and regularly reviewed by the appropriate director or assistant director.

The information relating to actions/activities, performance standards/performance indicators and risks in the Service Business Plans when completed will be used to populate an Operational Dashboard in SPAR.NET or in a successor software package. It will then be the responsibility of each Business Plan Owner to ensure that their data in the Operational Dashboard is regularly updated and at a minimum of just prior to the quarterly reporting deadline. It is also the responsibility of each Service Business Plan Owner, Assistant Director and Director to ensure that the staff in their service area have access to view the Operational Dashboard for their area of work so that they are aware of the service's performance and that this information is then used to inform team meetings, the appraisal process and one to ones with staff.

As the business planning process matures at Torbay Council work will need to be undertaken to align the council's business planning process with key partners such as the Devon Sustainability and Transformation Partnership or STP and Devon and Cornwall Police.

BUSINESS PLANNING ANNUAL TIMELINE

Month	Activity
October- January	Annual Business Plan developed alongside and aligned to annual budget process
February	Annual Business Plan and annual budget finalised and agreed
January/February	Service Business Plan Owner commences drafting Service Business Plan
March	Service Business Plan finalised by Business Plan Owner
March	Service Business Plans communicated to Elected Members for feedback
March	Service Business Plan signed off by Director/Assistant Director
April	Service Business Plan goes live and is implemented

April	Service Business Plan communicated to all staff in service area via staff appraisal process
Ongoing	Service Business Plan amended due to performance information and changing circumstances

MEASURE

5.0 HOW DO WE MEASURE PROGRESS ON THE BUSINESS PLAN?

The information signed off in the Annual Business Plan and Service Business Plans will be used to create an Operational Dashboard. This will be created in SPAR.NET or in a successor software package. Essentially the Operational Dashboard will measure the key areas of each service and will be configurable to create bespoke performance and risk reports at differing levels within the organisation.

The key areas are:

- Progress on the performance standards/indicator associated to the service area's outcomes and actions/activities and other service performance standards/indicators that will enable service areas to monitor the internal performance of their service; and
- Risks.

The categories of data in the Operational Dashboard could be:

Performance Standards/Indicators (quantitative and qualitative):

- Standard/Indicator ID and description;
- Link to Community and Corporate Plan or other key council outcomes;
- Previous quarterly performance – value;
- Previous quarterly progress – RAG rating;
- Current performance – value;
- Current progress – RAG rating;
- If red or amber what mitigating action is being taken to improve performance;
- Current Direction of Travel;
- Target Performance – value;
- Target Performance – date;
- Benchmark Data as appropriate – national, regional, statistical neighbours;
- Previous Years performance where appropriate;
- Accountable Officer; and
- Potential in future to track performance and progress on activities/actions.

Risk:

Utilise risk matrix in Business Plan templates that measures impact vs probability:

- Risk description;
- Link to related performance indicator;
- Previous quarterly Risk Rating – value and RAG;
- Target Risk Rating – value and RAG;
- Date to achieve Target Rating;
- Current Risk Rating – value and RAG;

- Progress on managing risk – RAG;
- Current Mitigating Actions;
- Risk Rating after Current Mitigating Actions Completed – value and RAG;
- Risk Commentary; and
- Accountable Officer.

It will be the responsibility of each Service Business Plan Owner to ensure that their service data is updated regularly in the Operational Dashboard, but at a minimum the data must be updated prior to the end of each quarter so that the Strategic Dashboard can be populated.

At the end of each quarter the data in the Operational Dashboard will be used to produce the Strategic Dashboard which reports at a high level on:

- Progress on delivering the Community and Corporate Plan themes and other key council outcomes;
- Progress on delivering whole Council Performance Standards/Indicators; and
- Strategic level Risks.

The categories of data in the Strategic Dashboard could be:

Performance Standards/Indicators (quantitative and qualitative):

- RAG Rating on delivery of the 4 high level themes of the Community and Corporate Plan based on key sets of high level performance standards/indicators in each Community and Corporate Plan theme area with commentary of mitigating action being taken if red or amber;
- Thriving people – RAG rating on 3 main themes and 10 sub themes with commentary of mitigating action being taken if red or amber;
- Thriving Economy – RAG rating on 2 main themes and 8 sub themes with commentary of mitigating action being taken if red or amber;
- Tackling Climate Change – RAG rating on main theme and 6 sub themes with commentary of mitigating action being taken if red or amber;
- Council fit for the Future – RAG rating on main theme and 3 sub themes;
- Other Key Council Priorities not in Community and Corporate Plan – RAG rating with commentary of mitigating action being taken if red or amber; and
- Whole council Performance Standards/Indicators e.g. workforce, finance, customer service, income generation, health and safety etc – RAG rating on performance with commentary of mitigating action being taken if red or amber.

Risk:

Utilise risk matrix in Business Plan template that measures impact vs probability but only include risks that score over 10 on matrix and are therefore amber or red and rank top 10 highest risks to the organisation:

- Risk description;
- Link to related performance indicator;

- Previous quarterly Risk Rating – value and RAG;
- Target Risk Rating – value and RAG;
- Date to achieve Target Rating;
- Current Risk Rating – value and RAG;
- Progress on managing risk – RAG;
- Current Mitigating Actions;
- Risk Rating after Current Mitigating Actions Completed – value and RAG;
- Risk Commentary; and
- Accountable Officer.

REPORT

6.0 HOW WILL PERFORMANCE AND RISK BE REPORTED?

Performance and risk reporting is about providing accurate, balanced and timely information to the right people at the right time and enables the council to report in an open and accountable manner. At the end of each financial quarter, performance from that quarter will be collated, reported and reviewed to monitor whether targets are being met and to identify where improvements and/or re-focused actions could be undertaken.

All data and information on actions/activities, performance standards/indicators and risks will be kept and maintained on SPAR.NET or successor software package and will be accessible to all staff to view but with only nominated staff having the right to edit. This level of data will be known as the Operational Dashboard. This dashboard will be used and regularly viewed by Service Business Plan Owners, Assistant Directors, Directors and staff and will provide a live/real time view of performance across the council which can be accessed to inform decision making, task allocation, team meetings, appraisal targets and one to one discussions with staff. However, it is important to note that the quality and timeliness of the data in the Operational Dashboard will be dictated by the effort placed by each service area to maintain this data. Nevertheless at the very least each service will be expected to update their data on the Operational Dashboard prior to the end of each financial quarter so that this information can be used to populate the Strategic Dashboard.

The Strategic Dashboard will be produced for the Audit Committee, Leader, Chief Executive, Senior Leadership Team, Cabinet and Overview and Scrutiny Board to review on a quarterly or ad-hoc basis. This dashboard is a high level view of the council's progress and success in meeting the stated outcomes of the Community and Corporate Plan and other key council outcomes and priorities as well as an overview of the council's overall performance on key internal standards/indicators such as workforce, financial and customer complaint performance.

The Annual Performance and Risk Reporting Cycle for Torbay Council will be as below:
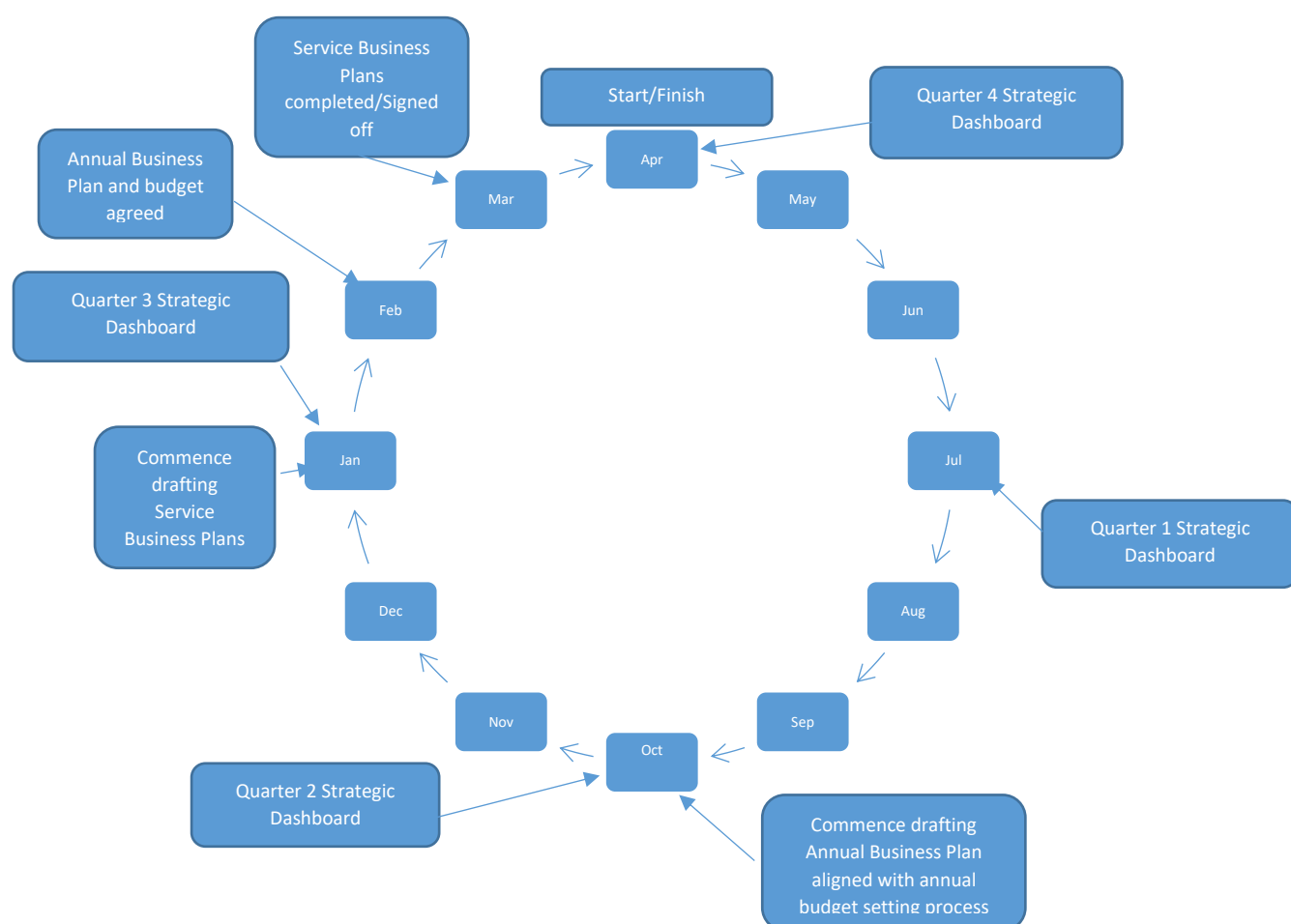
Alignment to the Budget Setting Process

The Service Business Plans will be included as the 'cover sheets' for the Budget Digest, with each digest page per service being shown behind the Business Plan. When the final digest is published in March each year this will include each agreed Service Business Plan with the approved budget for each service.

The key dates where the budget setting process align with the performance and risk cycle are as follows:

March/April	Annual Business Plan published – Budget Digest plus Service Business Plans
September	Budget Star Chambers – performance information used to challenge services
October	Draft budget proposals announced for consultation
November	Feedback from budget consultation – used to develop Annual Business Plan
January	Final Budget proposals and Annual Business Plan announced
February	Final Budget and Annual Business Plan agreed

REVIEW

7.0 WHERE AND HOW IS PERFORMANCE AND RISK REVIEWED AND MONITORED?

The simple answer to this question is that everyone should be involved in reviewing performance and risks as all staff and elected members need to be aware and act upon the performance and risk data from their areas of responsibility.

However, in practice performance and risk will be formally reviewed and monitored by the following;

Group	Review Method	Frequency
Audit Committee	Quarterly Strategic Dashboard	Quarterly
Cabinet	Quarterly Strategic Dashboard	Quarterly
Overview and Scrutiny	As requested	As requested
Cabinet Leads	Regularly review performance and risk with their Directors via Operational Dashboard	At least monthly
Chief Executive	Regularly review performance and risk with Directors/Assistant Directors via Operational Dashboard	Monthly
Senior Leadership Team (SLT)	Quarterly Strategic Dashboard	Quarterly
Directors/Assistant Directors	Regularly review performance and risk with Business Plan Owners in their area via Operational Dashboard	Monthly
Directorate Management Teams	Operational Dashboards	Quarterly
Business Plan Owners/Managers	Regularly review service performance and risk data via Operational Dashboard and incorporate into team meetings, staff appraisals and one to ones	At least monthly
All staff	Right and responsibility to know how they are contributing to the performance and risk data and Community and	At least monthly

	Corporate Plan and other key council priorities via Operational Dashboard	
Wider community	Access to Quarterly Strategic Scorecard via public Audit Committee meetings	Quarterly

Monitoring of Performance and Risk in relation to External Inspections

Although not part of the quarterly performance and risk management cycle it is critical that the council also monitors its performance and risk in relation to external inspections including Internal Audit inspections. To facilitate this a position statement on external inspections will be produced and reported to SLT, Cabinet, Overview and Scrutiny on a rolling sixth monthly basis.

The position statement will cover the following:

- An overview of the external inspections for the year ahead with confirmed or likely dates of inspection
- A commentary from each service area with an external inspection on their current grade in relation to the external inspection regime, an overview of the progress in undertaking a self-evaluation assessment in readiness for the next inspection and an opportunity to raise any risks/issues emerging from the self-evaluation assessment

After considering the six monthly position statement SLT, Cabinet, Overview and Scrutiny and Audit Committee may decide to undertake a 'deep dive' on a particular service area and to review the self-evaluation assessment and other preparations for the external inspection.

Role of Internal Audit in relation to performance and risk management

The role of Internal Audit is to provide guidance and information on performance and risk management in addition to dealing with the provision of audit services. If data quality issues are identified through the course of an audit, whether linked to a performance/risk standard/indicator or not this will need to be raised in an audit report. Internal Audit also provide an independent review of the corporate approach to performance and risk management and data quality.

REVIEW

8.0 WHAT DO WE DO WHEN PERFORMANCE AND RISK PROGRESS IS NOT SATISFACTORY?

It is important to regularly review and evaluate performance against targets and this should include benchmarking and forecasting to ensure performance, both current and future, is analysed fully to secure a continuous improvement trajectory.

Where it is identified that performance is of concern there is an opportunity to explore the performance issues in detail and identify any appropriate actions. Torbay has two approaches to rectifying unsatisfactory performance:

- Performance Recovery Plans; and
- Performance Clinics.

Performance Recovery Plans

Where insufficient progress is being made on a service action/activity, standard/indicator or risk a Director or manager can use the Recovery Plan template (included at Appendix Two) to plan a way to unblock poor performance. The use of this approach is at the discretion of the Chief Executive, SLT, Directors, Assistant Directors, Business Plan Owners and managers but would generally be for operational level actions/activities, indicators and risks. Any changes should be reflected in the relevant Business Plans.

Performance Clinics

This approach is more likely to be used for strategic level actions/activities, standards/indicators and risks that require urgent focus to seek ways to be improved. Essentially, the performance clinics are task and finish groups with specific terms of reference to manage the improvement of specific actions/activities, standards/indicators and risks that are off track.

It is essential that the clinic consists of people who have ownership and overall responsibility for performance in the area of focus. A chair of the clinic will need to be nominated and then at each clinic meeting the relevant Directors, Assistant Directors and Business Plan Owner/Service Managers will update on the progress being made but will also receive support and advice from other members of the clinic. Essentially, the clinic is a forum to accelerate performance and any changes should be reflected in the relevant Business Plans.

What do we do when performance is good or outstanding?

This strategy also identifies the need to celebrate good or outstanding performance when it takes place and to promote this through our internal and external communications channels.

9.0 WHAT DO WE NEED TO DO NEXT TO IMPLEMENT AND EMBED THIS STRATEGY AND FRAMEWORK?

In order to establish and then embed this new approach to performance and risk management at Torbay Council the following actions will need to be implemented:

Current Gap	Activity to address gap
Current lack of an annual business planning process	Design, agree and begin to embed annual business planning process for both an Annual Business Plan and Service Business Plans
	Align council business planning process with key partners business planning processes
Patchy and inconsistent approach to collecting performance and risk data	Collect appropriate performance information and risks from service areas via business planning process
Patchy and inconsistent understanding of the value of performance and risk management in the wider organisation (what is known as a performance and risk culture)	Training for councillors and senior officers on value of performance and risk management
Staff resource gap to support delivery of performance and risk framework	Review the staff resources required to support delivery of revised Performance and Risk Strategy and Framework
	Determine best staffing model to support performance and risk
Spar.net the council's performance and risk management software for the last 15 years plus is showing signs of no longer being fit for purpose and what the council requires moving forward to support the delivery of this strategy and framework	Undertake 'fit for purpose' review of spar.net
	If review of spar.net demands procure replacement performance and risk management software
Lack of a report on performance and risk at an operational level for managers and teams	Design and begin to embed Torbay Council Operational Dashboard
Need to revise and improve current strategic Performance and Risk Management Reporting	Design and begin to embed Torbay Council Strategic Dashboard
Need to re-establish performance and risk management reporting back into council governance	Design and begin to embed Annual Performance and Risk Reporting cycle

Current lack of a consistent and whole council approach to addressing poor performance, seeking ways to improve performance and celebrating good or outstanding performance	Design and begin to embed performance and risk recovery approach alongside mechanism to celebrate good or outstanding performance

The above actions will be delivered via the Council Re-design Programme in the Our Organisation Project. There will be a discrete work package of Our Performance and the actions above will be implemented by the team supporting this work package.

10.0   APPENDIX

Appendix One – Business Plan Template

Appendix Two – Performance Recovery Plan Template

Service Business Plan 2021-22

Service Area	
Directorate	
Head of Service	
Business Plan Owner	
Cabinet Lead	

1. About the Service
This section should describe the service and the overall outcomes it seeks to deliver along with other key details. The service outcomes must be in line with the outcomes stated in the Community and Corporate Plan 2019-23 and other key service plans and strategies.

Service Outcomes	
• XXX • XXX • XXX	
Staff – please provide details of your FTE	Revenue Budget (summary of budget digest)

Who are your customers?	Who are your key partners & stakeholders?

2. Key Achievements and successes What's gone well over the last 12 months - include here specific projects and 'business as usual' activity
- XXX   - XXX   - XXX

3.1 Service Activities and Actions for the next 12 months Provide a summary of the key activities, actions and projects for the service in the year ahead in line with the service's outcomes, the Community and Corporate Plan 2019-23 and other key service plans and strategies.

Key Activities, Actions and Projects	Service Outcome, Community and Corporate Plan theme or other reason for undertaking
XXX	XXX
XXX	XXX

3.2 Planned changes in service over the next 12 months.
- Please include any opportunities for services or processes that could be stopped or amended and opportunities to work with others (including other council services/partners/community)
- Please include any planned consultation, engagement or influencing activity
- Please include any external inspections that will take place on the service in te next 12 months

3.3 Additional service resource requirements
• Please include technical/people/financial resource requirements including staff development requirements

4. Service Performance Standards/Indicators (quantitative and qualitative)

What performance standards/indicators (also known as outputs) are you measuring to ensure you are delivering your outcomes?

Please Note: The below standards/indicators should be measuring both service delivery and internal service performance

Standard/Indicator ID	Standard/Indicator	Link to Community &	Current Standard/Indicator	Target Performance for	Target Date for Target Performance	Accountable Officer

		Corporate Plan or other Outcome	Performance (Value)	Standard/Indicator (Value)		

5. Risk Management

What are the key risks that the service will need to manage and mitigate in the year ahead?

To determine the value and colour rating of the risk please refer to the below Risk Matrix:

2.2 Risk Matrix

To aid in assessing impact and probability please see Appendix 1 of this template which has a guide on the definitions used in the risk matrix above.

Risk ID	Risk Description	Related Performance Indicator ID	Current Risk Rating Value (Impact/Probability)	Current Risk Rating Colour (RAYG)	Current Mitigating Actions	Risk Rating after Current Mitigating Actions Completed (Value/Colour)	Target Risk Rating (Value/Colour)	Date to Achieve Target Risk Rating	Accountable Officer

Appendix One – Risk Matrix Definitions

A) Probability

Almost Certain – Highly likely to occur or expected to occur in most situations

Likely – Likely to occur or will probably occur

Possible – Possible to occur or might occur at some time

Unlikely – Will most likely not occur or could occur at some time

Rare – Highly unlikely to occur or only occur in exceptional circumstances

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B) Impact

Category/ Descriptor	Insignificant	Minor	Moderate	Major	Critical
Operational delivery	Service delivery affected but not disrupted	Some disruption to specific service	Disruption to a number of service areas	Shutdown of specific service area/ disruption to a number of service areas	Shutdown of a number of service areas
Strategic Direction	Slight, temporary deviance from one area of strategic direction	Slight, temporary deviance from several areas of strategic direction	Significant deviance from one area of strategic direction	Significant deviance from several areas of strategic direction	Strategic direction totally compromised/ unrecoverable
Council Financial Impact	Loss of less than 0.5% of monthly budget or £5,000	Loss of more than 1% of monthly budget or £50,000	Loss of more than 5% of monthly budget or £100k	Loss of more than 10% of monthly budget or £500k	Loss of more than 15% of monthly budget or £1m
Legal	Sued for small amount of money	Court action – not prolonged	Prolonged court action/tribunal	Court action impeding delivery of Council objective	Protracted high profile legal proceedings
Governance	Individual internal control not effective	Number of internal controls not effective	Loss of confidence in internal controls requires senior officer intervention	Loss of confidence by Council or external audit bodies/suspension of Council officers	External body required to intervene in governance of Council
Reputation	Minor adverse publicity in local media	Significant adverse publicity in local media	Significant adverse publicity in national media	Sustained adverse publicity in national media Member dissatisfaction	Chief Operating Officer and/or Elected Member resignation/ removal
Workplace health & safety	Incident – no lost time & near miss	Less than 3 days lost	More than 3 days absence	Serious injury/ stress resulting in hospitalization	Fatality (not natural causes)
Health	No detrimental impact on health of individuals	Health issues will require treatment at community level	Health issues will require treatment in hospital	Long-term or acute health issues	Fatalities
Security	No notifiable or reportable incident	Localised incident. No effect on operations	Localised incident. Significant effect on operations.	Significant incident involving multiple locations	Extreme incident seriously affecting continuity of operations.
Social & Environmental Factors	No lasting detrimental environmental or social impact	Short-term detrimental environmental or social impact to localised area/ small group	Short-term detrimental environmental or social impact to wider community/ area/groups	Long-term detrimental environmental or social impact to wider community/ area/groups	Extensive detrimental long term impact on the environment and community
Assets	Low level loss or damage to asset; no effect on service or community provision	Short-term loss of asset not critical to service or community provision	Long-term loss of asset not critical to service or community provision	Short-term loss of asset critical to service or community provision	Total long-term loss of asset critical to service or community provision
Other services/ organisations	Service delivery by other services /organisations affected but not interrupted	Some interruption to specific services provided by other services /organisations	Disruption to a number of service areas provided by other services /organisations	Shutdown of specific service areas provided by other services /organisations	Shutdown of a number of service areas provided by other services /organisations
Local economy	Low level economic decline/ rise in unemployment	Significant economic decline affecting under 10% of businesses/rise in unemployment across limited no. of areas of Torbay	Significant economic decline affecting between 10% and 15% of businesses/rise in unemployment across Torbay	Significant economic decline in more than 15% of businesses/rise in unemployment across many areas of Torbay	Economic decline and unemployment is significant across all of Torbay

Recovery Plan Template:

All fields must be completed:

Performance Standard/Indicator/Risk/Action/Activity:	
Date of Recovery Plan:	
Why is this Standard/Indicator/Risk/Action/Activity underperforming?	
What actions are required to put this Standard/Indicator/Risk/Action/Activity back on track?	

Key Actions to be taken:	Milestones (Dates):	Officer Responsible:
Approved by Director/Executive Head:	Yes/No	
Approved by SLT (if required)	Yes/No	