

# Torre**Abbey**

## Business Plan 2021 to 2025

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## Introduction & Context

Torre Abbey is Torbay's most historic building complex dating from 1196. An ancient scheduled monument set within 17.8 acres of gardens and parkland. It's an accredited museum owned by Torbay Council, home to a regionally important collection it's been a centre of religious and artistic expression and hospitality for 800 years. Torre Abbey is the best-preserved monastic ruins in Devon and Cornwall.

Torre Abbey is a member of the Southwest Museums Development Trust which supports the 200 accredited museums in the region. Torbay is a known cultural cold spot with a low number of cultural organisations, it is geographically remote with comparatively poor transport links making access to other cultural centres difficult. Torre Abbey sits in an area in the 10% of the most deprived in the UK in the 2019 Indices of Multiple Deprivation.

Much like the rest of the cultural sector Torre Abbey was significantly impacted by the COVID-19 Global Pandemic in a number of ways:

- Economic – long periods of enforced closure and the inability to furlough reduced Torre Abbey's income without a reduction in expenditure levels meant that in 2020/21 the budget deficit was significant. Although on first reopening income increased, this growth is anticipated to be impacted by the rise to the cost of living created by the Pandemic, creating less disposable income to be available to the culture sector.
- Funding landscape – the pandemic changed the funding landscape with many grant funds closing and funding being reallocated to Covid emergency and recovery funds. Torre Abbey was ineligible for many of these grant funds due to being a Local Government asset and where eligible was unsuccessful due to the perceived nature of Local Government spending. This has changed Torre Abbey's strategic planning for Fundraising which is reflected in this business plan and the updated Fundraising Strategy.
- Cultural – One of the positive impacts of the pandemic has been the increase in interest in cultural activities within the local community and by the national visitor. Generally, people are more involved with the heritage in their local area and the inability to partake in cultural activities increased its sense of value as people realised how much they missed it when the opportunities were removed. A strategic challenge over the next four years will be how the sector reinvigorates touring exhibitions and large-scale events. The pandemic stopped all nationally touring exhibitions and in the immediate aftermath of reopening these have not yet moved out of their, mainly city, localities.
- Whole site approach - Another cultural change has been around the increase of interest in outdoor activities. Through the pandemic people felt safer to socialise outdoors and this trend, so far, is continuing. Pre-pandemic Torre Abbey was moving to a strategic whole site approach however this has now been reinforced as a key strategic priority.
- Resources – Supply chains issues and the labour shortage have increased the cost to Torre Abbey's commercial activities whilst seeing a reduction in operational hours.

This updated Business Plan considers the reduction of the impact of Covid and focuses on retaining the ambition of being financially sustainable within 15 years.

There are a number of other strategies which have been taken into account as part of Torre Abbey's Business Planning to create a cohesive plan for Torre Abbey linked to the wider vision across Torbay and Nationally including:

- Art's Council Let's Create Strategy 2020 – 2030
- Torbay Heritage Strategy 2021-2026
- Enjoy, talk, be, do - A cultural strategy for Torbay and its communities 2014-2024
- Torquay Town Investment Plan July 2020
- Torbay Local Cycling and Walking Infrastructure Plan (LCWIP) 2021-2026
- Torbay Local Plan – A landscape for Success 2012 – 2030
- Carbon Neutral Council Action Plan 2022 – 2024
- Torbay Economic Strategy 2022 – 2030
- English Riviera Destination Management Plan 2022-2030
- One Torbay: Working for all Torbay Community and Corporate Plan 2023-2043
- UNESCO Sustainable Development Goals
- National Lottery Heritage Fund – Heritage 2033
- Local Government Association Cultural Strategy in a Box March 2020

As a Torbay Council Service Torre Abbey must be mindful of the Council's mission which is:

*"We will put our residents at the heart of everything we do. We will ensure a strong grip on finance, working with our communities and partners, to deliver a sustainable future. We will deliver quality services, improve our economy and protect and enhance our built and natural environments, so that we are all proud of our Bay."*

Within the context noted above, this Business Plan was created in consultation during 2019, building upon the previous plan (2014-2019) and the collation and analysis of business information and data. It was updated in March 2021, January 2022, July 2024 and September 2025.

The aim of this plan is to consolidate the changes since the last business plan and the vision for the future.

# TorreAbbey

Torre Abbey is Torbay's most historic building, an ancient scheduled monument dating back to 1196 set within 17.8 acres of gardens and parkland. The site has been in the care of Torbay Council since 1930. Our aim is for Torre Abbey to be a household name across the region, to facilitate a better understanding of the building and its important collection and to be a centre for learning, creativity and culture and relevant to the local community and visitors to the area.

**[www.torre-abbey.org.uk](http://www.torre-abbey.org.uk)**

## Covid Impact

2020/21 saw significant losses at Torre Abbey due to the Covid-19 global pandemic resulting in enforced closure for 8.5 months of the financial year. The business plan was initially put on hold and reviewed in March 2021 and January 2022. These reviews take into account the ongoing Covid-19 impact and builds in time for recovery, it is not anticipated that Torre Abbey will bounce straight back to pre-covid operations in the financial year 2022/23.

As a Local Government owned site Torre Abbey was unable to take advantage of furlough however during the closed periods a skeleton staff worked on site to undertake conservation works. Some members of the team also supported other departments within Torbay Council.

The main exhibitions and community events programme were put on hold for the full year of 2020/21. For the 3.5 months Torre Abbey was open we were able to work with the community and local artists for smaller scale and self-curated exhibitions.

From April 2021 restrictions have eased and Torre Abbey has been able to remain open to visitors with a small number of weddings able to take place since July.

Volunteers were unable to support Torre Abbey for the full 8.5 months of closure period in 2020 however some new volunteers were recruited during the summer of 2020 and supported the reopening within Covid safety guidance as significantly more staff were required to open. Since May 2021 the full range of existing and new volunteers have returned.

A new one-way visitor route was introduced to satisfy Covid secure opening. This has been very successful, and visitors have fed back they have not felt so lost in the building. The decision, therefore, has been made to maintain this one-way route even during periods when Covid restrictions ease.

Profile-raising work has been undertaken ensuring regular social media posts, press releases where relevant and a strong online presence. Torre Abbey has also improved relationships with other partners and attractions in Torbay.

Upon re-opening in 2020 Torre Abbey worked with the ERUGGp to set up and support a vulnerable Tuesday's offer which provided dedicated visitor bookings slots for those that had been shielding. A new online booking system was set up and worked successfully. To support safe access within Covid guidelines a visitor welcome marquee was set up outside, this proved to be an excellent engagement tool and allowed the team to communicate with people who do not normally come inside the pay barrier. Visitors gave excellent feedback on their experience and frequently said how safe they felt at Torre Abbey.

External intelligent footfall counters were installed in 2020 which gave Torre Abbey excellent insight into the use of the site by pedestrians and visitors outside of the pay barrier.

Access to funding during the pandemic became extremely challenging for Torre Abbey. Virtually all normal grant funds were immediately closed in favour of Covid emergency and recovery grants. Unfortunately, as a Local Authority asset, Torre Abbey was ineligible for many of these emergency grants or not seen as a high priority as the Local Authority was expected to support their museums. As we move towards 2022 many grant pots are starting to reopen, although with

an altered focus. This change in the funding landscape has had a significant impact on Torre Abbey and is discussed in further detail in Objective 6.

Whilst 2020/21 was a very difficult year the team learnt a lot through the process which has driven forward some of the changes made to this plan. Torre Abbey has continued to learn and has adapted to strong ways of working within the changing guidelines allowing the first half of 2021/22 to be more profitable and to re-engage with increasing visitor numbers.

### 2023/2024 review

The impact of covid has significantly reduced however the cost of living crisis is impacting visitor numbers to Torre Abbey and the whole of the English Riviera. Those visitors that are still coming to Torre Abbey have less disposable income to spend. In 2023/24 visitor numbers recovered to pre-pandemic numbers for the first time despite the start of a major restoration project. A significant loan from the British Library for the Paddington – Story of a Bear exhibition supported driving footfall.

FOTA made the decision to cease with their funds being transferred to the new Torre Abbey Development Foundation once this is set up. As of July 2024 Trustee's are in place and the application to the charity commission is underway.

In June 2023 a major Torre Abbey Restoration Project began. This £2m project funded via the DCMS through MEND administered by Arts Council England and National Heritage Memorial Fund CAF grant along with match funding from FOTA and Torbay Council. This project includes conservation and repair of the southeast and southwest wings, south façade, gatehouse and landscaping directly to the south façade. The project is due to be completed by August 2024.

Ongoing vandalism of the external footfall counters has led to the decision to not replace them.

In 2023 a small staff restructure was completed to strengthen the commercial roles within the team.

### 2024/2025 Review

Torre Abbey Restoration Project was successfully completed in December 2024 with all areas reopened to the public and collection reinstated. The project was considered a great success by all involved including gaining national praise from Arts Council England and the DCMS.

The investigation works into the Chapel revealed significant works will be required. At the end of 2025 the team will be putting together a Project Initiation Document to go to capital growth board to scope the project. The detailed condition survey has resulted in Historic England making the decision to put the Chapel on the At Risk Register. This will help us get funding towards this project.

In this period the Cary family have gifted the entire Cary collection to the Abbey permanently. This is an extremely positive acquisition for Torre Abbey.

Visitor numbers have held, and we have seen slight growth against 2024 which is positive in the current climate where other attractions are seeing decreases in their numbers in comparison to

previous years. This is partly due to our programming, including the very successful Peter Rabbit exhibition over Easter 2025 where we saw our visitor numbers up by 49% up on visitor numbers and 63% increase on admissions income. Our programme of events including Halloween, the Summer Fair and Outdoor Theatre are also highly successful and normally sold-out driving footfall and revenue for Torre Abbey.

Torre Abbey's link with Bay of Lights in 2024 with Torre Abbey Alive with Lights was very successful in raising Torre Abbey's profile and showcasing the exterior of the Mansion post project. However, it did not support Torre Abbey commercially or drive footfall inside the pay barrier. The damage caused to the grounds and slow reinstatement had a negative impact on Torre Abbey's business including the loss of wedding bookings due to the poor state of repair.

Torre Abbey were successful in applying to the National Lottery Heritage Fund for the Development Phase of Torre Abbey New Beginnings Chapter One and works on this phase have now begun.

The element of the current business model which continues to pose a problem with reaching budget targets is the café operation, this is due to a number of reasons, this needs a complete review and an options appraisal undertaken as part of the major Business Plan review.

## Objectives

The Business Plan for Torre Abbey has been broken down into six main objectives. These are the key aims and tasks that Torre Abbey will be working towards during the five year period covered by this plan. Each of these objectives have key tasks, resources required and risks associated with them. The risks of each objective is shown at the end of this document due to the overlapping nature of some of the objectives. The final objective of this plan was originally focused on Phase III but due to the change in funding landscape this has shifted, as of June 2021, to a wider Fundraising objective.

## Commercial

### Overview

Ensuring financial and commercial sustainability is absolutely key to securing and maintaining the future of Torre Abbey. There are a number of key income streams which have previously been under exploited which Torre Abbey can make much better use of in the future. The commercial objectives aim to maximise current income streams whilst exploring new opportunities for growth.

### Key Objectives

- Ensure that Torre Abbey meets all relevant KPI's
- Re-engage with on site visitors and work towards achieving the pre pandemic visitor numbers.
- Re-engage with 1196 members and work towards achieving the pre pandemic visitor numbers.
- Establish Torre Abbey Café as an in-house operation.



- Undertake staff restructure within the current budget envelope to create a more commercially focused and resilient team. This was completed in April 2021.
- Increase average secondary spend on retail and overall retail income by 5% each year.
- Maximise retail opportunities by improving merchandising for programming, special events and a taking a seasonal approach.
- Maximise the income from and customer experience linked to weddings and other private hires with a focus on hires from April to September.
- Review the approach to events along with the current events held at Torre Abbey in order to maximise income and continue to raise awareness.
- Creation of a Development Foundation to support Grant Applications and Fundraising. In 2025 this was reviewed and FOTA agreed to undertake this role negating the need for a new foundation.
- Significantly strengthen the fundraising profile of Torre Abbey by creating giving opportunities which visitors feel connected to.
- Strengthen links with Friends of Torre Abbey (FOTA) to enable them to raise additional funds for Torre Abbey.

#### Key actions

	Lead	20/21	21/22	22/23	23/24	24/25	2024/25
Monthly monitoring of KPI's related to income and expenditure with remedial action taken where necessary	Torre Abbey Manager	✓	✓	✓	✓	✓	✓
Review current budget structure and coding to give clarity of specific key income and expenditure streams	Torre Abbey Manager		✓		✓		
Implement keys action from Audience Development and Marketing Plans to achieve visitor targets	Marketing Officer	✓	✓	✓	✓	✓	✓
Complete feasibility study and business case to consider the possibility of running Torre Abbey Cafe as an in house operation	Torre Abbey Manager						
Establish Café as in house operation	Senior Food and Beverage Officer		✓				
Review shop stock and merchandise seasonally to increase average visitor spend per head and overall retail income	Retail Coordinator	✓	✓	✓	✓	✓	✓
Produce a weddings strategy and plan which focuses on hires from April to September, considers improving wedding offer to include more facilities/equipment and increases wedding income	Wedding and Events Coordinator			✓			
Raise profile of Torre Abbey as a wedding venue via appropriate	Marketing Officer	✓	✓	✓	✓	✓	✓

marketing and attending wedding fairs							
Improve customer experience regarding wedding booking process and packages available to achieve a conversion rate of 50% enquires to booked hires	Wedding and Events Coordinator	✓	✓	✓	✓	✓	✓
Complete review of regular (annual) events to monitor profitability and successes against targets of income and raising awareness	Wedding and Events Coordinator	✓	✓	✓	✓	✓	
Investigate fundraising opportunities and create a fundraising strategy and plan	Torre Abbey Manager/Senior Projects Officer		✓				
Complete an authorised business case on all suggested programming	Senior Exhibitions and Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Develop wish list of projects that fundraising and grants can support	Torre Abbey Manager/Senior Projects Officer	✓	✓	✓	✓	✓	✓
Maintain regular attendance by member of Torre Abbey team at FOTA committee meetings hosted at Torre Abbey	Torre Abbey Manager/Senior Operations Coordinator	✓	✓	✓	✓	✓	✓

Note ✓ indicates the year the work is intended to or did happen.

## Resources Need

To deliver the above Key Actions above it will be necessary to invest in:

- Staff and Volunteer time.
- Potential investment in volunteer recruitment, induction and training.
- Potential financial investment in marketing activities as budgeted for each year.
- Engagement with partner agencies, universities, museums, peer organisations stakeholders and contractors.
- Maintain memberships of organisations who provide free training for staff and volunteers.
- Potential investment in new stock for shop to expand branded offer, other merchandise and seasonal lines. Sale or return will be used where possible when purchasing stock.
- Potential investment in equipment to improve weddings offer, could be recouped through bookings.
- Potential investment in fees to attend wedding fairs, this would be part of the marketing budget.
- Torre Abbey house new roles created under the restructure within the current budget envelope.

- Create new café roles above existing budget envelope as part of change paper agreement.
- Support the employment of eight members of staff via the kick start programme.
- Potential seed funding for Development Trust.
- Potential match funding for grant applications if successful.
- Investment in unused staff accommodation to convert to holiday lets business.

## Raising Awareness

### Overview

Torre Abbey has a good understanding of its existing audience through a variety of measurement tools. A strong brand enables Torre Abbey to engage and inspire visitors. This will allow Torre Abbey to create a dynamic annual exhibition and events programme linked to seasonal audiences and increasing engagement in shoulder seasons. A key market for Torre Abbey to increase is local and semi local audiences (traveling less than 3 hours to attend) as this will allow growth of the repeat visitor markets and support more staycations and local visits post Covid.

Appropriate marketing will be required to support all of the above which from 2021 will involve a significant move towards online marketing to support post Covid needs and environmental objectives. All of the key markets and development of these are explored fully in the Audience Development Plan.

### Key Objectives

- Ensure that Torre Abbey meets all relevant KPI's.
- Bolster core audiences, to generate income and become more sustainable and resilient.
- Share Torre Abbey's collection with a broad audience, meeting engagement and learning targets.
- Provide a high quality experience to visiting audiences, as part of the broader cultural and tourism offer in Torbay.
- Explore when the appropriate times are to deliver activities to maximise specific dates, Easter, school holidays etc. and to better spread visitors in order to improve sustainability without compromising conservation.
- Retention of 1196 memberships and improving the 1196 club offer and communication with this growing group of supporters.
- Torre Abbey currently works well with a small number of primary schools. Torre Abbey will increase reach by working with a larger number of primary schools as well as introducing a new offer for secondary and FE level education.
- Torre Abbey places itself as a cultural hub, this will be promoted in a manner that is has an inclusive approach so that customers can experience culture at a level appropriate to their motivation and engagement.
- Torre Abbey will build on the current volunteer offer and promote this to increase both the number of volunteers as well as the variety of roles available.
- Strengthen links with Friends of Torre Abbey (FOTA) to act as ambassadors within the local community.
- In 2021 focus on marketing to the local and semi local market to reengage local audiences and meet anticipated increase staycation demand.

- Moving to online marketing where possible to support post covid recovery and environmental objectives.
- Strengthen relationship with ERBID, ERAP and ERUGGp.
- Focus on a whole site approach and use data from intelligent footfall counters to inform reach to a wider user group.

### Key actions

	Lead	19/20	20/21	21/22	22/23	23/24	24/25
Address identified strategies and actions within the Audience Development Plan	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Address identified actions within the Marketing Plan	Marketing Officer	✓	✓	✓	✓	✓	✓
Re-assess visitor and non-visitor feedback and service usage, and develop appropriate opportunities for staff and hard-to-reach groups	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Make continual customer-led improvements, to ensure that Torre Abbey is providing high quality and equality of service	Senior Exhibitions And Visitor Experience Coordinator	ü	✓	✓	✓	✓	✓
Provide a sustained level of excellent customer service across all visitor engagement interactions and to all internal and external stakeholders	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Ensure all visual language for Torre Abbey in public and non-public facing areas is on brand	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Collectively discuss types of activities which will enhance the visitor experience and programming	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Deliver a dynamic annual exhibition and events programme which reaches a broad audience in line with the Audience Development Plan	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓

Review the 1196 club membership offer including the package on offer and improvements to communication with members	Senior Exhibitions And Visitor Experience Coordinator/ Marketing Officer	✓		✓		✓	
Develop an education strategy for reaching additional primary schools and a new offer for secondary and FE level education	Learning and Community Engagement Coordinator			✓			
Develop a volunteer strategy which promotes Torre Abbey as an excellent place to volunteer and work with support groups such as FOTA	Torre Abbey Manager/ Senior Projects Officer			✓			
Annual update of Marketing Plan to reflect business need and objectives	Marketing Officer	✓	✓	✓	✓	✓	✓
Marketing Officer undertake regular attendance to ERAP meetings and liaise closely with ERBID and ERUGGp	Marketing Officer	✓	✓	✓	✓	✓	✓
Set up and maintain an outside visitor welcome area for summer months	Senior Exhibitions And Visitor Experience Coordinator/ Senior Operations Coordinator		✓	✓	✓		

Note ✓ indicates the year the work is intended to or did happen.

## Resources Need

To deliver the above Key Actions above it will be necessary to invest in:

- Staff and Volunteer time.
- Investment in volunteer recruitment, induction and training.
- Financial investment in marketing activities as budgeted for each year.
- Potential financial investment in feedback technologies.
- Potential investment from other council departments to allow Torre Abbey to strengthen membership offer i.e. free parking included in membership.
- Potential investment in marquee or temporary visitor welcome building.

## Conservation and Environmental

### Overview

The whole 17.8 of the Torre Abbey site is designated as an Ancient Scheduled Monument. This is the highest level of designation available in the UK. Torre Abbey is the best example of Medieval Monastic Ruins surviving in Devon and Cornwall. Torre Abbey has in its care a collection which is of regional, national and international importance housed within a Grade One listed building. With 800 years of history, the saga of the UK can be viewed through the lens of Torre Abbey. The largest collection of art in Devon is housed at Torre Abbey including many important pre-Raphaelite works among others. Torre Abbey sits within the English Riviera UNESCO Global Geopark and is a proud partner to this organisation. The grounds including an award-winning garden, which is the largest open garden in Torbay. As the caretakers of such a diverse range of history, art and culture it is vital that Torre Abbey establishes itself as an exemplar of conservation of its built and natural heritage.

During the enforced closures in 2020 and 2021 Torre Abbey experienced accelerated deterioration to the fabric of the building. This was due to lower numbers of staff able to be on site to undertake basic maintenance, major capital works which were put on hold due to the closure of grant funding and being unable to have contractors on site to undertake routine maintenance and remedial capital works. This has resulted in areas in the building becoming unsafe and being closed to visitors. In 2021/22 Torre Abbey applied for funding to resolve this backlog of capital works. This application was successful and works started in 2023 which are scheduled to finish in August 2024.

Torbay Council has confirmed match funding for the capital works funding bids along with ongoing increased budgets for building management and maintenance to ensure that once the emergency backlog works are completed there will be a supported annual programme in place to care for and maintain Torre Abbey.

Torbay Council has declared a climate emergency. Torre Abbey will contribute to the work being done by Torbay Council to reduce carbon, go paperless and look all aspects of the site which have an environmental impact. Some changes will be small and low cost including some changes to day-to-day operations such as improving recycling, going paperless and using local and fair-trade suppliers as far as is possible. Other changes will require significant resources to make the necessary changes and funding will be sought to undertake these works as outlined in objective 6.

Torre Abbey is an accredited museum achieving reaccreditation for the next 5 years in 2023.

### Key Objectives

- Ensure that Torre Abbey meets all relevant KPI's.
- Maintain Museum Accreditation and work towards the highest standards in all areas of work.
- Develop specialist knowledge within the core team through development opportunities and new research posts.

- Develop a volunteer programme to further support collections care and research. In 2021 funding was secured from the National Lottery to support a digital volunteers project to digitise the collection and create an online portal to this.
- Review Torre Abbey's collection to consider how well it matches the Collections Development Policy, categorise the items into defined groups and assess their significance.
- The policy for documentation of the collections will ensure that the information Torre Abbey holds relating to the collections is accurate, secure, reliable and accessible. All appropriate actions will be completed relating to the Documentation Plan.
- Ensure the safety and security of the building, the ruins and the collection by maintaining a clear, workable emergency plan, having a clear salvage plan and completing the necessary actions relating to the security audit.
- Celebrate Torre Abbey's built and natural heritage.
- Improve recycling for all waste including staff areas, gardens, café and retail.
- Join the Arts Council's Fit for the Future Scheme.
- Update the marketing plan to ensure minimal use of printed materials and those that are printed to have longevity, to be recyclable and to only be distributed locally to reduce leaflet miles.
- Ensure use of local suppliers where possible for café and retail offers.
- Ensure green travel options are well marketed and are clear, easy to use and accessible to all.
- Investigate the possibility of having bike or e-bike hire onsite in conjunction with ERUGGp and a local provider.
- Establish a switch it off ethos across the team and move all lighting to LED lights.
- Investigate options for re grey water usage and alternative heating systems for garden building.
- Work with the Torbay Council Climate Change Officer to identify opportunities to reduce the overall environmental impact of Torre Abbey including the grounds and gardens to support the climate change agenda.
- Ensure full archaeological collection is catalogued, inventoried, digitised and made accessible to the public.

#### Key actions

	Lead	19/20	20/21	21/22	22/23	23/24	24/25
Extend cataloguing and documentation of collections in line with SPECTRUM procedures as outlined in Documentation Plan	Senior Operations Officer	✓	✓	✓	✓	✓	✓
Address identified improvement targets as outlined in Care & Conservation Plan	Senior Operations Officer	✓	✓	✓	✓	✓	✓
Review collection to consider how well it matches the Collections Development	Torre Abbey Manger/						

Policy, categorise the items into defined groups and assess their significance whilst following museum best practice	Senior Operations Officer						✓
Ensure full archaeological collection is catalogued, inventoried, digitised and made accessible to the public	Torre Abbey Manger/ Senior Operations Officer						✓
Complete digitisation of collections catalogue through MODES, including provision of public online access to appropriate MODES search fields	Senior Operations Officer			✓	✓	✓	
Extend research partnerships across Universities, Museums, South West Heritage Trust and other organisations, in particular with reference to: <ul style="list-style-type: none"> <li>Torre Abbey's Fine and Applied Art Collections,</li> <li>Torre Abbey as a Scheduled Monument and site of archaeological interest,</li> <li>Documents held at Torre Abbey and in other collections,</li> <li>Social history</li> </ul>	Senior Operations Officer	✓	✓	✓	✓	✓	✓
Maintain organic principles across the Garden wherever possible. Extend rainwater collection in garden and maintain water saving measures	Senior Garden Coordinator	✓	✓	✓	✓	✓	✓
Collaborate with English Riviera UNESCO Global Geopark to improve protection of geological sites through developing education resources and understanding e.g. Torre Abbey stonework to illustrate properties of geology/stonemasonry and the history of Torre Abbey within the context of the UNESCO Global Geopark.	Learning and Community Engagement Coordinator/ Senior Project Officer	✓	✓	✓	✓	✓	✓
Increase the visibility of the partnership with English Riviera UNESCO Global Geopark within Torre Abbey	Senior Exhibitions And Visitor Experience Coordinator/ Senior Projects Officer		✓	✓	✓	✓	✓
Improve recycling for all waste including staff areas, gardens, café and retail	Senior Operations Officer / Senior Food and Beverage Coordinator / Senior Garden Coordinator /			✓	✓	✓	✓



	Retail Coordinator						
Embrace an ethos of paperless and switch it off across the whole site	Senior Operations Officer			✓	✓	✓	✓
Investigate and promote green travel options	Torre Abbey Manger/ Senior Projects Officer			✓	✓	✓	✓
Explore joint project with ERUGGp regarding potential on site bike hire	Torre Abbey Manger/ Senior Projects Officer				✓		
Investigate options for re grey water usage and alternative heating systems for garden building	Torre Abbey Manger/ Senior Garden Coordinator				✓		
Work with the climate change officer to identify future projects including a whole site environmental plan	Torre Abbey Manger/ Senior Garden Coordinator						✓
Obtain funding for emergency capital to conserve and repair courtyards 1 & 2 undertake works	Torre Abbey Manger/ Senior Projects Officer		✓	✓			
Commission updated management and maintenance plan	Torre Abbey Manger/ Senior Projects Officer					✓	
Commission updated archaeological surveys	Torre Abbey Manger/ Senior Projects Officer				✓		
Commission updated Conservation Management Plan	Torre Abbey Manger/ Senior Projects Officer				✓		
Obtain funding for emergency capital to conserve and repair the South Range and Gatehouse and undertake works	Torre Abbey Manger/ Senior			✓	✓	✓	

	Projects Officer						
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Note ✓ indicates the year the work is intended to or did happen.

## Resources needed

To deliver the above Key Actions above it will be necessary to invest in:

- Staff and Volunteer time.
- Engagement with partner agencies, universities, museums and other organisations.
- Investment in volunteer recruitment, induction and training.
- Maintain memberships of organisations who provide free training for Torre Abbey staff and volunteers.
- Potential investment in replacement/upgrading for equipment required for care and conservation of the collection inside and in the garden.
- Grant applications to support additional environmental projects.
- Funding from Torbay Council for match funding and standalone works.
- Funding from Torbay Council for ongoing management and maintenance of the whole site.

## Learning and Access

### Overview

Torre Abbey is committed to offering every visitor high-quality experiences that are enjoyable, educational and inspirational. Torre Abbey aims to provide the best possible physical, sensory and intellectual access to the building and its collections, with a range of learning, interpretation and outreach programmes that promote understanding and enjoyment of its shared heritage. Torre Abbey aims to be a welcoming place, and one that actively involves people across the local community and beyond.

In 2021 Torre Abbey re-evaluated the exhibition programme and has shifted the focus to improve the use of its own indigenous collection and using the touring exhibition programme to provide a more diverse schedule both in terms of artists worked with and audience appeal. In 2019 Torre Abbey developed a Spirit of Place which now influences all areas of programming.

### Key objectives

- Ensure that Torre Abbey meets all relevant KPI's.
- To maximise physical access to the building for people of all ages, including children & families, older people and people with disabilities.
- To provide displays and exhibitions which are accessible, interesting and relevant to people with different abilities and different racial, cultural and religious backgrounds.
- To provide a range of special events and exhibitions which are affordable and relevant to people from different socio-economic backgrounds.

- To conduct service in a professional, customer-focused, responsive and accountable manner, treating all customers with courtesy and in a way that is appropriate to their individual needs.
- Ensure that all members of staff are trained to be aware of equalities issues and to act accordingly.
- To re-assess visitor and non-visitor feedback and service usage, and make continual customer-led improvements, to ensure that Torre Abbey is providing high quality and equality of service, and is developing appropriate opportunities for staff and hard-to-reach groups.
- To ensure all necessary actions are completed regarding the Access Plan.
- Ensure resources available for greater online and outreach work to enable access during potential future closed periods.
- Develop a virtual tour of Torre Abbey and ensure its available online.
- Ensure the full collection is digitised and made accessible to the public via an online portal.

### Key Actions

	Lead	19/20	20/21	21/22	22/23	23/24	24/25
Consult on & establish regular groups to support creative informal learning recruited and supported through partner agencies	Learning and Community Engagement Coordinator						✓
Develop annual programme of adult learning workshops (individual and series) incorporating creative, practical and transferable skills for a broad interest base	Learning and Community Engagement Coordinator	✓	✓	✓	✓		✓
Extend self-guided learning options for Torre Abbey for children and adults. Develop touch trails and investigate Braille guides	Senior Exhibitions And Visitor Experience Coordinator/ Learning and Community Engagement Coordinator			✓	✓		
Secure funding and deliver a virtual tour of Torre Abbey and ensure its available online	Learning and Community Engagement Coordinator			✓	✓		
Market for inclusion: develop appropriate marketing for targeted groups to reduce perceptual barriers, through marketing materials and outreach opportunities	Marketing Officer/ Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓

Programme & deliver annual programme of inclusive exhibitions and events for a broad audience of visitors/local residents	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Build on the history of Torre Abbey as vehicle to celebrate and promote diversity as a cultural, economic and social asset and promote wellbeing.	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Extend Education & Access work in relation to specific history of Torre Abbey site to increase understanding of conservation and heritage for future generations.	Senior Exhibitions And Visitor Experience Coordinator/ Learning and Community Engagement Coordinator	✓	✓	✓	✓	✓	✓
Develop online/ outreach resources in readiness for potential future closed periods	Learning and Community Engagement Coordinator			✓	✓		

Note ✓ indicates the year the work is intended to or did happen.

## Resources Need

To deliver the above Key Actions above it will be necessary to invest in:

- Staff time.
- Staff training in equality to support groups with specific access needs.
- Engagement with partner agencies and local community groups.
- Potential investment in production of braille guides.
- Seek grant funding to support exhibition and event programme.

## Resources and skills

### Overview

Torre Abbey conducts its service in a professional, customer-focused, planned, responsive and accountable manner. Treating all customers with courtesy and in a way that is appropriate to their individual needs in order to deliver excellent customer service. Torre Abbey follows all staffing policies in line with Torbay Council who is an equal opportunities employer, disability confident employer and is committed to the Mindful Employer charter for Employers who are positive about Mental Health. Torre Abbey will work with internal and external stakeholders in a professional and considerate manner. Torre Abbey works with volunteers to engage with the community and provide a stimulating volunteer experience.

In April 2021 a restructure was undertaken to flatten the structure and to provide a more commercial focus to support long term financial sustainability. This can be seen in Appendix 1 – Staff structure.

In 2021 Torre Abbey Café opened as an in-house operation creating an additional 6 roles within the team and taking a good step forward to financial sustainability. Opening at the August Bank Holiday, the first four months Torre Abbey Café has proved very successful through generating significant income and repeat business.

In 2021 Torre Abbey took part in the Government Kick Start Scheme and so far, have employed four young people into roles which otherwise would not have been filled. Torre Abbey are very pleased that 2 of these have already been able to move into permanent employment. Due to the success and the extension to this programme Torre Abbey is looking to take on three more young people using this scheme. Kick Start has enabled Torre Abbey to recruit people who wouldn't traditionally have seen Heritage as a career option for them, to increase the skills base and enable career progression routes. The Kick Starters themselves have gained skills in the Heritage sector as well as general employability skills.

### Key objectives

- Ensure that Torre Abbey meets all relevant KPI's.
- Improve forward planning, internal communications and daily operational functions.
- Provide continued personal development for staff and volunteers at all levels, maximising opportunities external training provided through membership organisations.
- Maximise joint working opportunities across partner agencies and other attractions to improve income and attendance at specific events.
- Ensure all staff are fully compliant with Torbay Council policies and procedures.
- Work with internal and external contractors and stakeholders in a professional and considerate manner.
- Substantially increase the number of visitors facing volunteers and make better use of volunteers in other more diverse roles.
- Ensure clear branded identity for staff, volunteers and signage.
- Create new roles via the Kick Start programme to support young people coming into the workplace.
- Undertake recruitment for Torre Abbey Café.
- Undertake restructure.

### Key Actions

	Lead	19/20	20/21	21/22	22/23	23/24	24/25
Maintain skills audit and identify learning/development opportunities for staff	Torre Abbey Manager	✓	✓	✓	✓	✓	✓
Source additional training to support groups with specific access needs.	Senior Exhibitions	✓		✓		✓	

	And Visitor Experience Coordinator						
Provide training for staff on recruiting, managing and supporting volunteers	Torre Abbey Manager		✓	✓	✓	✓	✓
Extend volunteer/internship development programme with robust support and training	Torre Abbey Manager		✓	✓	✓	✓	✓
Develop and deliver training for leading tours	Senior Exhibitions And Visitor Experience Coordinator	✓	✓	✓	✓	✓	✓
Attend key meetings and joint working opportunities with partner organisations and other local attractions and peer organisations	Leadership Team	✓	✓	✓	✓	✓	✓
Maintain mandatory induction processes which includes all necessary Health and Safety, Emergency and other policies.	Senior Operations Coordinator	✓	✓	✓	✓	✓	✓
Ensure all staff and volunteer uniform and signage are clearly branded with Torre Abbey visual identity	Senior Operations Coordinator	✓	✓	✓	✓	✓	✓
Recruit for the eight new roles via the Kick Start programme	Leadership Team			✓	✓		
Undertake recruitment for Torre Abbey Café	Torre Abbey Manager			✓			
Undertake restructure	Torre Abbey Manager/ Service Manager		✓	✓		✓	
Move team onto using Office 365 in line with Torbay Council timescales	Senior Project Officer			✓			

Note ✓ indicates the year the work is intended to or did happen.

## Resources Need

To deliver the above Key Actions above it will be necessary to invest in:

- Staff time.
- Maintain memberships of organisations who provide free training for staff and volunteers.

- Engagement with partner agencies, attractions, peer organisations, stakeholders and contractors.
- Potential investment in staff and volunteer uniform and signage to ensure they continue to be clearly branded with Torre Abbey visual identity.
- Redundancy & Recruitment costs.
- Costs to recruit café team and ongoing salary and uniform costs etc.
- Uniform and training costs for Kickstart team.

## Fundraising

### Overview

In the past Torre Abbey has had a good level of success in attracting funding through a variety of sources. There have previously been two phases of major grants from National Lottery Heritage Fund (NLHF) for capital works. The first phase took place from 2004 to 2008 and extensively renovated the medieval areas of the building, secured fire safety arrangements and improved access to the building. The second phase from 2011 to 2013 focused on renovating the sea facing facade, fixed the second floor roof areas and significantly improved the interpretation, including the installation of the 800 year's gallery. Torre Abbey has a strong track record of attracting smaller grants to support exhibitions, access and learning programmes.

Torre Abbey was in the process of submitting a round one application to the NLHF for a further major capital project to support a third phase of renovation works at the outbreak of Covid, known as Phase III. The funding pot was closed due to Covid and when it reopened in 2021 the criteria had changed as a result of Covid-19 and unfortunately Torre Abbey was not successful at EOI.

In 2019/20 Torre Abbey secured funding from National Lottery Heritage Fund to undertake a digital volunteers project which included the creation of the hybrid meeting room and ensured the collection was fully digitised and made available online.

In 2020 Torre Abbey secured funding to conserve and repair Courtyard 1 and 2 which was funded fully by external sources with no match funding from Torbay Council.

In 2022 Torre Abbey secured funding from the MEND (DCMS funding via the Arts Council) and from the Cultural Assets Fund via the National Heritage Memorial Fund which along with match funding from Torbay Council and Friends of Torre Abbey is completing essential works to the Southeast and West Wings, Gatehouse and Courtyard 4. There are also works improve the landscape to the south side of Torre Abbey to remove the tarmac and regain the bottom step of the Georgian stairs. The Chapel North Wall and Sacristy along with investigation works into the rest of the chapel internal walls and roof are being completed. Combined this project is known at Torre Abbey Restoration Project.

### Future Projects

Torre Abbey has several planned future projects for which it will require external funding along with match from Torbay Council. Oversight of the projects and day to day operations of Torre Abbey is assigned to the Torre Abbey Project Board. Projects will follow Prince2 methodology.

### *Torre Abbey New Beginnings*

Torre Abbey is next looking to complete a new project called Torre Abbey New Beginnings. Following advice from the National Lottery Heritage fund this will be broken down into 3 phases called Torre Abbey New Beginnings Chapter One, Torre Abbey New Beginnings Chapter Two Prologue and Torre Abbey New Beginnings Chapter Two. Full detail on each project is available in its own business case however in summary:

Project	Basic Scope	Programme	Cost
Torre Abbey New Beginnings Chapter One	Spanish Barn, removal of Pitch and Putt, new buildings	June 2024 – December 2027	£4.3m
Prologue	Surveys, community engagement	December 2026 – December 2027	£200k
Torre Abbey New Beginnings Chapter Two	Torre Abbey Meadows, woodland walk, carpark and external access, zero carbon works	May 2028 June 2031	£4m

### *Saving Torre Abbey's Chapel*

The Georgian Chapel inside Torre Abbey is a lath and plaster inner room inside the Medieval Abbots Hall, both structures are incredibly important in their own right and as a combination are very rare in the UK. As part of Torre Abbey Restoration Project investigations in the roof and internal walls of the Chapel has found that significant work is going to be required to save the internal Georgian Chapel, without intervention this structure will collapse, potentially within the next 5 years.

It is likely to include significant works on the lathe which at the north end is invested with live woodboring insects, complete reroofing of the structure, supports for the various memorials on the walls and conservation of the flooring. Following completion of the works we will need to reinterpret the space.

### *Gatehouse interpretation*

The 14<sup>th</sup> Century Mohun Gatehouse has been repairs and conserved as part of Torre Abbey Restoration Project. During this project Torre Abbey has learnt a lot about the Gatehouse and its uses. Torre Abbey will undertake a smaller project to reinterpret this space in 2025/26 to allow time for the environment to settle and to create an exciting way of telling its story. This will include looking at accessibility options for this area of the building which can only be entered via steps.



## Torre Abbey Development Foundation

It was intended to establish a new independent charity to better enable Torre Abbey to take advantage of Gift Aid; apply for grants on behalf of Torre Abbey for which Local Authorities are not eligible; and increase onsite, legacy and Corporate giving.

This action remains to delivered.

## Friends Of Torre Abbey

Torre Abbey has been supported by an independent Friends of Torre Abbey group (FOTA) has supported the Abbey for many years. There is a clear indication from the FOTA that they will cease to exist and options for alternatives whether the Development Foundation mooted in the business plan or an alternative will be confirmed in the new business plan.

## Key Objectives

- Protecting at risk building and collections, carry out urgent fabric repairs to the Spanish Barn and chapel.
- Contributing to the regeneration of the local area by improving the landscape, making remaining access improvements and connectivity to the sea front.
- Contributing through the Destination Management Plan to develop Torre Abbey for international and high spending visitors.
- Contributing to the financial sustainability and commercialisation achieved by the provision of new Spanish Barn annex buildings and increased capacity of the exiting café.
- Positioning Torre Abbey as ‘the Cultural Hub’ providing unique collections and important artworks within a museum that is a heritage asset; displaying unique architecture; a wonderful venue for festivals, theatrical events and fairs.
- Ensure all projects are fully costed and ready for funding applications.
- Ensure the Torre Abbey Development Foundation is set up and independent trustee’s recruited.
- Provide ongoing administration support to the Development Foundation.
- Investigate options for recruitment of a dedicated Fundraising officer to be shared between Torre Abbey and the Torre Abbey Development Foundation.

## Key actions

	Lead	19/20	20/21	21/22	22/23	23/24	24/25
Submit round 1 application to National Lottery Heritage Fund	Torre Abbey Manager/ Senior Projects Officer	✓	✓				
If round 1 successful submit round 2 application to National Lottery Heritage Fund	Torre Abbey Manager/		✓	✓			

	Senior Projects Officer						
Develop future projects and apply for funding as required	Torre Abbey Manager/ Senior Projects Officer				✓	✓	✓
Investigate options for recruitment of a dedicated Fundraising officer	Torre Abbey Manager/ Senior Projects Officer						✓
Submit relevant grant applications	Torre Abbey Manager/ Senior Projects Officer	✓	✓	✓	✓	✓	✓
Support delivery of projects following successful grant applications	Torre Abbey Manager/ Senior Projects Officer			✓	✓	✓	✓
Ensure the Torre Abbey Development Foundation is set up	Torre Abbey Manager/ Senior Projects Officer						✓

Note ✓ indicates the year the work is intended to or did happen.

## Resources Need

To deliver the above Key Actions above it will be necessary to invest in:

- Staff time.
- Support from Torbay Council staff and external consultants with regards to staffing time and skills with regards to applications and delivery of project.
- Success in the Grant application process.
- Match funding as required from Torbay Council and other potential partners.
- Engagement and strong working relationships with other partner agencies, stakeholders and contractors.

- Potential recruitment of additional Torbay Council officers to support project delivery.
- Recruitment of independent trustees for the Torre Abbey Development Foundation.

## Risk management

Analysis of business risk is undertaken on a regular basis both on an ad-hoc basis in relation to specific events, programming etc. and on an annual basis for all ongoing tasks. The below risk register shows the risks as per this Business Plan at the time of writing, these will be reviewed on an annual basis in line with the review of this Business Plan.

Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
Commercial risks						
Not monitoring KPI's regarding income and expenditure and therefore remedial action not being taken would result in a loss of income or potential overspend	KPI's are monitored monthly via SPAR KPI's are discussed monthly at management meeting	1	4	4	Ensure continued monitoring	Ongoing understanding of performance
Not reviewing current budget structure and coding to give clarity of specific key income and expenditure streams will make it difficult to have a good understanding of its financial situation and possible growth areas	Review completed March 2020 Rebased October 2023					Closed
To not implement keys action from the Audience Development and Marketing Plan will result in not achieving 10% growth in footfall and associated admissions income year on year and not to increase local customers and memberships by 10% year on year	Covid has changed this objective and now aiming to achieve pre covid levels by end 23/24 depending on ongoing restrictions	3	3	9	Monitor marketing plan and visitor numbers in relation to Covid restrictions	Growth in visitor business. In 2023/24 Torre Abbey achieved pre-covid visitor numbers
To not complete a feasibility study and business case to consider the possibility of running Torre Abbey Tea room as an in-house operation could result in either no tea-room at Torre Abbey if an alternative provider cannot be found or a loss of potential income generation.	Completed November 2019 and now running as a successful in-house operation					Closed

Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
To not undertake ongoing reviews of shop stock and merchandise seasonally to increase average visitor spend per head and overall retail income will result in a loss of income	Minimal seasonal and programme related stock sold, Some branded items available Employed a dedicated Retail Coordinator as of April 2021	1	2	2	Complete minimum seasonal review of merchandise options	Increased income generation from retail sales
To not make ongoing improvements to the wedding, strategy, plan and offer gives a significant reputational and income risk	Employed a dedicated Wedding and Events Coordinator as of April 2021	1	4	4	Complete minimum annual reviews of the strategy and offer	To increase wedding income by 10% each year and raise the profile of Torre Abbey.
To not produce an events strategy and plan and complete regular reviews of established events will result in a loss of income from events and would cause reputational damage	None	3	3	9	PD & CH to complete strategy, plan and undertake reviews	Improved income generation
To not secure funding to undertake capital works would result in having to close areas of the building reducing visitor numbers and commercial opportunities.	Funding applications in progress	4	3	12	Funding secured and works completed to fix most areas. The chapel is the only area now requiring urgent works.	Main building now repaired and event spaces reopened

Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
Raising Awareness risks						
To not address identified strategies and actions within the Audience Development Plan and Marketing Plan will result in static or reduced visitor numbers and reach	Marketing plans are produced for each activity. Continuing changes to Covid restrictions will impact audience development goals.	1	4	4	Ensure all strategies and actions within the Audience Development Plan and Marketing Plan are delivered in a timely manner	Increased visitor numbers and audience reach
To not re-assess visitor and non-visitor feedback and service usage, or to make continual customer-led improvements will result in a poor level of service	Feedback is gathered from various sources however this isn't consistently learned from or applied	3	3	9	Produce a framework for gathering and regularly analysing feedback in order to inform decisions and to implement improvements	Increased understanding of visitor experience and improvement in level of service delivered
To not provide a sustained level of excellent customer service across all visitor engagement interactions and to all internal and external stakeholders will result in a lack of return business and reputational damage	Customer service is currently variable depending on the staff and other operational constraints	3	4	12	Ensure delivery of the customer service is a priority for all members of the team in all interactions which is monitored via personal targets. Review customer service training for the whole team and is regularly reviewed and refreshed	Improved customer and internal and external satisfaction which will result in increased word of mouth advertising and increased repeat business

Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
To not collectively discuss types of activities which will enhance the visitor experience and programming or to not deliver a dynamic annual exhibition and events programme will result in a lack of performance against KPI's	Employment of a Senior Exhibition and Visitor Experience Coordinator has vastly improved this Developed a framework to ensure collective discussions and to effectively communicate decisions to the whole team.	1	5	5	Monitor programming against KPI's	Increased performance against KPI's and better communication within the team
To not review the 1196 club membership offer including the package on offer will result in a drop in income from membership and not retaining members	The Offer is currently strong. Annual reviews taking place. New scannable membership cards have been introduced to allow improved monitoring	1	2	2	Review offer annually	Increased income from membership and profile building.
To not develop education strategy for reaching additional primary schools and a new offer for secondary and FE level education will result in continuing to miss opportunities for additional income and access some hard to reach audiences.	2021 restructure moved the Community Engagement and Education Coordinator to be directly line managed by Torre Abbey Manager to allow better oversight	1	2	2	Develop strategy and plan for education	Significantly raised profile and some increased income

To not develop a volunteer strategy and work with support groups such as the Development Foundation will continue to place additional pressure on staff and reduce the ability to undertake some tasks	Strategy has been started and due to be completed in 2022. A new Business Support and Volunteer Officer post has been created which is already helping to recruit and support additional volunteers. Funding been received for a digital volunteers project in 22/23	1	2	2	Develop strategy to include recruitment, induction and retention to develop a strong sustainable volunteer offer. Improve framework for working with support groups	Increase and retain volunteers to support the work of Torre Abbey
To not work with the ERBID company to improve destination marketing will result in a lack of new visitors coming to the area and therefore a reduction in visitor levels	Currently work well with the ERBID company this could be further developed	1	4	4	Improve working links with ERBID Company and continue to work closely with them	Increased visitors to the area



Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
Conservation risks						
To not extend cataloguing and documentation of collections and maintain collections care in line with SPECTRUM could result in the loss of the Museum accreditation status for Torre Abbey	Torre Abbey works to the standards required, however some backlog exists	1	5	5	Continue to work to the standards required. Continue to reduce the backlog of documentation to reach set targets	Maintain museum accreditation standards
To not maintain organic principles across the garden wherever possible or not to extend rainwater collection in garden and maintain water saving measures will impact on Torre Abbey's environmental sustainability and potential reputational damage	Torre Abbey currently maintains this	1	2	2	Maintain current practices and extend rain water collection and water saving measures where possible	Maintain and improve environmental sustainability
To not secure funding to carry out capital works required to prevent further deterioration and water ingress to the building will continue to place the indigenous collection at risk and limit the ability to host touring exhibitions.	Funding applications in progress	4	3	12	Funding secured and works completed to fix most areas. The chapel is the only area now requiring urgent works.	Repaired building allowing improved access and collection no longer at risk of damage
To not digitise the collection and create an online portal would continue to limit access to the collection to those who can visit the site and objects currently in store will remain inaccessible to all						Closed. This work is now completed
To not fully catalogue the complete archaeology collection will continue to put this significant collection at risk due to lack of knowledge. It will therefore need to remain a closed collection and not accessible to the public	Collection closed to the public in a secure space	3	3	9	Secure funding to undertake this project work	Archaeology collection is catalogue and digitised.
To not undertake climate mitigation and/or adaption methods will mean that Torre Abbey continues to contribute to the climate emergency and puts the site and collection at risk from extreme weather	Work started with Climate Change Officer to understand Torre Abbey's contribution and what can be achieved	3	3	9	Complete climate change review of Torre Abbey, seek funding for costly mitigation methods and action those which can be achieved within existing budgets	Torre Abbey will improve its carbon footprint

Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
To not undertake the collections review would mean conservation costs remain high and the collection may be less relevant to the site and audiences.	Planned collection review for 25/26	2	3	6	Ensure collection review happens	A collection which is relevant to the site and audiences
To not collaborate with English Riviera UNESCO Global Geopark (ERUGP) would jeopardise the partnership between Torre Abbey and English Riviera UNESCO Global Geopark and would result in significant reputational damage to both organisations	Torre Abbey is an important partner within the ERUGP however this could be more proactive and creative in the opportunities this can present.	2	2	4	Produce more proactive and creative ways to interact and engage with ERUGP and maximise potential opportunities	Potential to reach new audiences and to provide a tangible access point to the Geopark

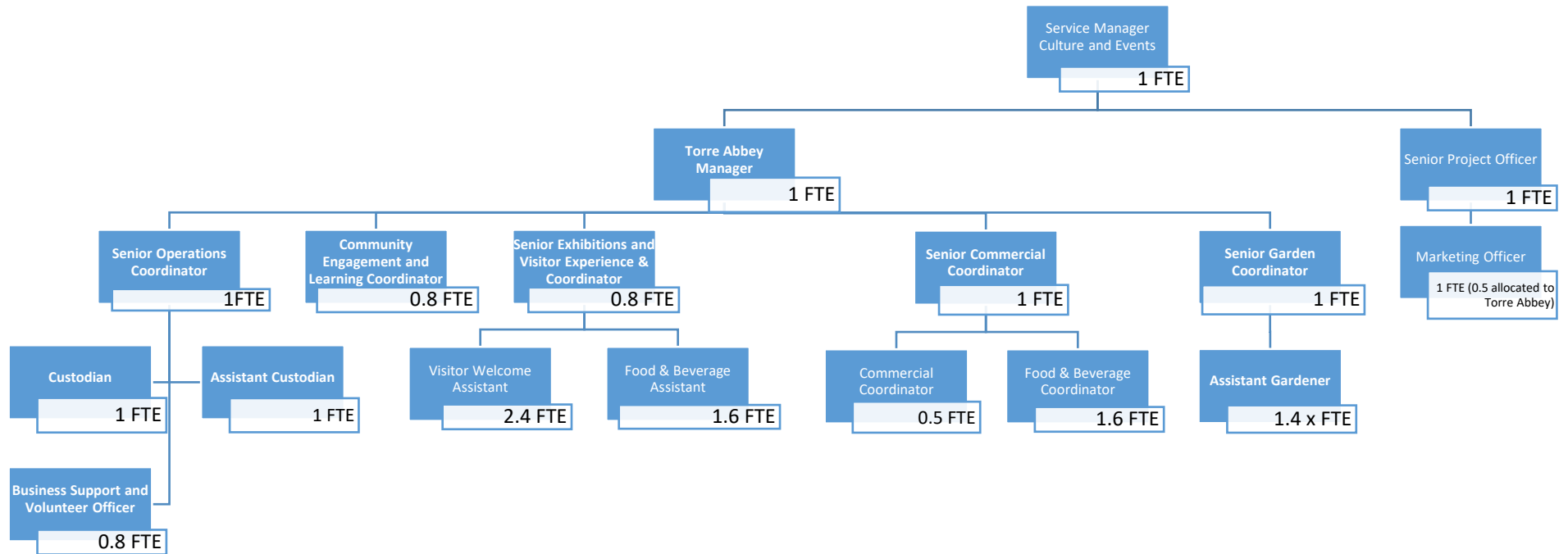
Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
Learning and Access risks						
To not extend education & access work to increase access opportunities to all, to market to these groups, to reach and make hard to reach groups feel welcome would result in potential significant reputational damage and not to meet relevant access and inclusion legislation.	Access is currently good, however can be improved upon especially in terms non-physical barriers	3	4	12	Develop a learning strategy as above which includes access opportunities. Develop a plan for improving access for those with non-physical barriers and maintaining current physical access equipment	Reach a wider audience and improve welcome and experience for all visitors throughout the full visitor journey
To not secure funding to conserve and repair the Southeast range including the Learning Suite, Ballroom and courtyard 4 which are the primary learning spaces (including an outdoor learning space) would mean Torre Abbey would not be able to deliver the learning and community engagement programme.						Closed. Works now complete
To not secure funding to conserve and repair the Southwest range and Gatehouse will result in these areas remain closed.						Closed. Works now complete
To not secure funding to conserve and repair the Chapel will result in these areas remain closed and potentially lost.	Early engagement with potential funders has started	4	4	16	Gain a full understanding of the works required and submit relevant funding bids.	Works will be completed and the chapel reopened
To not deliver a virtual tour and online portal will limit access to the site and collection to people who are able to physically visit and limit access during potential further enforced closures.						Closed. Works now complete
Covid may continue to effect touring exhibitions availability and costs of installation.						Closed. Touring exhibition programme has restarted

Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
Resources and skills risks						
To not maintain a skills audit and identify learning/development gaps for staff including regarding Health and Safety, Emergency and other policies will result in not complying with relevant legislation or being able to provide a safe environment for staff, volunteers and visitors	Torbay Council's corporate H&S team ensures Torre Abbey stays compliant with legislation.	2	4	8	Ensure all new staff attend relevant H&S training within induction and feel confident to deliver this as part of their role. Update relevant plans and policies to reflect any future legislation changes	Compliance with legislation
To not provide training on visitor service and experience along with other training including volunteer management would result in reputational damage	Gaps in visitor service and experience skills could be more closely monitored and refreshed	2	3	6	Improve and refresh training opportunities for the team and continue to monitor via appraisals and skills audit	Improved visitor experience and professional development for the team
To not attend key meetings and engage in joint working opportunities with partner organisations and other local attractions would result in a lack of visibility within key areas and reduce subsequent growth opportunities	Torre Abbey attends meetings wherever possible however financial constraints currently limit the involvement if these are out of area	4	3	12	Maintain current profile	Maintain visibility and maximise subsequent growth opportunities
Covid infection rates could impact staff availability leading to temporary closures. Potential loss of staff could result in a loss of specialist knowledge, skills and experience.						Closed. Impacts of Covid are now minimum and have been embedded within normal sickness policies
To not be able to recruit to vacancies due to the Brexit and Covid related labour shortage could result in inability to provide areas of service, staff to be moved into essential roles and potential closure of Torre Abbey						Closed. These impacts have now reduced.

Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
Fundraising risks						
To not submit round 1 application to National Lottery Heritage Fund and if successful not submitting round 2 application to National Lottery Heritage Fund would result in no chance of receiving grant						Closed. Funding not achieved. Alternative methods of delivering the work now in progress
To not achieve the grants applied for would jeopardise the future viability of Torre Abbey as a heritage attraction and business and would jeopardise the structural integrity of parts of the Grade 1 building and Ancient Schedule Monument	Support from external consultants to ensure credible bids are submitted	3	5	15	Complete funding applications as they are available. Torre Abbey has a good track record of achieving funding.	If successful the Torre Abbey will be in a much stronger position for a sustainable future.
To not investigate fundraising opportunities and create a fundraising strategy would continue to limit income opportunities						Closed. In 2021 a Fundraising strategy was created and opportunities investigated
To not have a Development Foundation will mean that Torre Abbey remains unable to access grants only available to the charitable sector and not access gift aid or onsite, legacy and corporate giving.	Permission granted for Officer time to set up the charity and to recruit trustees. Strong action plan in place to support	1	4	4	Trustees recruited and application to charity commission on going.	A new Torre Abbey Development Foundation will greatly improve fundraising opportunities and income
For the Friends of Torre Abbey group to close due to lack of engagement by the committee and lack of members would reduce income for Collection Care and Acquisition						Closed. FOTA are closing as of 2024.
To not recruit a dedicated Fundraising officer will continue to limit the number of funding applications made and the success of the fundraising strategy		4	3	12	Request permission to create a new role shared by Torbay Council and the Torre Abbey Development Foundation	A fundraising officer will be in post and support the fundraising strategy and Development Foundation to give this the best chance of success.

Risk	Current controls	Likelihood (1=low, 5=high)	Impact (1=low, 5=high)	Severity Likelihood x impact	Action	Outcome
Not delivering grant funded projects in scope and within agreed time frames could result in repayment of grants and a loss of reputation impacting on success of future grant applications	Strong project team to deliver agreed projects.	1	5	5	Be realistic in grant applications and timings of projects to ensure they are deliverable	Torre Abbey delivers project outcomes as scope within time frames required.

## Appendix 1 – Staff structure



## Document Management

This policy will be published and reviewed from time to time, at least once every five years. This policy has been approved by the Director for Place, Torbay Council in consultation with the relevant elected member

Arts Council England will be notified of any changes to the policy, and the implications of any such changes.

Date	Version	Reason	Changed by	Review due	Date approved
October 2019	1.1	New document created from older out of date documents	Lucinda Heron, Victoria Weller	April 2020	28/10/2019
March 2021	1.2	Covid update	Lucinda Heron, Victoria Weller	April 2022	01/04/2021
January 2022	1.3	Further covid review and change of approach to fundraising	Lucinda Heron, Victoria Weller	January 2023	07/01/2022
September 2024	1.4	2024 review	Lucinda Heron, Victoria Weller	July 2024	06/09/2024