TORBAY COUNCIL

# Report title: Torbay Creates: Culture & Community – A Revised Cultural Strategy for Torbay, 2027 - 2036

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| Report to: | Cabinet |
| Date: | 24 November 2026 |
| Lead Cabinet Member: | Councillor Jackie Thomas, Cabinet Member for Tourism, Culture & Events and Corporate Services |
| Email: | Jackie.thomas@torbay.gov.uk |
| Lead Director: | Alan Denby, Director of Pride in Place |
| Email: | alan.denby@torbay.gov.uk |
| Wards affected: | All |

## 1. Summary of Report:

This report seeks to update Cabinet of the draft revised *Torbay Cultural Strategy 2027–2036: Torbay Creates – Culture & Community* and seek authority to launch the formal consultation. This consultation will involve contributions and workshops with Torbay's cultural sector. The strategy will replace the previous cultural strategy, *Enjoy, Talk, Do, Be (2014–2024)* and responds to findings from the independent 2025 Torbay Culture & Heritage Review undertaken by independent consultants, Genecon. An associated point of consideration is that a bid to Arts Council England (ACE) is currently in preparation. The Place Partnership involves five strands of work, the first of which – Strand 1: Leadership & Governance – tasks the Torbay Place Leadership Board with working with the cultural sector to refine and shape the draft Cultural Strategy, so that the final strategy has been designed in collaboration with delivery partners (Torbay's cultural sector organisations).

The draft revised Strategy positions culture, heritage, and creativity as key drivers of community wellbeing, pride in place, regeneration, skills development, economic growth, and inward investment. It aligns with Torbay Council's Community and Corporate Plan, the Torbay Story, Pride in Place, Torbay Heritage Place, the Destination Management Plan and shared priorities with Arts Council England, the National Lottery Heritage Fund and Historic England.

The Strategy establishes a ten-year framework built around four strategic aims:

1. Increase participation, inclusion and wellbeing through culture.
2. Maximise Torbay's cultural, heritage and environmental assets.
3. Grow the creative and cultural economy.
4. Create a strong Cultural Partnership for Torbay.

## 2. Recommendations and Proposed Decision:

That Cabinet:

1. approve the commencement of consultation on the draft Torbay Cultural Strategy 2027–2036: Torbay Creates – Culture & Community; and

2. authorise the Torbay Place Leadership Board, in consultation with the Director of Pride in Place and the Cabinet Member for Culture, to develop the governance arrangements, business plan and delivery framework required to establish a Torbay Cultural Partnership, or equivalent body, to support delivery of the Strategy.

## 3. Reasons for Recommendations/Proposed Decision:

Culture and heritage are among Torbay's greatest assets. Torbay benefits from internationally significant heritage, including the UNESCO English Riviera Global Geopark, internationally important museums and heritage sites, a growing creative sector and a vibrant voluntary and community cultural sector.

The independent Genecon review concluded that while cultural activity across Torbay is strong, delivery is fragmented and would benefit from improved coordination, leadership, advocacy, evidence gathering and partnership working.

Taking the time to ensure that the Cultural Strategy is fully refined with the sector (delivery partners of cultural activity) will:

- Increase opportunities for residents to engage with culture and creativity.
- Support community health, wellbeing, social cohesion, and prosperity
- Strengthen pride in place and local identity
- Support regeneration and revitalisation of town centres.
- Encourage skills development and creative and rewarding career pathways for young people.
- Strengthen the year-round domestic and international visitor economy
- Increase Torbay's ability to attract external funding and investment.
- Provide a clear strategic framework for partnership working and investment decisions.

Initially, the existing Torbay Place Leadership Board will provide the strategic leadership required to make suggestions on how to refine and shape the revised draft Cultural Strategy, coordinate delivery, improve collaboration and maximise the impact of cultural investment across Torbay.

Success will be measured through increased participation across all demographics and the whole of Torbay, improved engagement from underrepresented communities, growth in creative employment, increased external investment, strengthened organisational resilience, and improved health and wellbeing outcomes.

Following the formal consultation period the revised document will then be presented, firstly to Cabinet, before then Full Council in accordance with the procedure for Policy Framework Documents.

## 4. Background and Context:

Torbay's previous Cultural Strategy covered the period 2014–2024. Aside from substantive changes to the economic climate globally and extended political instability nationally, significant changes have occurred locally since the adoption of the previous Cultural Strategy, including:

- Increased recognition of culture as a driver of place-based regeneration.
- Development of the Torbay Heritage Place programme.
- Initial delivery phase of the Pride in Place programme.
- Designation of Torbay as a DCMS Culture Priority Place.
- Vastly improved partnership working with Arts Council England, Historic England, and the National Lottery Heritage Fund.
- Completion of the 2025 Genecon Culture and Heritage Review
- Successful Expression of Interest made to Arts Council England for a Torbay Place Partnership (full application is in preparation).

The review identified opportunities to strengthen coordination across the sector and recommended the creation of a revised Cultural strategy, supported by a new governance model.

The proposed Strategy provides a long-term framework to 2036 and identifies priority programmes for the period 2026–2029, including:

- Strengthening strategic cultural development.
- Supporting Paignton's creative ecology.
- Developing cultural and heritage engagement opportunities across Torbay
- Supporting major heritage and cultural regeneration projects.
- Improving creative skills and career pathways.
- Coordinated marketing and promotion of Torbay's cultural offer.

The revised draft Cultural Strategy (appended) provides more detailed framework supporting the recommendations in this report, although it is important for the cultural sector to be fully engaged to inform and make recommendations on the final document.

## 5. Alternative Options Considered:

**Option 1 – Do Nothing**

Retain the existing expired strategy and continue current arrangements.

Not recommended because this would fail to address the findings of the Genecon review, weaken opportunities for external investment and leave the sector without a contemporary strategic framework.

**Option 2 – Produce a revised strategy without governance reform**

Adopt a new strategy but retain existing governance and delivery arrangements.

Not recommended as it would not address identified weaknesses relating to coordination, shared leadership, advocacy and evidence gathering.

**Option 3 – Approve the Torbay Place Leadership Board to provide strategic leadership to support the revision of the draft Cultural Strategy with the cultural sector**

Recommended option.

This provides a clear strategic framework, strengthens partnership working, is the only option likely to result in attracting much needed external investment from public funding bodies, and increases the likelihood of achieving community, economic, and regeneration outcomes as outlined in the Council's Community & Corporate Plan.

## 6. Contribution to Council Priorities:

The proposed revised Culture Strategy directly supports the Council's priorities in the following ways:

**Community and People**

- Improves overall access to culture and creativity
- Supports physical and mental wellbeing
- Strengthens community cohesion
- Increases volunteering and participation

**Pride in Place**

- Celebrates Torbay's heritage and identity and boosts pride in place
- Improves and enhances sustainable use of cultural and heritage assets
- Supports town centre regeneration.
- Strengthens residents' sense of belonging and supports the retention and attraction of younger people in Torbay

**Economic Growth**

- Supports creative industries and cultural tourism
- Develops creative skills and pathways to rewarding and well remunerated cultural careers
- Attracts external funding and investment
- Encourages year-round economic activity, including secondary spend in hospitality

## 7. Consultation and Engagement:

The Strategy has been informed by:

- The independent 2025 Genecon Culture and Heritage Review, which included 6 weeks of independent Torbay wide consultation
- Regular engagement with cultural and heritage organisations across Torbay e.g. via the Torbay Culture & Heritage Forum, Creative Cluster, and the cultural organisations of Torbay
- Ongoing discussions with Arts Council England, National Lottery Heritage Fund and Historic England.
- Input from Council officers, Members, and strategic partners.

The revised draft Cultural Strategy contains a strong commitment to improving opportunities for children and young people through creative learning, skills development, apprenticeships, work experience opportunities and participation in cultural activity.
The proposed Torbay Cultural Partnership, to grow from strategic leadership initially provided by the Torbay Place Leadership Board, will include representation from each of the three towns, young people and underrepresented communities, ensuring ongoing engagement and influence over delivery priorities.

## 8. Implications:

### Financial Implications:

Adoption of the Strategy does not commit the Council to immediate additional expenditure beyond existing approved budgets, although, to fund the Torbay Cultural Partnership as recommended by the Genecon report would cost £105,000 per annum. In recognition of immediate financial constraints facing the Council, a creative and solution-focused approach is suggested in the Strategy: The Strategy proposes development of a business plan for the Torbay Cultural Partnership via the Torbay Place Leadership Board initially, working with the cultural sector.

Future funding requirements will be subject to separate approval processes where necessary. Implementation will seek to maximise external funding from Arts Council England, National Lottery Heritage Fund, Historic England, DCMS and other sources. The Strategy is expected to strengthen Torbay's ability to attract external investment into culture, heritage and regeneration activity, and thereby create the conditions in which a fully resourced Torbay Cultural Partnership can become a reality. The successful Expression of Interest to Arts Council England (ACE) and invitation to submit a full application valued at £1.4m over the two or three years demonstrates how genuine partnership working is a strong step towards attracting significant investment for Culture in Torbay.

### Legal Implications:

There are significant legal implications if the Council does not comply with its responsibility to maintain and protect specific elements of the built and natural environment e.g. Ancient Scheduled Monuments, such as Torre Abbey and Sites of Special Scientific Interest (SSSI), such as Lummaton Quarry and Berry Head.

### Corporate Parenting/Children and Young People:

The Strategy has positive long-term impacts for children and young people.

Key benefits include:

- Increased access to cultural experiences and creative participation and play
- Enhanced creative learning opportunities
- Improved skills and employment pathways in the cultural sector

- Increased opportunities for volunteering and giving back to their communities
- Support for wellbeing and confidence building, which support greater educational outcomes

Specific measures relating to care-experienced young people are already delivered e.g. at Torre Abbey and would be expanded via partnership programmes. Similarly, the Strategy recognises the valuable contribution made by the cultural sector to forms of alternative provision e.g. by Sound Communities CIC. Adoption of the Strategy would support the development of similarly successful programmes, reducing the number of disadvantaged young people from becoming chronically NEET.

## Associated Risks, Risk Tolerance Level and Mitigations:

Full risks are set out below:

| **Risk** | **Risk score before mitigations (likelihood x impact)** | **Mitigations** | **Risk Score after mitigations (likelihood x impact)** | **Risk tolerance** |
|---|---|---|---|---|
| Failure to secure external funding | 12 | Coordinated funding strategy and partnership approach | 6 | Managed |
| Insufficient sector capacity to deliver ambitions | 12 | Establish Cultural Partnership and capacity-building support. | 6 | Managed |
| Fragmented delivery continues | 16 | Governance review and partnership coordination | 8 | Managed |

## Contributions to tackling climate change or achieving carbon neutrality:

Supportive of one of the four funding principles of the National Lottery Heritage Fund and a funding priority of Arts Council England and Historic England, the Strategy supports sustainable reuse of heritage buildings, town-centre regeneration and place-based cultural activity.
Greater use of existing community and heritage assets can reduce pressure for new development while strengthening local sustainability. In seeking to support better understanding of the English Riviera UNESCO Global Geopark, the Strategy aims to ensure that environmental impacts are positive and promote greater sustainability e.g. through promoting the Local Cycling & Walking Infrastructure Plan (LCWIP).

## Social Value Considerations:

The Strategy provides significant social value through:

- Increased community participation in culture and creativity, leading to improved health an wellbeing and decreasing loneliness and isolation
- Skills and employment opportunities
- Volunteering opportunities
- Improved wellbeing and increased opportunities for engaging in physical activities
- Stronger communities
- Support for local businesses and the visitor economy

## Procurement Implications:

At the current time, no procurement activity is required directly through approval of the Strategy. Any future commissioned services, programmes or projects will follow the Council's procurement procedures and relevant legislation.

## Other Implications:

No significant IT, HR or data protection implications arise from adoption of the Strategy at this stage. Future delivery programmes may require governance, staffing and information-sharing arrangements which will be considered separately and follow the Council’s relevant procedures and processes.

## 9. Equalities Impact Assessment:

The Strategy will have a positive impact across protected characteristics by increasing access to cultural opportunities and reducing participation barriers.

| Protected characteristics under the Equality Act and groups with increased vulnerability | Data and insight | Equality considerations (including any adverse impacts) | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|---|---|---|---|---|
| Age | • 18% of Torbay residents are aged under 18 years old.<br>• 55% of Torbay residents are aged between 18 to 64 years old.<br>• 27% of Torbay residents are aged 65 and older. | Children and young people may face cost, transport, confidence and awareness barriers; older residents may face mobility, digital exclusion and unsuitable timing. The strategy should increase participation by both groups and prevent programmes being designed mainly for existing audiences.<br><br>Positive impacts for children, young people and older residents through participation opportunities | Where possible, provide free or low-cost places, concessionary pricing, accessible daytime and evening sessions, travel support where feasible, non-digital booking, targeted outreach through schools, youth services and older people's networks, and age-inclusive co-design. Monitor attendance, repeat participation and satisfaction by age. | Culture & Events, 2026 - 2036 |

| Protected characteristics under the Equality Act and groups with increased vulnerability | Data and insight | Equality considerations (including any adverse impacts) | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|---|---|---|---|---|
| Carers | • At the time of the 2021 census there were 14,900 unpaid carers in Torbay.<br>• 5,185 of these carers provided 50 hours or more of care. | Expand the programme of cultural opportunities for carers at Torbay's cultural and heritage assets<br><br>Unpaid carers may be excluded by caring schedules, cost, transport and lack of replacement care. Flexible cultural opportunities should improve access without requiring carers to identify publicly or attend at fixed times | Where possible, offer flexible and short-format sessions, advance and late booking options, carer concessions, companion tickets, accessible online participation and outreach through carers' organisations. Explore support for replacement-care or travel costs and monitor take-up with carer partners. | Culture & Events, –with Adult Social Care |
| Care experienced | • As of January 2026, there were 277 former care experienced young people aged 18-24 in Torbay. | Care-experienced young people and care leavers may face cost, transport, low confidence, disrupted education and lack of trusted support. The strategy should provide sustained routes into participation, training, volunteering, employment and creative leadership. | Targeted programming and accessible activities<br><br>Co-design activity with care-experienced young people; where possible, provide free | Culture & Events, 2026 – 2036 with Childrens Services and care experienced partners |

| Protected characteristics under the Equality Act and groups with increased vulnerability | Data and insight | Equality considerations (including any adverse impacts) | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|---|---|---|---|---|
| | | | places, travel and equipment support | |
| Disability | • In the 2021 Census, 23.9% of Torbay residents answered that their day-to-day activities were limited a little or a lot by a physical or mental health condition or illness. | Positive impact through improved inclusive access<br><br>Disabled people may face physical, sensory, communication, digital, financial and attitudinal barriers. Venues, information and programmes must be accessible from planning through delivery, including for people with non-visible disabilities. | Provide step-free routes, accessible toilets and seating, quiet spaces and relaxed sessions, where possible use British Sign Language interpretation, captioning, audio description and alternative formats where needed. Build accessibility costs into commissions, involve disabled people in design | Culture & Events and the Heritage & Design teams, 2026 - 2036 |
| Gender reassignment | • In the 2021 Census, 0.4% of Torbay's community answered that their gender identity was not | Trans people and people undergoing gender reassignment may face harassment, misgendering, unsafe facilities and under-representation. Cultural spaces and programmes | Equality monitoring and inclusive practice<br><br>Use inclusive language and booking practices, | Culture & Events and the Heritage & |

| Protected characteristics under the Equality Act and groups with increased vulnerability | Data and insight | Equality considerations (including any adverse impacts) | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
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| | the same as their sex registered at birth. | should be visibly inclusive, safe and representative. | consult LGBTQ+ organisations, and review participation and feedback | Design teams, 2026 - 2036 |
| Marriage and civil partnership | • Of those Torbay residents aged 16 and over at the time of 2021 Census, 44.2% of people were married or in a registered civil partnership. | Married people and civil partners should have equal access. Programming, ticketing and communications must not assume a particular family structure or exclude same-sex couples or civil partners. | Use inclusive wording and imagery, recognise different family and partnership structures in offers and events, brief staff and suppliers on equal treatment, and review complaints and feedback for evidence of differential treatment. | Culture & Events and the Heritage & Design teams, 2026 - 2036 |
| Pregnancy and maternity | • Between 2013 and 2024, the rate of live births (as a proportion of females aged 15 to 44) has been slightly but significantly higher in Torbay (average of 56.0 per 1,000) than the Southwest (53.4) and | Pregnant people, new parents and those on maternity leave may face fatigue, timing, transport, cost, feeding and baby-care barriers. Programmes should enable participation without stigma or loss of access. | Provide seating, rest and feeding spaces, accessible toilets and baby-changing facilities, flexible booking, daytime and parent-and-baby options, clear venue information and staff | Culture & Events and the Heritage & Design teams, 2026 - 2036 |

| Protected characteristics under the Equality Act and groups with increased vulnerability | Data and insight | Equality considerations (including any adverse impacts) | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|---|---|---|---|---|
| | broadly in line with England (56.3).<br>• For the period 2022 to 2024, rates in Torbay (44.6) have been significantly below England (50.0). | | awareness. Monitor feedback from parents and maternity services. | |
| Race | In the 2021 Census, 96.1% of Torbay residents described their ethnicity as the following:<br><br>• 1.6% as Asian, Asian British or Asian Welsh<br>• 0.3% as Black, Black British, Black Welsh, Caribbean or African<br>• 1.5% as being of Mixed or Multiple ethnic groups<br>• 96.1% as White<br>• 0.4% described their ethnicity another way.<br><br>• Black, Asian and minoritised ethnic communities are more | Black, Asian and minoritised ethnic communities may face cost, location, limited representation, language barriers, discrimination and low trust arising from historic exclusion. The strategy should increase influence, participation, | Inclusive commissioning and engagement<br><br>take activity into trusted community venues; remove cost and transport barriers; Monitor audiences, commissions, workforce and funding by ethnicity where lawful and proportionate | Culture & Events and the Heritage & Design teams, 2026 - 2036 |

| Protected characteristics under the Equality Act and groups with increased vulnerability | Data and insight | Equality considerations (including any adverse impacts) | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|---|---|---|---|---|
| | likely to live in areas of Torbay classified as being amongst the 20% most deprived areas in England. | | | |
| Religion and belief | The 2021 Census showed that the residents in Torbay identify their religion and/or belief as the following;<br><br>• 48.5% are Christian<br>• 0.4% are Buddhist<br>• 0.2% are Hindu<br>• 0.6% are Muslim<br>• Less than 0.1% are Sikh<br>• 0.1% are Jewish<br>• 0.7% have another religion<br>• 43.2% have no religion<br>• 6.3% did not answer | Inclusive participation opportunities<br><br>People of different religions or beliefs, including people with no religion, may face scheduling, dietary, dress, worship-space or content barriers. Programming should respect belief while protecting freedom of expression and avoiding stereotyping | Community engagement and co-design<br><br>Consult faith and belief groups; consider major observances when scheduling; publish content information; provide appropriate food options and quiet space where practicable; use inclusive commissioning; and monitor feedback and participation across belief groups | Culture & Events and the Heritage & Design teams, 2026 - 2036 |

| Protected characteristics under the Equality Act and groups with increased vulnerability | Data and insight | Equality considerations (including any adverse impacts) | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|---|---|---|---|---|
| Sex | • 51.3% of Torbay's population are female.<br>• 48.7% of Torbay's population are male. | Women and men may experience different safety, caring, cost and representation barriers. The strategy should address unequal participation, commissioning rather than assuming equal access. | Review participation, paid commissions, panels and leadership by sex; address under-representation through targeted outreach and open, transparent selection; | Culture & Events team, 2026 - 2036 |
| Sexual orientation | In the 2021 Census, residents described their sexuality as follows;<br><br>• 89% as Straight or Heterosexual<br>• 1.7% as Gay or Lesbian<br>• 1.1% as Bisexual<br>• 0.1% as Pansexual<br>• 0.1% described their sexuality another way<br>• 7.4% of people didn't answer the question | Lesbian, gay, bisexual and other minority sexual-orientation communities may face harassment, invisibility, stereotyping and concerns about safety. Cultural activity should be safe, representative and accessible throughout the year. | Engage with LGBTQ+ organisations; provide clear reporting routes for harassment; avoid tokenistic programming; and monitor participation, | Culture & Events team, 2026 - 2036 |

| Protected characteristics under the Equality Act and groups with increased vulnerability | Data and insight | Equality considerations (including any adverse impacts) | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|---|---|---|---|---|
| Armed Forces Community | • In 2021, 3.8% of residents in England reported that they had previously served in the UK armed forces.<br>• In Torbay, 5.9% of the population have previously served in the UK armed forces. | Veterans, serving personnel and families may face disability, trauma, isolation, mobility and transition barriers. Activity should support connection without stereotyping the Armed Forces community | Community outreach and engagement with Armed Forces veterans<br><br>Offer engagement opportunities for veterans' and families' organisations; | Culture & Events and Public Health teams, 2026 - 2036 |
| *Additional considerations:* | | | | |
| Socio-economic impacts (Including impacts on child poverty and deprivation) | • Torbay is ranked as the 39th most deprived upper tier local authority in England in the Index of Multiple Deprivation 2025. | People on low incomes and residents in deprived neighbourhoods may be excluded by ticket prices, travel, equipment, digital booking, unfamiliar venues and perceptions that culture is not for them. Investment should narrow, not reinforce, geographic and income inequalities. | Set an access offer covering free and low-cost places, concessions, travel and equipment support;; deliver activity in community venues; publish transparent eligibility; and map participation and investment by deprivation and ward | Culture & Events and Public Health teams; working with Community Builders, 2026 - 2036 |

| Protected characteristics under the Equality Act and groups with increased vulnerability | Data and insight | Equality considerations (including any adverse impacts) | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|---|---|---|---|---|
| Public Health impacts (Including impacts on the general health of the population of Torbay) | • For the five-year period 2020 to 2024, data shows there is a 6-year life expectancy gap between males who live in Torbay's least and most deprived areas and, a 3-year gap for females. | People experiencing poor physical or mental health may face cost, mobility, anxiety, fatigue and communication barriers. Cultural participation should support wellbeing without replacing clinical support or excluding people with complex needs | Engage with Public Health and ensure we reach deep into deprived communities to make the opportunities available | Culture & Events team, Public Health; community builders, 2026 – 2036 |
| Human Rights impacts | | Improved Human Rights understanding and representation of different ways to be human<br><br>The strategy should support rights to participate in cultural life, freedom of expression, privacy, dignity and non-discrimination. Exclusion can arise where decisions are inaccessible, participation data is mishandled or cultural expression is restricted inconsistently | Apply transparent and proportionate decision-making; provide accessible complaints and challenge routes; protect personal data; | Culture & Events team, 2026 - 20236 |
| Child Friendly (Children's Rights Impact Assessment (CRIA) considerations): *Summarise* | | Increased access to arts, culture, creativity, learning and skills | Work closely with CYP voluntary sector, schools and colleges, | Culture & Events team, 2026 - 2036 |

| Protected characteristics under the Equality Act and groups with increased vulnerability | Data and insight | Equality considerations (including any adverse impacts) | Mitigation activities | Responsible department and timeframe for implementing mitigation activities |
|---|---|---|---|---|
| *the CRIA considerations for this proposal, including which groups of children and young people may be affected (e.g., care experienced children/young people, care leavers, children with SEND), how their rights and best interests have been considered, and any engagement undertaken with children/young people and/or their representatives. Set out any mitigations to address identified adverse impacts and how these will be monitored.* | | development for children and young people<br><br>Children and young people—including care-experienced children, care leavers, children with SEND, young carers and those in low-income households—may face cost, transport, accessibility, safeguarding and adult-led decision-making barriers. Their best interests, views, safety and rights to participate in cultural life must shape delivery | and alternative provision providers<br><br>Undertake age-appropriate and accessible co-design through schools, colleges, youth services, SEND and care-experienced networks; use accessible information report back on how views influenced decisions; and monitor reach, retention and outcomes by relevant group | |

## 10. Cumulative Council Impact:

The Strategy complements existing Council priorities and programmes, including Pride in Place, Torbay Heritage Place, regeneration initiatives and economic development activity.
No adverse cumulative impacts have been identified.

## 11. Cumulative Community Impact:

The Strategy aligns positively with the aims and objectives of the Torbay Community & Corporate Plan and the Joint Health & Wellbeing Strategy. The Strategy complements community ambitions of the Arts Council England, Historic England, National Lottery Heritage Fund, educational institutions, and voluntary sector organisations and community groups across Torbay.
No adverse cumulative community impacts have been identified.

## 12. Monitoring and Evaluation:

Under the supervision of the Director of Pride in Place, senior responsible officers will oversee monitoring arrangements supported by the proposed Torbay Cultural Partnership.
An annual impact report will be produced and cover:

- Cultural participation levels
- Engagement from underrepresented groups
- Volunteer numbers
- Wellbeing outcomes
- External funding secured
- Creative employment and skills outcomes
- Organisational resilience.
- Town centre footfall and visitor activity where available
- Contributions to regeneration outcomes

The Strategy will be reviewed periodically to ensure it remains aligned with Council priorities, funding opportunities and Local Government Reorganisation arrangements.

## Appendices:

Torbay Creates: Culture & Community – a revised cultural strategy for Torbay, 2026 – 2036 (DRAFT)

## Background Documents:

Torbay Council's Community & Corporate Plan, Torbay Story, Destination Management Plan, the Genecon Culture and Heritage Review, Torbay Heritage Place programme and associated Heritage Strategy, Pride in Place programme, DCMS Culture Priority Place status and the emerging Place Partnership programme.