

ENJOY, TALK, DO, BE...

A cultural strategy for Torbay and its communities 2014-2024

commissioned by Torbay Development Agency, funded by partner Arts Council England

Three Year Delivery Plan 2014-15, 2015-16 and 2016-17

This rolling **Three Year Delivery Plan** sets out the Torbay cultural strategy **Aims** and **Objectives**, outlining the **Actions** of the Torbay Culture Board in relation to key initiatives beyond the current remit of any one organisation. It identifies **key delivery partners, resources, milestones** and **measures of success**. The Plan will be refined by the Board when it is established and will be reviewed and updated on an annual basis.

The format of the **Plan** can also be used by practitioners and organisations in delivering against the strategy **Aims** and **Objectives** – enabling them both to reference the strategic context of their work when planning, making funding applications and developing partnerships and also to capture data, evaluate success, identify and share learning points (through the Torbay Culture Forum and other means) that contribute to the strategy's shared **Ambitions** and **Principles**.

*NB The two ongoing elements of strategy implementation – Torbay Culture Board meetings and Torbay Culture Forum events – are timetabled before each of the specific year **Action** charts below.*

Key:

ERGO English Riviera Geopark Organisation

ERTC English Riviera Tourist Company

TC Torbay Council

TCB Torbay Culture Board

TCCT Torbay Coast & Countryside Trust

TCF Torbay Culture Forum

TDC Torbay Community Development Trust

TDA Torbay Development Agency

TYCP Torbay Youth Cultural Partnership

***NB** It is recognised that in a fast changing environment, some of these specific organisations or their responsibilities may change and actions will need to be progressed by others with a similar appropriate remit.*

Q1 Quarter 1 (April to June)

Q2 Quarter 2 (July to September)

Q3 Quarter 3 (October to December)

Q4 Quarter 4 (January to March)

Year one: July 2014 to March 2015 (quarters 2 to 4)

Focus on establishing the infrastructure; embedding strategy awareness and ownership; developing partnerships; EVENTFUL TORBAY; and co-ordinated marketing

There are seven *'foundation'* actions in this first year to support ownership in implementing **Enjoy, talk, do, be** as below:

- 1 Issue notice re strategy in Torbay Council Forward Plan (June 2014)
- 2 Discuss final draft with Arts Council England to confirm strategy meets their needs (June/July)
- 3 Present strategy to Torbay Council Conservative, Liberal Democrat and Non-Coalition Groups (July/August)
- 4 Agree initial/interim executive support (eg TDA) to launch/promote strategy, establish and support Culture Board (July – September)
- 5 Circulate strategy documents to consultees and Community Partnerships (August/September)
- 6 Take 'key decision' on adoption of strategy at full Torbay Council meeting Council (25 September)
- 7 Hold strategy launch event and promote strategy to consultees, other stakeholders, delivery partners, elected members and all relevant staff (directly and indirectly involved in cultural provision) across the Torbay Council Directorates (September/October)
- 8 Undertake recruitment for Torbay Culture Board (September/October)

Many of the actions in this first (part) year will be achieved as *'quick wins'* through a re-aligned allocation/contribution of existing staff time and resources with organisations/individuals working together more for mutual benefit. Successful fundraising to support the Board, post and programme from the second year onwards will be a key output.

Torbay Culture Board (TBC) meetings with key agenda items and Torbay Culture Forum (TCF) events with key topic

November	<i>TBC:</i> Establish working relationships; refine TOR/Delivery Plan; start planning for Forum event; scope Ambassador scheme
January	<i>TBC:</i> Finalise first Forum event; start preparation of ACE application for strategy delivery
February	<i>TCF:</i> <i>'Eventful Torbay'</i> ; strategy update; launch Ambassador scheme
March	<i>TCB:</i> Review Forum event/action points; sign off and submit ACE application; start planning for second Forum event

<i>Aims and objectives</i>	<i>Actions</i>	<i>Key delivery partner(s)</i>	<i>Resources</i>	<i>Dates/ Milestones</i>	<i>Measures of success</i>
Aim one: to increase engagement and participation in cultural opportunities in Torbay					
Objective: build from the community as well as bring in new and diverse experiences	<i>Develop good practice partnership working guidance in collaboration with current national touring organisations</i>	<i>Torbay Council, Doorstep Arts, WNO/BAC/ Philharmonia</i>	<i>Staff time</i>	<i>Q3</i>	<i>Guidance produced and used Positive evaluation of partnership working by all partners Increased audiences/ participants with better experiences Greater exchange with local practitioners</i>
	<i>Establish Marketing Development Task & Finish Group to draw up an action plan, with low cost/high return 'quick wins' as well as longer term developments</i>	<i>TC, TDA, ERTC</i>	<i>Staff time Re-aligned resources Additional resources as required (eg ACE)</i>	<i>Q2</i>	<i>Co-ordinated marketing efforts Increased content on key websites/ number of hits Increased/ diversified audiences and participants</i>
Objective: support creative and cultural learning	<i>Support TYCP developing relationships with Children's Services, Teaching School, cultural sector (eg Dance in Devon, DAISI) to provide and promote joined up offer</i>	<i>TCYP, TC</i>	<i>Staff time</i>	<i>Q3</i>	<i>Effective communications across all CYP sector providers Children and young people accessing joined up offer</i>

	<i>Support TYCP to develop work with South Devon College, University of Exeter and initiate contact with Plymouth College of Art and Plymouth University re progression routes</i>	TCYP, SDC, HEIs	Staff time	Q3	<i>New partnerships Articulated progression routes</i>
Objective: harness the health and wellbeing benefits of culture	<i>Convene meeting across culture/health & wellbeing interests to explore possibilities</i>	TC, TCDT, Healthwatch	Staff time	Q3	<i>Developments scoped in strategic and inclusive context</i>
Aim two: to harness the distinctive natural and built cultural assets of Torbay					
Objective: protect, enhance and utilise cultural places and spaces for culture	<i>Support development of new Geopark festival and associated events, incl. sharing learning from other designated sites</i>	ERGO, TC, TDA	Staff time	Q3	<i>Geopark achieves greater recognition and cross cultural sector involvement</i>
	<i>Support developments re Paignton Picture House to explore multi-use incl. working with Torbay Action for Art</i>	TC, Paignton Picture House Trust	Staff time	Q2	<i>Viable business plan for Picture House</i>
Objective: develop a year-round season-based rhythm of cultural provision	<i>Hold Culture Forum event on Eventful Torbay and scope action plan</i>	TC, TDA, ERTC	Staff time; venue; fee speaker; catering TC/ TDA/ ERTC	Q4	<i>Number of attendees/identified new work relationships/ideas & actions</i>
	<i>Make presentation and elicit feedback at Mayor's Events Forum</i>	Events Forum	Staff time	Q4	<i>Finalised Eventful Torbay action plan Wide ownership of implementation</i>

Objective: contribute to safe and sustainable living, working and visiting	<i>Support cultural use of empty shops</i>	<i>TC, Town Centre Companies, Action for Art etc</i>	<i>TC business rate relief</i>	Q2	<i>Empty shops put into creative use Increased retail footfall</i>
	<i>Increase/enhance cultural street activities</i>	<i>TC, Town Centre Companies, etc</i>	<i>Staff time</i>	Q3	<i>Positive environment Increased retail footfall</i>
Aim three: to ensure joined-up cultural development is a key contributor to economic and social development in Torbay					
Objective: strengthen support for the creative and cultural economy and the advantages it brings	<i>Work with TCDT and TDA to promote support services to cultural sector</i>	<i>TCDT, TDA</i>	<i>Staff time</i>	Q2	<i>Diversified/ increased income</i>
	<i>Hold discussions at Culture Board re key cross cultural sector projects re resource alignment</i>	<i>TC, ERTC, ERGO</i>	<i>Staff time</i>	<i>Q3 and ongoing as relevant</i>	<i>Increased and multi-sourced investment in key/prioritised projects</i>
Objective: share knowledge, skills and resources to diversify and grow the income base	<i>Share good practice re volunteer and friends schemes</i>	<i>Relevant organisations, TCDT</i>	<i>Staff & volunteer time</i>	Q2	<i>Enhanced management and experience Better supported organisations Increased audiences Increased resources</i>
	<i>Scope shared event resources scheme</i>	<i>Events Forum membership</i>	<i>Staff & volunteer time</i>	Q2	<i>Lower individual event costs Increased collaborative working</i>

Objective: make links to and culture proof other policies, strategies and plans	<i>Refer to Strategy within Masterplanning work</i>	<i>TC /consultants</i>	<i>Staff time</i>	<i>Q2 & ongoing</i>	<i>Culture supported in Local Plan process</i>
	<i>Meet with other strategy owners and draw up schedule of policy/strategy/plan reviews</i>	<i>TC</i>	<i>Staff time</i>	<i>Q2/4</i>	<i>Culture understood by strategy owners and embedded in the future</i>

2015-16

Focus on HEALTH AND WELLBEING; CREATIVE AND CULTURAL ECONOMY; YOUNG PEOPLE; and co-ordinated marketing

Torbay Culture Board (TBC) meetings with key agenda items and Torbay Culture Forum (TCF) events with indicative topics, alongside standing strategy update and networking

April

May TCB: Plan recruitment to post, subject to funding; finalise planning for Forum event

June TCF: 'Health and Wellbeing'

July TCB: Review Forum event/action points; start planning for Forum event; recruit to post;

August

September TCB: finalise planning for Forum event; start induction for postholder

October TCF: 'Creative and cultural economy'

November TCB: Review Forum event/action points; start planning for Forum event;

December

January TCB: finalise planning for Forum event

February TCF: 'Creative and cultural learning'

March TCB: Review Forum event/action points; annual strategy review and update

<i>Aims and objectives</i>	<i>Actions</i>	<i>Delivery partner(s) (lead in bold)</i>	<i>Resources</i>	<i>Dates/ Milestones</i>	<i>Measures of success</i>
Aim one: to increase engagement and participation in cultural opportunities in Torbay					
Objective: build from the community as well as bring in new and diverse experiences	<i>Negotiate more cultural provision on residents' card</i>	<i>TC, other cultural partners</i>	<i>Staff time Providers' subsidies</i>	<i>Q1 and ongoing</i>	<i>Increased/ diversified audiences & participants</i>
	<i>Scope 'culture venture' funding scheme</i>	<i>TCDT</i>	<i>Staff time Budget in ACE application</i>	<i>Q1</i>	<i>Increased understanding/support of community/co-produced work</i>
	<i>Implement marketing action plan/plans</i>	<i>TC, ERTC etc</i>	<i>Staff time & existing marketing budgets; budget in ACE</i>	<i>Q1 and ongoing</i>	<i>Increased/ diversified audiences & participants</i>

			<i>application for specific new/collaborative actions</i>		
Objective: support creative and cultural learning	<i>Implement actions from developed relationships between TYCP & others to promote/provide joined up offer</i>	<i>TYCP etc</i>	<i>Staff time Organisational budgets aligned where possible to maximise leverage of other funding</i>	<i>Q1 and ongoing</i>	<i>Increased access to cultural opportunities for children and young people</i>
	<i>Hold Culture Forum 'Creative and Cultural Learning' event</i>	<i>TYCP, TC, Teaching School, SDC and eg Plymouth College of Art</i>	<i>Staff time; fee for speakers; catering. TC/TYCP (RIO)</i>	<i>Q4</i>	<i>Number of attendees/identified new work relationships/ideas & actions</i>
Objective: harness the health and wellbeing benefits of culture	<i>Hold Culture Forum 'Culture, health and wellbeing' event</i>	<i>TC, Health & Wellbeing Board, Healthwatch</i>	<i>Staff time; fee for speakers; catering. TC/Healthwatch</i>	<i>Q1</i>	<i>Number of attendees/identified new work relationships/ideas & actions</i>
	<i>Draw up action plan with resourcing for culture, health and wellbeing work</i>	<i>TC, Healthwatch and partners identified at Forum event</i>	<i>Staff time Fundraising from targeted sources</i>	<i>Q1 and ongoing</i>	<i>Strategic approach to culture, health and wellbeing work Increased investment/positive outcomes in this area of work</i>
Aim two: to harness the distinctive natural and built cultural assets of Torbay					
Objective: protect and enhance cultural places and spaces for culture	<i>Support ERGO festival The Tale and development of a wide cultural programme for 2016 Global Geopark</i>	<i>ERGO, Situations, TC, TDA</i>	<i>Staff time ACE and other funding, sponsorship</i>	<i>Q1 and ongoing</i>	<i>Involvement of wider cultural sector in event planning and delivery</i>

	<i>Scope and commission Torbay cultural venue strategy</i>	<i>TC, venues</i>	<i>Staff time Possibly specific funding needed</i>	<i>Q2</i>	<i>All types of cultural venues working better together</i>
Objective: develop a year-round season-based rhythm of cultural provision	<i>Implementation of Eventful Torbay action plan (to include proactive advance programming of major events/marketing)</i>	<i>TC, TDA, ERTC</i>	<i>Staff time ACE and other funding, sponsorship</i>	<i>Q1 and ongoing</i>	<i>Increased cultural destination profile Increased number of visitors/visitor stay & spend</i>
Objective: contribute to safe and sustainable living, working and visiting	<i>Scope extension of Museums at Night, research White Nights/LightNights</i>	<i>TC, Future Museums Group, ERTC</i>	<i>Staff time</i>	<i>Q1</i>	<i>Strategic approach to diversifying night time economy and activities</i>
Aim three: to ensure joined-up cultural development is a key contributor to economic and social development in Torbay					
Objective: strengthen support for the creative and cultural economy and the advantages it brings	<i>Hold Culture Forum 'Creative Economy' event</i>	<i>TDA, LEP, SDC, local HEIs</i>	<i>Staff time; fee for speakers; catering. TDA/SDC</i>	<i>Q3</i>	<i>Number of attendees/identified new work relationships/ideas & actions</i>
	<i>Commission research to scope the size, impact and support needs of the local creative and cultural economy; draw up action plan</i>	<i>TDA, LEP</i>	<i>Staff time ACE and other funding,</i>	<i>Q3</i>	<i>Current sector intelligence available Informed creative economy action plan</i>
	<i>Start to implement action plan</i>	<i>TDA</i>	<i>ACE, LEP and other funding</i>	<i>Q4</i>	<i>Growth in local creative economy Increased turnover and impacts Inward investment and businesses attracted to relocate</i>
Objective: share knowledge, skills and resources to diversify and maximise	<i>Hold local cultural commissioning advocacy and training event</i>	<i>TC, NHS, TYPC, Healthwatch</i>	<i>Staff time</i>	<i>Q1</i>	<i>Service providers aware of what cultural sector can offer</i>

income					<i>Cultural sector aware re commissioning Successful cultural commissioning/outcomes</i>
	<i>Scope European connections</i>	<i>ERTC, English language schools</i>	<i>Staff time</i>	<i>Q3</i>	<i>List of potential European partners</i>
Objective: make links to and culture proof other policies, strategies and plans	<i>Input to reviews</i>	<i>As appropriate</i>	<i>Staff time</i>	<i>Q1 and ongoing</i>	<i>Culture embedded in other strategies Cultural activities used to deliver on outcomes</i>

2016-17

Focus on places and spaces for culture (built and natural environment); public realm; CROSS SECTOR WORK IN RELATION TO THE ENGLISH RIVIERA GLOBAL GEOPARK

Torbay Culture Board (TBC) meetings with key agenda items and Torbay Culture Forum (TCF) with indicative topics, alongside standing strategy update and networking

April
 May *TCB: Finalise planning for Forum event*
 June *TCF: 'Places and spaces for culture'*
 July *TCB: Review Forum event/action points; start planning for Forum event*
August
 September *TCB: finalise planning for Forum event*
 October *TCF: 'Public realm'*
 November *TCB: Review Forum event/action points; start planning for Forum event*
December
 January *TCB: finalise planning for Forum event*
 February *TCF: 'Re-visiting Eventful Torbay'*
 March *TCB: Review Forum event/action points; annual strategy review and update*

<i>Aims and objectives</i>	<i>Actions</i>	<i>Delivery partner(s) (lead in bold)</i>	<i>Resources</i>	<i>Dates/ Milestones</i>	<i>Measures of success</i>
Aim one: to increase engagement and participation in cultural opportunities in Torbay					
Objective: build from the community as well as bring in new and diverse experiences	<i>Ensure balance of community based programming and product from outside</i>	<i>Various</i>	<i>Staff time, ACE budget</i>	<i>Q1 and ongoing</i>	<i>Increased/ diversified audiences and participants incl. new and repeats Qualitative evidence of high quality experiences</i>

	<i>Implement marketing action plan/plans</i>	<i>TC, ERTC etc</i>	<i>Staff time & marketing budgets; budget in ACE for new/ collaborative initiatives</i>	<i>Q1 and ongoing</i>	<i>Increased/ diversified audiences & participants</i>
Objective: support creative and cultural learning	<i>Support and implement opportunities identified at Culture Forum</i>	<i>TYCP, TC, Teaching School, SDC and eg Plymouth College of Art</i>	<i>Staff time Focus and align existing resources; fundraise for specific initiatives</i>	<i>Q1 and ongoing</i>	<i>More diverse offer Clearer progression routes Increased engagement/ participation</i>
Objective: harness the health and wellbeing benefits of culture	<i>Implement action plan for culture, health and wellbeing work</i>	<i>TC, Healthwatch and partners identified at Forum event</i>	<i>Staff time Commissioning budgets spent on culture Fundraising for other specific initiatives</i>	<i>Q1 and ongoing</i>	<i>Targeted health outcomes achieved</i>
Aim two: to harness the distinctive natural and built cultural assets of Torbay					
Objective: protect and enhance cultural places and spaces for culture	<i>Support Global Geopark conference cultural programme</i>	<i>ERGO, ERTC, TDA</i>	<i>Fundraising needed eg EU sources</i>	<i>Q1-3</i>	<i>Enhanced international recognition Increased local appreciation/ understanding of Geopark</i>
	<i>Implement venue strategy</i>	<i>TC, TDA and venues</i>	<i>Staff time Fundraising for eg capital developments</i>	<i>Q1 and ongoing</i>	<i>Co-ordinated programming/mark eting leading to increased profile/audiences</i>

	<i>Hold Culture Forum 'Places and spaces for culture' event</i>	<i>TC/TDA/TCCT</i>	<i>Staff time; fee for speakers; catering. TC/TDA/TCCT/ERGO</i>	<i>Q1</i>	<i>Number of attendees/ identified new work relationships/ideas & actions</i>
Objective: develop a year-round season-based rhythm of cultural provision	<i>Implementation of Eventful Torbay action plan</i>	<i>TC, TDA, ERTC</i>	<i>Staff time ACE and other funding, sponsorship</i>	<i>Q1 and ongoing</i>	<i>Increased profile as cultural destination Increased number of visitors/visitor stay & spend</i>
	<i>Hold Culture Forum 'Eventful Torbay re-visited' event</i>	<i>TC, TDA, ERTC</i>	<i>Staff time; venue; fee speaker; catering TC/ TDA/ ERTC</i>	<i>Q4</i>	<i>Number of attendees/ identified work relationships/ideas & actions implemented</i>
Objective: contribute to safe and sustainable living, working and visiting	<i>Hold Culture Forum 'Public Realm' event</i>	<i>TC, architects</i>	<i>Staff time; fee for speakers; catering. TC/architects</i>	<i>Q3</i>	<i>Number of attendees/ identified new work relationships/ideas & actions</i>
	<i>Implement extended Museums at Night, start fundraising for other programmes</i>	<i>TC, Future Museums Group, ERTC</i>	<i>Staff time ACE, HLF, sponsorship</i>	<i>Q1</i>	<i>Diversified night time cultural offer Increased audiences and participants</i>
Aim three: to ensure joined-up cultural development is a key contributor to economic and social development in Torbay					
Objective: strengthen support for the creative and cultural economy and the advantages it brings	<i>Continue to implement creative economy action plan</i>	<i>TDA etc</i>	<i>TDA/ACE/LEP funding</i>	<i>Q1 and ongoing</i>	<i>Growth in local creative economy Increased turnover and impacts Inward investment</i>

					<i>and businesses attracted to relocate</i>
Objective: share knowledge, skills and resources to diversify and maximise income	<i>Support continued collaborative actions</i>	<i>TCDT</i>	<i>Staff time</i>	<i>Q1 and ongoing</i>	<i>Enhanced management Better supported organisations Increased audiences and participants Increased resources</i>
Objective: make links to and culture proof other policies, strategies and plans	<i>Input to reviews</i>	<i>As appropriate</i>	<i>Staff time</i>	<i>Q1 and ongoing</i>	<i>Culture embedded in other policies, strategies and plans Cultural activities used to deliver on outcomes</i>