

Draft Business Case

Torre Abbey, Phase 3: January 2018



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draft

1 Summary

1.1 Introduction

This chapter summarises the findings and conclusions from the Business Case report.

1.2 Torre Abbey, Phase 3

1.2.1 Vision

On completion, this project will see Torre Abbey positioned as a premier heritage attraction and a vibrant cultural hub, encouraging wider audience participation and bringing new life into the historic venue. The project will improve the landscaping, visibility in terms of the vista to the seafront and enhance current entrances, and improve access.

Of direct relevance to this business case is a programme of work to improve the commercialisation opportunities of the abbey by building a facilities annex adjacent to the Spanish Barn; improving the current kitchen facilities for Torre Abbey café; increasing the number of covers serviced as well as introducing heating to the Spanish Barn itself, to help with accommodating larger numbers at events and weddings.

1.2.2 Scope

The project will:

- Protect at-risk buildings and collections
- Contribute to the financial sustainability of the operation through greater commercialisation of the abbey
- Contribute to the regeneration of the local area through improved public access from the seafront
- Position the abbey as the cultural hub of the bay

The capital scheme includes 97m² of new space in the form of a new service building (to service the Tithe Barn), designed to maximise income generating opportunities. Central to the scheme is the restoration of the Gatehouse, south-west and south-east wings, north end of West Range and Spanish Barn; remaining access improvements: new paths, & landscape restoration.

A programme of activities will enable Torre Abbey to satisfy the interests of a wide range of audiences. A Marketing Plan will support the Round 2 Business Plan and demonstrate the action required to reach

the project's core audiences (reference Section 4.7), namely:

- ABC1 families
- ABC1 older / retired adult couples
- ABC1 younger adults, social groupings
- Local C2DE families with primary school age children (*Trips and Treats* segment)
- Local C2DE adults (*Home & Heritage* segment)

Within this, the visitor market focus should be on the 'day trips' and short breaks sectors, predominately targeting ABC1 families and ABC1 older / retired adult couples.

The home market approach will focus hard on selling membership across all audiences.

In terms of audiences who are not currently engaged with Torre Abbey, or heritage in general, activities, to be tested at the Development Phase, will ensure that the Activity Plan target audiences have learned about the heritage that is specific to Torre Abbey and developed relevant skills.

Proposed target audiences for Activity Planning:

- Lower income families from target Torbay neighbourhoods
- Pupils with special needs; Primary and Secondary
- Children in Care and Young Leavers
- Young people 16+ in full time study: focus on creative industries study
- Young people 16+ out of full time study: focus on wider employability skills
- Older people: with a focus on those with additional health needs

The outline and context of the approach is detailed in Activity Plan Outline, Torre Abbey.

The intention is to work in close partnership with Torbay Culture Board, through the delivery of the Great Place Scheme. New partnerships will be fostered with organisations that support the target audiences such as South Devon College, Princes Trust and Torbay Community Development Trust. Volunteer development will underpin the Activity Plan.

1.3 Strategic Fit

Torbay Council is an ambitious local authority that recognises the value of culture as a driver for change. Continued investment in Torre Abbey supports this aspiration and is central to Torbay's cultural development plans. This project demonstrates excellent strategic fit with prevailing local plans such as the Council's Corporate Plan and Torbay Economic Strategy, regional and national plans.

Key findings include:

- Investment in high quality visitor destination product and services, to match the needs of the growing visitor market, is a direct match to national, regional and local strategic visitor market development plans.
- Investment in quality programming and creative practice that fosters real engagement with, and benefits to local communities, aligns well with Torbay's Council's Corporate Plan ambitions for ensuring Torbay remains an attractive and safe place to live and its desire to see Torbay's many natural assets, such as Torre Abbey, brought to life throughout the year. This is delivered via the Cultural Strategy, overseen by Torbay Culture Board.
- As an endorsement of the strategic value of the Cultural Strategy, Torbay has recently been successful in its bid to the Great Place Scheme (HLF and ACE funding).
- Placing Torre Abbey at the heart of Great Place Scheme delivery demonstrates very strong strategic and marketing 'fit' and maximises the instrumental value of cultural engagement for community well-being.
- Investment in a sustainable volunteer infrastructure through ACE's Resilience funding provides a robust platform for volunteer development.

1.4 The Market

Section 4 concludes with a set of implications from the market assessment findings. They include:

- The strategic context and direction is set out very clearly within Torre Abbey's Forward Plan 2014 -2019, and is supported by the Audience Development Plan and subsequent work delivered by Wonder Associates.
- The current Torre Abbey 'offer' is comprehensive and well received, with a strong programme of events which animates the venue and grounds. An implication of these findings is the need for clear senior management responsibility for cultural programming balance and demand for hire space; to ensure both commercial hire and public programme development targets are met.
- The formal learning and informal learning offer is underdeveloped, with real market opportunity for growth and reach to the widest range of communities. Investment through the Activity Plan that supports this project will enable Torre Abbey to progress further in this area.
- Volunteer development has been the focus of recent investment via the Resilience-funded Growing Museums initiative. The implication is the strategic need for the work to be sustained and developed to suit the exact needs of Torre Abbey, through the delivery of the Activity Plan.

- Overall, the national market for heritage and museums is buoyant and although the demography of Torbay's home market catchment is less 'heritage friendly' when compared to the national profile of heritage attenders, the catchment area population is high. Thus, setting a target to balance home market and visitor market creates real opportunity for market penetration.
- Findings demonstrate an increase in the short break market which brings the opportunity to target older more affluent couples who have a higher level of engagement with museums, heritage and arts. In addition, the very high volume of day trips made to Torbay is a valuable market sector with professional families, older couples and intergenerational groups resident or visiting within the catchment area beyond the immediate Torbay area.
- Building a core audience from the local market creates a strong foundation of support for events and activity programming, widens engagement with heritage and the visual arts, and encourages regular visits with potential income generation from secondary spend. The 1196 Club (annual membership club) is a key marketing tool for this market development.
- Reflecting on the segmentation research findings, core communication and programming must appeal to the local market, as such reaching lower income families and older people, who currently have limited engagement with heritage and the arts.
- The brief analysis of the weddings and conference booking market demonstrates that Torre Abbey is a popular venue for hires, and that the market for both sectors is growing. Enhanced and better equipped space within Torre Abbey will be beneficial to achieving this aim.



The Spanish Barn set up for weddings.

1.5 Governance and staffing

Section 5 considers the current staffing and governance arrangements. Future staffing and governance needs will be considered in detail in the Development Phase

1.6 Scope of the Project

Section 6 details the capital scheme under the following headings:



The frontage of Torre Abbey.

Enhancing arrival: creating a greater sense of arrival from the seafront, re-establishing the abbey's connection with its southern grounds, revealing more of its complex history thus creating improved opportunities for site specific interpretation.

Gatehouse: repairs to the gatehouse and new paths created whereby the sense of arrival will be enhanced through careful uncovering of original cobbled surfacing around the entrance gates.

Chapel, North Wall: removal and repair work

Ruins: Comprehensive repair of much of the abbey's ruins was undertaken in the previous capital phase, with the focus on the cloister walk and chapterhouse wall. The sense of the ruined abbey however is somewhat elusive, and this phase of work seeks to address further expression of the lost form.

Tithe barn: Current facilities within the barn are inadequate for the required purpose and impede the presentation of the barn as an historic asset. The tithe barn is Grade 1 listed and is a scheduled ancient monument making upgrade of facilities within the barn difficult. Given the many restrictions relating to the ancient building, the provision of cooking facilities within the tithe barn has been discounted. This is due to the various complexities of the service requirements of accommodating such a use in this sensitive space (power, ventilation, water supplies and drainage). On this basis, it has generally been

agreed that new facilities should be located outside of the tithe barn, in a dedicated new building that can be more readily serviced (see below). Removing existing facilities from the barn and locating them in a new adjacent building, will open up more of the existing building for use in functions and vastly improve its appearance internally, increasing its appeal, flexibility and its capacity as a lettable venue.

Support facilities: Key to the success of the barn as a function space is the improvement of its supporting facilities. Catering facilities within the new building are, at this stage, proposed for flexibility and sized to accommodate generous 'white space' for external caterers for use as a finishing kitchen (without cooking facilities), or a new 'base' kitchen to serve satellite 'pop-up' facilities across the site. This will formalise the current arrangement for outside caterers. In addition to kitchen facilities, office and staff space including a WC are to be provided. Additionally, new ample WC facilities are to be provided to serve the barn permanently. These are of a scale to generously serve a wedding, and also cope with potential large numbers at conferences or theatrical events.

Landscape work – formal gardens: Within the formal gardens, various elements are proposed to augment existing provision and provide flexibility to accommodate other cultural events. This includes new access, pathways and a platform providing a versatile space which could allow temporary cover for outdoor civil ceremonies, a platform for viewing events and the abbey complex, and for photography within the ruins.

1.7 Financial Appraisal

The financial analysis for the delivery of the Torre Abbey operation during and after the Phase 3 project is outlined at this stage and gives broad indicators for income and expenditure. It is based primarily on the outturn of 2016/17 and projections based on available market assessment evidence.

If the HLF bid is successful, a business planner will be appointed to consider the figures in detail, and plan ahead from the start of the project period for five years.

1.7.1 Summary Income and Expenditure Table

	Last complete financial year 2016/17	Current financial year 2017/18	Next financial year 2018/19	CLOSED 2019/20	PHASED Re-Opening 2020/21	RE-OPEN 2021/22
	Year 1 £	Year 2 £	Year 3 £	Year 4 £	Year 5 £	Year 6 £
Income						
Earned income						
Admission	74197	100000	90000	CLOSED	45000	130000
Catering	12735	12200	12000		6000	35000
Retailing	26695	30600	33000		18000	48000
Room Hire Conference and Other	12825	15000	15000		7500	25000
Weddings	48901	45000	45000		10000	54700
Car parking revenue	11715	12600	12600		6300	14000
Misc income	936	0	0		0	0
Unearned income						
Grants	3500	0	7500		3500	10000
Donations	613	500	500		500	500
Sponsorship	0	0	2000		0	3000
Other unearned income						
Service charge internal transfer	3480	3500	3500		1750	3500
Tenancy	13600	13600	13600		13600	13600
Other income						
Total income (A)	209197	233000	234700		112150	337300

Spending						
Direct operating costs						
Staffing	208213	236700	250000		187500	260000
Professional Fees	28331	14500	14500		7000	15000
Equipment	7784	4900	5000		2500	7500
Utilities and Premises	30986	18200	36500		19000	39000
Marketing*	33695	23800	25000		15000	30000
Retail cost of sales	17932	10800	10000		5000	20000
Administration costs	13930	7900	10000		5000	12000
Total spending (B)	340871	316800	351000	CLOSED	241000	383500
Operating surplus or deficit C) (A – B = C)	-131674	-83800	-116300		-128850	-46200

*Upon reopening of the abbey after works have been undertaken the marketing budget may need uplifting.

2 Vision, Scope and Strategic Fit

2.1 Background

Torre Abbey is located, most unusually for a medieval monastery, on the seafront and is part of the Belgravia Conservation Area in Torquay. An outline of Torre Abbey's heritage significance is given in more detail in Section Two of the HLF application document. In summary, it comprises two Grade I listed buildings, four Grade II listed structures and ancillary buildings, and an undesignated formal walled garden. All set in a Scheduled Ancient Monument 8.8ha in extent (NHLE No. 1009302). The surrounding parkland contains earthworks and the remains of the abbey's precinct buildings, including a mill, stables, two watercourses (still flowing), and evidence of 18th / 19th century landscaping.

Founded in 1196 and built using stone from the surrounding headland, the abbey's medieval origins are of the richest abbey of Premonstratensian Canons in England. The medieval barn is testament to the workings of an abbey estate, and is highlighted as one of the country's five most complete medieval barns. Additionally, the Abbey barn is the only surviving prison for sailors of the Spanish Armada, hence its name 'The Spanish Barn'.

Torre Abbey is an Accredited Museum that has been owned and operated by Torbay Council and its predecessors since it was purchased in 1930. The museum cares for and provides public access, with interpretation, to the nationally important historic buildings that comprise Torre Abbey and the regionally important art and social history collections that have been committed into its care.

In 2008 Torbay Council completed Phase I of a 3 phase programme to conserve Torre Abbey, and to transform it into a high-quality heritage attraction. This project is Phase 3 of a capital scheme that has successfully restored key structural aspects of the abbey and has introduced interpretation and activities that better explain the significance of the abbey and its collections.

2.2 Vision

On completion, this project will see Torre Abbey positioned as a premier heritage attraction and a vibrant cultural hub, encouraging wider audience participation and bringing new life into the historic venue. The project will improve landscaping and therefore visibility in terms of the vista to and from the seafront, and improve current entrances and access.

Our aim is for the Torre Abbey brand to become a household name across the region, a cultural leader, the preferred choice of local audiences¹.

2.3 Scope of the project

2.3.1 Context

Torbay Council established the Torre Abbey Project in response to the deteriorating condition of the building and also a general recognition that it was failing to achieve its potential as a visitor attraction and as an educational heritage asset. The house had never been appropriately adapted for museum use. The buildings needed serious structural repairs, there was no disabled access, electrical and mechanical services were outdated, the building was vulnerable to spread of flame, visitor services were undeveloped, and interpretation was minimal. Since the project commenced, the components of the three phases evolved as follows:

- **Phase I (2004-2008):** Restoration of major part of West Range and South-West Wing; compartmentalisation of building to prevent spread of flame; main access improvements: new car park; wheelchair access: to house; new ticketing arrangements; new building services; new locations for café and shop: incorporation within attraction of a walled garden.
- **Phase 2 (2009-2013):** Restoration of South Range and abbey ruins; completion of cloister. Completion of new building services; provision of high quality education suite in SE wing, with associated repair of roof; provision of appropriate museum storage; further access improvements; high quality museum interpretation throughout; completion and publication of archaeology reports.
- **Phase 3 (-2019):** Restoration of the Gatehouse, south-west and south-east wings, north end of west range and Spanish Barn; remaining access improvements: new paths & landscape restoration. Working with the community and outreach, social and health agenda.

Thanks to the support of the Heritage Lottery Fund, Torbay Council and work undertaken by an experienced project team, the successful completion of Phases 1 and 2 ensures that Torre Abbey is open to the public and beautifully restored as a proud landmark ready for another 800 years in Torbay.

Improvements to be undertaken during Phase 3 are grouped under the following headings:

- Urgent repairs

¹ A Strategic Plan to reawaken Torre Abbey, Wonder Associates, 2016

- Commercialisation of the abbey
- Improved access from the seafront
- Positioning the abbey as the cultural hub of the bay

This building work will enable Torbay Council to:

- Increase visitor numbers to 40,000
- Generate additional earned income from events, festivals, wedding and conference hire
- Generate increased profit from an enhanced tea-room catering operation
- Engage with a wider range of audiences and participants
- Continue to build a strong base of volunteers
- Working with the community and outreach, social and health agenda.

Of direct relevance to this business case is a programme of work to improve the commercialisation opportunities of the abbey by building a facilities annex adjacent to the Spanish Barn; improving the current kitchen facilities for the Torre Abbey café thus accommodating larger numbers at events, and weddings, increasing the number of café covers serviced.

Delivery of the project will position the abbey as a cultural hub, focus on programming and exhibition facilities, inside and outside, and access improvements to enable visitors to better locate and visit the Abbey.

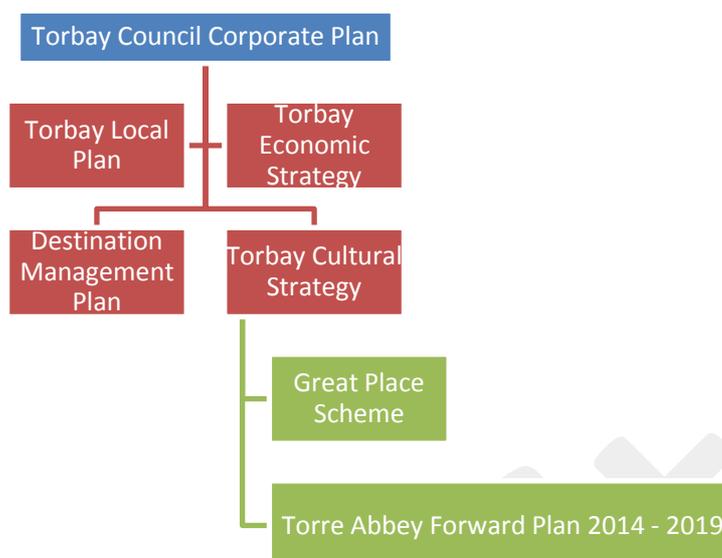
The scope of the project is detailed in Section 6.

2.4 The policy and operating environments

Torbay Council is an ambitious local authority that recognises the value of culture as a driver for change. Continued investment in Torre Abbey supports this aspiration and is central to Torbay's cultural development plans.

2.4.1 Torbay: Core Strategies

The links between the relevant Torbay strategies and initiatives are illustrated in the hierarchy chart below:



Torbay Council's approach to achieving a prosperous and healthy Torbay is captured in its Corporate Plan². The need to ensure Torbay remains an attractive and safe place to live, visit and work is one of the key areas of focus within this plan.

The Council's Local Plan³ sets out the need to create more employment in Torbay and the need to continue to secure investment in support of the right infrastructure for economic growth. The Local Plan recognises that the English Riviera brand offer is a strong 'unique selling point' and the Local Plan action creates opportunity to invest in this world-class tourism offer. Under policy heading TO1 it recognises events and culture as key areas for tourism development.

Torbay's Economic Strategy⁴ provides a three-year plan for growing the area's economy. Led by TDA (Torbay Economic Development Company Ltd), of relevance, the strategy gives focus to the value of 'place making' factors around town centre regeneration. Overall it shapes Torbay's engagement with the Heart of the South West Local Enterprise Partnership (LEP), a platform for joint funding bids and delivery on the economic issues which affect Torbay businesses and communities.

The English Riviera BID Company is the official Destination Marketing Organisation (DMO) for Torbay, overseeing the delivery of the English Riviera Destination Management Plan 2017 - 2021. (DMP)

There are six priorities which together deliver a set of strategic outcomes. The six priorities are:

- Working in partnership to deliver the DMP

² <http://www.torbay.gov.uk/council/policies/corporate/corporate-plan/>

³ <http://www.torbay.gov.uk/council/policies/planning-policies/local-plan/new-local-plan/>

⁴ <http://www.torbaydevelopmentagency.co.uk/dbimngs/Torbay%20Economic%20Strategy%202013-2018.pdf>

- Product development: quality products and services to meet the needs of new and existing visitors
- Market development and communication: focus on new emerging marketing and targeted communications
- Developing the destination: improvements to the physical destination and natural environment
- Visitor experience: action to ensure a high-quality welcome and experience
- Skills and business development: action to ensure the right skills are in place to meet customer needs and expectations

Delivery of the Torbay Cultural Strategy is overseen by Torbay Culture Board. The Cultural Strategy is the overarching framework for cultural sector delivery, with a focus on programming, audiences and engagement. Three central themes are delivered via the following aims and objectives:

- **To increase engagement and participation in cultural opportunities in Torbay:** build from the community as well as bringing in new and diverse experiences; support creative and cultural learning; harness the health and wellbeing benefits of culture.
- **To maximise the distinctive natural and built assets of Torbay:** protect, enhance and utilise cultural places and spaces for culture; develop a year-round programme of cultural events; contribute to safe and sustainable living, working and visiting
- **To ensure cultural development is a key contributor to economic, social and environmental development in Torbay:** strengthen support for the creative and cultural economy and the advantages it brings; share knowledge, skills and resources to diversify and grow the income base; make links to and culture-proof other policies, strategies and plans.

As an endorsement of the strategic value of the Torbay Culture Board and the delivery of the Cultural Strategy, Torbay has recently been successful in its bid to the Great Place Scheme.

Funded by HLF and Arts Council England in partnership with Historic England, the Great Place Scheme is designed to pilot new approaches that enable cultural and community groups to work more closely together and to place heritage at the heart of communities, increasing culture's social and economic impact.

Torbay was awarded £1.2 million from the Great Place Scheme towards a £1.6m programme of cultural transformation in Spring 2017. As a transformative project, the programme of work is centred on three themes, namely:

Creative Consultation: an approach that puts communities first, ensuring that future development is 'done with', not 'done to' Torbay communities

Creative Coast: focuses on connecting residents with their coastline and driving new tourist visits through culture. With this, an acknowledgement that Torbay's spectacular cultural and heritage assets will only change lives if brought to life themselves.

Creative Commissioning: uses arts and heritage to deliver social and economic outcomes, maximising the instrumental value of cultural engagement to increase community well-being.

2.4.2 Growing Museums

Growing Museums is an ACE funded project under its Museums Resilience Fund programme. The project partners are the three accredited museums in Torbay, namely Torbay Museum, Torre Abbey Museum and Brixham Heritage Museum. This is a 12-month piece of work that will be completed in April 2018.

The primary purpose of Growing Museums is to develop and implement a sustainable volunteer infrastructure, in conjunction with relationship-development, fundraising and enhanced joint programming and marketing. This project builds directly on previous ACE investment which formed the basis of a sustainable museum sector in the sub-region.

2.4.3 National: Visitor Marketing

VisitBritain (VB) is the national tourism agency, responsible for marketing Britain worldwide and developing Britain's visitor economy. **VisitEngland** (VE) is the national tourist board for England, responsible for marketing England to domestic and established overseas markets and for improving England's tourism product.

Strategic aims for growth are:

Developing world-class England tourism product: Promoted jointly by VB & VE, the *Discover England Fund* aims to drive inbound visits and spend, and support the domestic market through the development of world class tourism products. As a recognition of Torbay's world class potential, the English Riviera Tourism Company successfully secured funding from the *Discover England Fund* to establish Torbay as an international seafood destination. Thus capitalising on the growing interest in high quality food and drink, with a regional dimension.

Collaborating globally: The target markets representing the highest growth potential for the South West are Germany, Netherlands, Belgium, USA, Scandinavia and Republic of Ireland. Collaborative campaigns will target these markets.

Inspiring the world to visit Britain: focusing on content creation, curation and display, a cross government (and its agents) approach is planned to build world class content. Britain's heritage and culture are highly rated by overseas visitors.

2.5 Implications: what does this mean for the project?

This project demonstrates excellent 'strategic fit' with prevailing local, regional and national plans. The success of developing Torre Abbey's profile as a premier heritage attraction and cultural destination is supported by the pivotal ambition to ensure culture is a key contributor to economic, social and environmental development in Torbay.

Key findings:

- Investment in high quality visitor destination product and services, to meet the needs of the growing visitor market, is a direct match to national, regional and local strategic development plans.
- Investment in quality programming and creative practice that fosters real engagement with, and benefits to, local communities, aligns well with the desire to see Torbay's many natural assets, such as Torre Abbey, brought to life throughout the year.
- Investment in a sustainable volunteer infrastructure through ACE's Resilience funding provides a robust platform for volunteer development.

From an activity planning perspective, the opportunity exists to align closely with Torbay Council's action to challenge the poor indicators of social and economic development. This corporate aim is captured within the Creative Commissioning strand of the Great Place Scheme programme. Placing Torre Abbey as the venue at the heart of this delivery would offer very strong strategic and marketing 'fit' and maximise the instrumental value of cultural engagement for community well-being.

3 Existing Services

3.1 Introduction

Torre Abbey's Mission Statement is:

To develop Torre Abbey as a popular and educational heritage attraction, in order to raise revenue which may be used to help preserve, to nationally recognised standards, Torbay's most historic building and its important art collections, and to enhance them as a cultural resource for the benefit of visitors and the local community

This chapter reviews the existing activities and operations currently offered by Torre Abbey. Existing audiences are reviewed in Section 4.

As context to the current operation, Torre Abbey's Phase 2 reopening (2013) occurred during a highly turbulent period for Torbay Council. Significant cuts in public sector funding and a lack of cultural sector leadership resulted in unmet visitor and engagement targets. Through the development of the Torbay Cultural Board and appointment of an Executive Director (2016, HLF & Arts Council England funded post) and an experienced Culture and Events Service Manager (2016), Torbay Council has made a commitment to leadership in the cultural sector and experienced visitor services management at Torre Abbey.

The Torre Abbey Forward Plan (2014 – 2019) was approved by the Torre Abbey Steering Group (2014) and is the guiding strategic document for management to deliver against. It is due for review no later than February 2019.

3.1.1 Vision

The Forward Plan states the vision for Torre Abbey, namely it should offer high-quality experiences that will make visitors want to return again and again and to become actively involved. Achieved by:

- offering unusual and memorable interpretative displays that communicate Torre Abbey's story in an effective and exciting manner;
- making Torre Abbey a welcoming place that provides a rich mix of educational activities for people of all ages and backgrounds and;

- reaching out to the whole community in order to make Torre Abbey, its gardens and its collections, relevant to many lives and aspirations, and to encourage active participation and a sense of pride in our common heritage.

3.1.2 Goals

Five goals inform the policies, plans and work objectives and are the focus of the Forward Plan, which states:

- Heritage: As custodians of Torre Abbey, we share and celebrate its buildings, history and collections with visitors of all ages.
- Learning: Inspired by our common heritage, Torre Abbey is a centre of Lifelong Learning for all.
- Community Engagement: Torre Abbey reaches out to the whole community, encouraging participation and a sense of pride.
- Organisational health: Robust governance and working practices secure a sustainable future for Torre Abbey and improved services for all.
- Environment: Torre Abbey is an exemplar of good practice within the English Riviera Global Geopark.

3.1.3 Audience Development Plan

The Forward Plan is supported by an Audience Development Plan 2014 – 2019. Delivered via a detailed Action Plan, the following bullet points list the primary Audience Development plan objectives, which are to:

- extend reach of Torre Abbey's current offer to increase visitor figures locally and increase more tourists
- develop Torre Abbey's profile to achieve increased reach to new audiences across dominant population segments
- galvanise Torre Abbey's position as a premier cultural heritage and events destination for local and visiting audiences
- diversify audiences through engaging local communities in learning, participation and co-creation

3.1.4 Growing Museums Work Plan

As referenced in the Policy and Environment section above, Torre Abbey is a partner in the Growing Museums Project. Key to the delivery of current and future audience development activities is the

development of a volunteer programme. The primary activity within the Growing Museums plan that addresses the ACE Leadership and Workforce Development Goal, is detailed as follows:

- Review, develop and implement effective, collaborative and site-specific volunteer programmes and systems across the three museums to include volunteer recruitment, management and succession planning.
- Recruit and grow volunteer teams across the three museums, implementing training and support for volunteer line-managers/ support staff.
- Develop/implement shared training for volunteers supported by SWFed, across core museum and more general training areas: customer care training, object-handling, preventative conservation. Support high quality training through economies of scale.
- Monitor and report progress milestones and outcomes relevant to volunteer programmes of activity.

The successful delivery of this action is beginning to have an impact on the organisation, and volunteer development continues to be a priority action with this project's Activity Plan

3.1.5 Strategic Focus 2016

To support the commercial focus of the operation an external agent⁵ was commissioned to review the strategic operational context for Torre Abbey (2016) their findings helped to pin-point issues. Recommendations from that work inform the current approach to operations delivery, within the framework of the Torre Abbey Forward Plan 2016 - 2019. These recommendations include guidance to develop a new visual identity, which has been rolled out across all public-facing media (2017).

As action plans are delivered, there is a real 'step change' in the operation. The impact is beginning to be evidenced through increased visitor numbers, plus community and school engagement.

3.2 The Current Offer

Torre Abbey is open twelve months of the year, six days per week. The current entry tariff is much simplified when compared to the previous tariff structure (pre 2016). The introduction of the *1196 Club* creates a membership base of local audiences who return across the year for a wide range of programming and destination reasons.

⁵ Wonder Associates: A Strategic Plan to Reawaken Torre Abbey 2016 & Visual Identity Concepts for Torre Abbey 2016

There are two paying car parks close to the Abbey and parking bays for disabled visitors in the grounds. In addition, Torre Abbey is a 10 minute walk from Torre and Torquay rail stations, and a short bus journey from the town centre. Nevertheless, the majority of visitors to the abbey (68% in 2010) arrive by private car. Access into the abbey complex is through the main entrance which is level, whilst access to the upper floors is by stairs. There is a lift for people with disabilities and for young families with buggies. Crucially, pedestrian links to the nearby seafront are poor, with visibility similarly difficult despite being right on the doorstep of Torquay's largest footfall generator.

Torre Abbey Tariff

Entry to museum, monument and gardens	Tariff (including VAT)
Single Entry	
Adults	£8.00
Concessions	£7.00
Children and teens (19 and under)	free
Gardens only	£2.50
Gardens (Concessions)	£2.00
Annual Garden Pass	£9.00
Annual Membership (The 1196 Club)	
Adults	£16.00
Concessions	£15.00
Double membership	£30.00

3.2.1 The Historic Monument and Collections

Torre Abbey provides the following interpretation:

16 public gallery / exhibition spaces over four floors, which include both permanent and temporary exhibitions. The following text is taken from Torre Abbey's website⁶ by way of an introduction to the history and collections:

The story of Torre Abbey began on 25 March 1196 with the arrival of an abbot and six canons at Torre (the area from which the later names of Torquay and Torbay are

⁶ <http://www.torre-abbey.org.uk>

derived). They had been sent from Welbeck Abbey in Nottinghamshire, following a gift of land from the lord of the manor of Torre, William Brewer.

Rich fertile land, proximity to the sea and stone from a nearby headland provided the founding medieval Premonstratensian monks with all the resources they needed to establish Torre Abbey.

Today established as a museum you can learn about these early years and also about the interesting Georgian Cary Family who resided in the abbey for hundreds of years. This fascinating family invited Horatio Nelson for a dinner party and this is recreated in the Dining Room through digital talking dinner plates.

This Ancient Scheduled Monument has beautifully presented heritage rooms, galleries, art exhibitions, interactive displays, talking portraits and videos which bring the abbey's colour, history and art to life.

With over 600 incredible works of art from the 18th century to the present day, the abbey's collection includes Pre-Raphaelite works including Holman Hunt's 'The Children's Holiday' and Burne-Jones' drawings for 'The Planets'.

Highlights are the watercolours by Thomas Luny and FJ Widgey and a rare proof set of William Blake's 'The Book of Job'.

A summary of Abbey and exhibition spaces plus their collection content is given below:

Gallery name	Collection area / interpretation
Medieval Undercroft	The Lay Brothers' Refectory & Cellarer's Undercroft. Vaulted rooms either side of the passageway in the main visitor entrance are undercrofts, built around 1230. They are among the most complete examples of their kind to have survived in England.
The Abbey Ruins	<ul style="list-style-type: none"> The Cloister The Choir and Nave The North Transept, Lady Chapel and Chancel The South Transept The Chapter House The Medieval Gatehouse

Art Galleries:	
Torbay and the Sea	A selection of paintings which capture the essences of seaside holidays, from Victorian times to the present day
Call of the Sea Gallery	Torre Abbey has a large collection of British maritime art which include some scenes local to Torbay.
Dartmoor Gallery	This gallery is home to a selection of landscape paintings of Dartmoor, a place that has captured people's imaginations and helped turn the wild and lonely moor into a tourist destination.
The Burne-Jones Gallery	The set of seven pencil sketches (cartoons) known as 'The Planets' are preparatory designs for a stained glass window commissioned by Angus Holden. Torre Abbey possesses seven of the nine studies for the window, Birmingham City Art Gallery has the study for 'Mars' and 'Morning Star' is at Lady Margaret Hall, Oxford.
Behind the Scenes Gallery	Not all Torre Abbey's collections can be displayed in its galleries. The Behind the Scenes Gallery on the first floor houses a number of paintings on a racking system. This allows visitors access to some great paintings which cannot be accommodated in the main galleries.
Green and Pleasant Land Gallery	This gallery showcases paintings which give a last glimpse of the 'green and pleasant land' of William Blake's poem. Paintings that depict rural Britain pre-industrialisation as a land of picturesque cottages, sunlit fields, hand-tied haystacks and horse-drawn ploughs.
800 Years Exhibition	Located on the top floor of the main house, originally servants' bedrooms. This large room presents a mix of interactive displays, historic objects, portraits, and art work and information panels all chosen to tell the history of the Abbey since 1196.

Frederick Thrupp Gallery	Frederick Thrupp had a successful career as a sculptor creating portrait busts for members of wealthy families, marble and bronze reliefs (raised pictures) of religious and high profile people such as William Wordsworth in Westminster Abbey. The Abbey's Thrupp Gallery has a large collection of Thrupp's work, donated by his wife after his death, including 'The Road to Zion' and 'The Good Shepherd'.
Spanish Barn	One of the finest surviving examples of an early medieval English barn.
Gardens	<p>The gardens behind the main house were first created on what had been the canons' cemetery in monastic times. The gardens are maintained by a Head Gardener and a team of volunteers.</p> <p>The gardens contain:</p> <ul style="list-style-type: none"> • The Palm House • The Rockery and Arid House • The Knot Garden and the Apple Orchard • Agatha Christie's Potent Plants



800 years Exhibition

3.2.2 Activities

Torre Abbey provides a range of programmes and activities.

Exhibitions. Examples of the current (2017) exhibition programme include the following:

- **Thread**, celebrating historic and contemporary quilts from The Quilters' Guild Collection (Spring 2017)
- **Face 2 Face exhibition**, an exhibition of portraiture curated from the National Arts Council Collection of contemporary art collection and displayed 'face to face' with Torre Abbey's permanent collection. (Summer 2017)
- **Birds**, Devon Birds photographic exhibition (Autumn 2017).

To illustrate the high level of programming ambition for Torre Abbey, the following 2018 exhibition programme is proposed [subject to confirmation and funding]:

- **Tattoo, British Tattoo Art Revealed:** This is the largest gathering of real objects and original tattoo artwork ever assembled in the UK. The exhibition tells the history of British Tattooing. On loan from the National Maritime Museum, Cornwall. (March to May 2018)
- **Kinetic Sculptures, featuring the Last Supper, Giles Walker:** featuring the work of artists of national standing who work in the field of kinetic sculptures and technology. Opportunities to link with South Devon College.
- **St. Ives & Devon Open Studios Exhibition.** A new style exhibition to display works from St. Ives artists from the Arts Council Collection. Running alongside, we propose one large exhibition of local art societies, within the period Devon of Open Studios. Opportunity to develop an associated workshop programme with Devon artists, located in the Learning Lab. (September – October 2018).
- **Museum at Night collaboration with Aowen Jin.** Interactive UV art by British Chinese artist, Aowen Jin. Opportunity for local community engagement.

Events and Activities. The Torre Abbey events programme is delivered in collaboration with a range of cultural sector partners, as well as independently promoted activities.

2017 has seen the launch of two key programming strands. **Family Sundays** promote free and bookable (with entry fee) workshops aimed at the local family market. **Lates** promote music and comedy entertainment to a younger, urban market. The Lates concept builds on the success of the Grinagog Festival⁷ and is promoted under the Grinaggles, Grinagig brands.

⁷ <https://www.grinagogfestival.com>

Examples of the current (2017) Events and Activities programme include the following:

- Agatha Christie Festival⁸, main point of contact & box office for the festival
- Geopark Festival⁹ Activities
- Open Air Theatre, in partnership with Exeter Northcott Theatre
- Open Air Cinema, in association with the Barn Cinema, Dartington
- Grinaggles, Grinagig, stand-up comedy, live music, entertainment
- Creation Station Art Club, family activity
- Doorstep @ Torre Abbey, pre-school drama sessions
- Forest School Club, monthly Forest School activities
- Mystery Quest, A half term activity. Play Torbay & University of Gloucestershire

Learning Programme

Torre Abbey offers formal and informal learning programmes. The development and delivery of the service is managed by the Exhibition and Programme Manager, and delivered by the Learning Officer. These are both part time posts, appointed in 2017. Additional hours for workshop delivery are via sessional workers.

The core offer to primary schools is a strong cross-curricular offer, designed to be flexible and adaptive to curriculum needs. Subjects with good levels of interest are Tudors and Victorians, with opportunity to include Art, Drama, and Science. The combination of the abbey ruins, the home of the Cary family through the ages, the Art collection and the abbey gardens make for a good base for cross curricular enquiry-led learning.

The visiting exhibition programme creates the opportunity to develop the schools offer, both on and off site. The Face2Face exhibition (2017) is a successful example of this programming. Summer 2018 will see a 'Young Open' at Torre Abbey, Spanish Barn. This is organised in partnership with Young Art Devon¹⁰ and is open to all schools in Devon for children from Reception up to Year 9.

There are six primary schools within a 15 minute walk of Torre Abbey. This presents a real opportunity to develop a close relationship with individual schools. As an example, Year 6 pupils from Cockington

⁸ agatha christie festival

⁹ <https://www.englishriviera.co.uk/whats-on/geopark-festival-2018-p1692563>

¹⁰ <http://www.youngartdevon.co.uk/about/>

Primary school, which is within 5 minutes' walk of Torre Abbey, were part of a young people's 'Take Over Day' (October 2017). Year 6 pupils will be involved with all aspects of the operation for a full day.

Mayfield School, Torquay is a large special school for pupils aged 2-19 years old and it is designated to provide an education for pupils with Severe and Profound learning disabilities. The school has visited Torre Abbey on several occasions with differing age groups, demonstrating that the mix of learning opportunities can be successfully differentiated to suit age and learning ability.

The learning programme includes non-formal learning events listed in the section above. This represents a mix of in-house and out-of-house delivery:

- Family Sundays
- Creation Station Art Club, family activity
- Doorstep @ Torre Abbey, pre-school drama sessions
- Forest School Club, monthly Forest School activities



As part of the Arts Council's Major Partner Museum funded programme, Plymouth City Museum and Art Gallery is working in partnership with Torre Abbey to deliver a workshop programme targeted at young people. The programme, designed to build employability skills is in partnership with the Princes Trust, and is delivered by Plymouth Museum staff at Torre Abbey. The aim is to build on this first workshop and build a partnership with the Princes Trust to work with young people in Torbay.

3.2.3 Commercial Activity

The Tea Room (the café located within the building, South Front) is leased to an external operator, and nets £10,000 annum, plus a 7% on net profit. The café space accommodates 20 covers and operates during Torre Abbey opening hours only.

Parking: Revenue is received from the pay and display car park to the south of the Riviera International Conference Centre. A proportion of parking income is allocated to Torre Abbey to account for Torre Abbey visitors who park in this adjoining car park. Income for 2016/17 was £11714.

Weddings. Torre Abbey has become a popular venue for weddings since reopening in 2013. The following spaces are for hire within Torre Abbey environs:

- Spanish Barn (up to 200 capacity), peak hire £4,000 (three-day hire)
- Undercroft (up to 70 capacity), peak hire £400 (half day)
- Both these spaces are licensed for civil ceremonies
- Chapel (up to 100 capacity), suitable for blessings and renewal of vows

The Palm House, gathering space (reception area), formal gardens and abbey ruins are available when booked in conjunction with another space for a wedding booking.

Bookings are made for civil ceremonies and receptions together, or either function singly.

In 2016 Torre Abbey took 47 bookings and this year (2017) the figure is 42. Wedding room hire income is reported as £48,901 for 2016/17, and budgeted at £45,000 for 2017/18. Torre Abbey has recently reviewed its pricing, and peak rates within the new pricing structure are shown above. This is much more in line with competitor venues. The majority of past bookings were made with lower rental figures, thus the impact of the revised pricing structure on bookings and income is not yet known. However, the aim is to take a lower number of higher value wedding bookings. Torre Abbey is currently taking bookings for 2019.

3.2.4 Users and Visitors

The number of users and visitors is as follows:

Purpose	2014/15	2015/16	2016/17	2017/18 FORECAST
Entrance to Torre Abbey	21,035	19,940	22,655	45,000 (Actual figure will be lower circa 30,000)

3.2.5 Breakdown of visitors

The breakdown of footfall into Torre Abbey, via the pay barrier for the last full year available is 2016/17:

From Daily Transaction Analysis		
1 April 2016 - 31 March 2017		FOOTFALL
TOTAL		22655
Full price admissions	9262	41%
Senior admission (conc.)	5735	25%
Complimentary	3327	15%
FOTA member	565	2%
Adult group	556	2%
Season ticket	394	2%
Season ticket senior	204	1%
Student / student group	967	4%
Garden & garden tours (only)	678	3%
Other groupings	967	4%

The majority (66%) of visitors pay for a single visit ticket (either full price, or senior concession). It is assumed this reflects the current visitor split profile, whereby 75% of visitors to Torre Abbey are visitors to Torbay. This is considered in Section 4.

Schools visits in 2106 were very low, however with the renewed focus on the Learning Service, in 2017 there have been 19 school visits (or outreach sessions) so far. This is made up of Primary School visits / sessions (x 14); Secondary school (x 2) and Special School (x 3).

3.2.6 Friends of Torre Abbey (FOTA)

The Association of the Friends of Torre Abbey is a registered charity¹¹. The object of the Charity is to advance the education of the public by promotion, support, assistance and improvement to Torre Abbey. The group has a membership of approximately 580 members of whom roughly 115 have compounded their subscriptions to become life members. FOTA raises money through membership fees, donations, coffee mornings, trips out and special events. FOTA members are offered free access to Torre Abbey, a regular newsletter and priority booking for events. Membership is £12 & £10 (concession for members age 60 years plus).

¹¹ Charity number 1025393

3.2.7 Marketing

Marketing action is delivered using a number of different on and off line channels, including leaflets, banners and adverts, coverage within the local press, plus a dedicated website and social media campaigns.

Individual campaigns and projects are supported by a targeted marketing action plan. Key target audiences are identified and bespoke campaigns are designed to reach them, each campaign and associated intervention is assessed for success or otherwise so the staff team are constantly learning.

Marketing activity is currently lead by the Torre Abbey Manager, supported by the staff team. The annual marketing budget is supplemented by successful grant applications which include spend lines for audience development.

Currently, the Torbay Council in-house design team designs and prints posters, flyers/social media assets for and about forthcoming events. Campaign materials follow the new brand guidelines developed in 2017, as referenced in section 3.1 above.



4 Market Assessment

This chapter examines the market for Torre Abbey. It looks at the immediate catchment area (30 minutes), reviews the visitor market and offers an overview of the weddings and conference market, as an indication of the potential for commercial hire.

4.1 Current Visitors and Users

As detailed in Section 3, the latest complete year of visitor figures shows that Torre Abbey is building on a base of 22,239 paying visitors (2016/17).

4.1.1 Visitor Profile

Visitor research¹² was undertaken in 2013 post opening (Phase 2) and again in summer 2017. The following table shows key findings (the survey design does not allow for direct comparisons of all responses).

2013	2017
10.5% of visitors were children (under 15) 53% were between the ages of 55 and 74 8% were over 75 96% reported their ethnicity as White British 9% identified as being disabled For 53.3% it was their first visit to Torre Abbey 53% of visitors visited by car, 40% walked The majority (93%) said that they would recommend visiting Torre Abbey to a friend	42% were aged between 55 and 74 9% identified as being disabled 84% reported their ethnicity as White 43% of visitors visited by car, 40% walked, 9% by coach or bus 71% were first time visitors 84% primarily visited to explore the building and its history 87% said that they would recommend Torre Abbey to a friend.

The 2017 study suggests a visitor break down as follows:

- Local visitor, 15%; Day visitor to Torquay 12%; UK resident on holiday 43%; overseas visitor on holiday 6%

An earlier visitor study (2009¹³) gives a visitor profile break down in terms of visitors to the area, or residents:

- Local resident, 24%; Day visitor to Torbay, 15%; UK resident on holiday, 54%; Overseas visitor on holiday, 7%.

Taking these two research studies, it is concluded that the current profile of visitors to Torre Abbey is 15% - 25% home market and 85% - 75% visitor market. Of the visitor market, around 1/5 of audiences are day visitors, assumed to be from around a one hour drive time.

That said, insufficient information is available with regard survey data collection design, sampling methods, day of the week and weeks of the year etc. It is essential to gather at least postcode

¹² Torre Abbey Visitor Satisfaction, Consultation Report, September 2013, Torbay Council

¹³ Summer 2009, Anthony Gormley exhibiton

information at the point of entry from all visitors so as to be able to draw an accurate picture of the visitor profile.

Mystery Shopping 2016

Qualitative research was undertaken by Wonder Associates to inform strategic planning and to test visual identity concepts prior to recommendations (reference section 3.1).

As a brief overview, the table below summarises the qualitative findings and subsequent marketing actions.

Target market	Findings / Perceptions	Action
Older adults	<ul style="list-style-type: none"> • Impressive building and grounds • Staff welcome good • Signage & navigation poor – layout accessible yet confusing (even with a map) • Top 2 experiences: Dining Room & Gardens / ruins • Lack of gallery staff throughout the route • More to do than expected 	External signage revised
Families	<ul style="list-style-type: none"> • Surprised by scale and size • Staff welcome good • Entrance and welcome signs poor • Poor navigation within building • Good access with prams etc. • Interactives and dressing up well received • Good mix of art, history, amazing building with plenty for families to do. Works well for 7 – 12 year olds 	<p>External signage revised</p> <p>1196 Club aimed at family market, but not exclusively for families</p> <p>Children and Teens go free</p> <p>Family Sundays: regular targeting programming</p> <p>Host other organisations with activities aimed at families e.g. Doorstep Arts</p>
Young adults	<ul style="list-style-type: none"> • Invisible from the surrounding area • Staff welcome good • No wifi in building was a disappointment, especially for social media engagement • Events programme aimed at young adults popular • Lots to see and learn, relaxing to visit 	<p>External signage revised</p> <p>Programming changes – comedy, music etc</p>

4.2 The National Picture

The following overview uses data from the Taking Part Survey and is a useful benchmark for Torre Abbey. Taking Part is a household survey in England and measures engagement with the cultural sectors. The statistical release for 2016/17¹⁴ is used here:

Attendance and participation

- In 2016/17, 77.4% of adults had engaged with the arts at least once in the last 12 months. Arts engagement has remained fairly stable since the data were first collected in 2005/06 (76.3%), and arts engagement in 2016/17 was similar to 2015/16 (76.1%).
- In 2016/17, 74.2% of adults had visited a heritage site in the last 12 months. This is a significant increase compared with 2005/06 (69.9%) but a similar rate to 2015/16 (73.2%).
- In 2016/17, 52.3% of adults had visited a museum or gallery in 12 months prior to interview. This is significantly higher than in 2005/06 (42.3%) but is similar to the engagement rates that have been seen since 2012/13.

Volunteering

In 2016/17, 32.9% of adults had done voluntary work at least once in the last 12 months, and 10.9% of adults had volunteered in at least one of the DCMS sectors. Of those that had done any type of voluntary work:

- 7.2% volunteered in the arts sector
- 1.6% volunteered in museums or galleries
- 4.9% volunteered in the heritage sector

This snap shot of national engagement data demonstrates that the market for arts, museums and heritage is buoyant, having grown at a healthy rate over the past ten years and is stable in respect to engagement figures for most recent years. Volunteering within the arts sector is more popular than volunteering within museums or galleries.

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https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/648017/Taking_Part_adult_statistical_release.pdf

4.3 The Torbay Market

Current visitor research suggests that 75% of visitors to Torre Abbey are visitors to Torbay. This Business Plan aims to redress that balance and aim for a 50/50 split, developing programming and marketing focus on the home market. This section examines the needs and interests of the Torbay market.

By all measures of economic wealth Torbay is under achieving as characterised by low levels of wealth, productivity and poor health. These challenges are addressed within Torbay's key strategic documents, as outlined in section 2. This section uses data from the ONS, Joint Strategic Needs Assessment and Better Family Life Index.

With a population of 133,337¹⁵, Torbay is the third largest urban centre in the South West, however population growth¹⁶ (1%) is significantly slower than regional population growth (7.1%).

The Torbay population is significantly older when compared to the rest of England, less wealthy and less healthy. Within Torbay there are serious levels of deprivation and inequality, the local authority area ranking lowest in the South West and 46th out of 325 local authorities in England.

The economy is defined as low skilled, reflected in salaries that are lower than regional and national averages; the GVA per head is the lowest in the South West.

Torbay has an ethnic population of 2.5% within which no single ethnic group is dominant. This is significantly lower than levels of ethnicity within the national (England) data (15%).

4.3.1 Catchment Area Market

An Arts Council England Area Profile Report for 30 minutes' drive time was commissioned for Torre Abbey. Area profile reports provide a profile of the population, and particularly of adults, who live within a defined area and their likelihood to visit a facility such as Torre Abbey. They are formed using data from 2001 Census, BMRB International's Target Group Index survey of adults¹⁷ and ACORN geo-demographic segmentation system.¹⁸

The total population of the catchment area is 266,752 living within 119,232 households.

The map below shows the reach of a 30 minute drive time from Torre Abbey.

¹⁵ Census 2015 (mid term estimates)

¹⁶ 2001 - 2011

¹⁷ BMRB 2015

¹⁸ www.caci.uk



Characteristics of the population within the 30 minute drive time are:

- the number of households with children is lower than the national average (37% v 43%)
- the number of people aged between 15 and 24 years is below average (10% v 13%)
- people aged 25 – 34 years is below average (10% v 14%)
- people aged 65 + years is higher than average (23% v 18%)
- the number of retired people is above the national average (59% v 45%)
- social classes C2 and DE are over-represented (combined, 51% v 46%)
- social classes AB are under-represented (19% v 23%)
- those with a higher educational or vocational qualification are under-represented (25% v 27%)
- very small numbers of ethnic minority groups (2% v 15%)

4.3.2 The market for museums and heritage in the catchment area

When starting to look at the number of people that Torre Abbey might aim to attract, the Arts Council Area Profile gives an indication of the numbers of adults with a propensity to attend key art forms, or visit museums, galleries or heritage sites within the 30 minute catchment.

Propensity to attend heritage and cultural venues and events

Attenders	30 minute drive time (adults)	30 minute drive time (%)	England %
Art Galleries / Art Exhibitions	58,051	26%	28%
Museum visit in the past 12 months	53,803	24%	29%
Stately Home or Castle visit in past 12 months	44,078	19%	22%
Archaeological site visit in past 12 months	19,545	9%	7%

This table shows that within the 30 minute drive time, 24% of the adult population have visited a museum in the past 12 months. This equates to 53,803 adults, and as a percentage, is lower than the national (England) figure of 29%. It would be unrealistic to expect all 53,803 who had visited a museum last year to visit Torre Abbey in one year, however a figure of 20% of this potential, i.e. around 10,000 adults from the home market annually could be achievable, and become the basis for membership sales to encourage repeat visits.

Overall, residents within the catchment area are less likely than the average to attend heritage and cultural venues, or cultural events. The exception to this is the propensity to attend an archaeological site. It is explained that numbers in the base are relatively small, so local numbers can spike, usually this is explicable in terms of higher local access i.e. there are archaeological sites in the local area to visit and prompt interest. As is the case with Torre Abbey.

4.3.3 Market Segmentation

Segmentation is a market research method whereby a given market is broken down into distinct groups that behave in similar ways or have similar needs, which helps plan for a focused or target approach to marketing.

The Area Profile Report uses data from the Arts Council's annual Arts Audiences Insight including data from their annual Taking Part survey¹⁹. Where a segment is over-represented when compared to the national figure it is shown in **red**, where under-represented it is shown in **green**. This segmentation

¹⁹ This tracks cultural participation in England as a basis for audience segmentation. Unlike other segmentation methods the Arts Council segments are based on both demographic characterisations and arts and cultural behaviours and attitudes.

data has also been analysed within the Torre Abbey Audience Development Plan and is the basis of the Action Plan for audience development.

A pen portrait of key segments is given in the table below:

Level of engagement with the arts	Segment	% within 30 mins	% within England
Highly engaged	Metroculturals	0%	5%
	Commuter land Culture buffs	11%	11%
	Experience Seekers	5%	8%
Some level of engagement	Dormitory Dependables	16%	16%
	Trips and Treats	23%	17%
	Home and Heritage	22%	10%
Not currently engaged	Up Our Street	13%	8%
	Facebook Families	6%	12%
	Kaleidoscope Creativity	1%	9%
	Heydays	3%	5%

4.3.4 Largest and over-represented segments

Trips and Treats is the largest segment of the population (23%) within a 30-minute drive time, followed by Home and Heritage (22%). These segments are over-represented. This means there is a greater concentration of the population with the characteristics of these segments in the 30-minute drive time catchment when compared to England as a whole. In total these segments make up 45% of the catchment, compared to a total of 27% nationally. They are described as having ‘some level of engagement’ with the cultural sector.

By contrast the ‘highly engaged’ segment is under-represented, with 16% of the catchment falling into this segment, compared to 24% nationally.

The characteristics for the majority segments are:

Trips and Treats (23%)

While this group may not view arts and culture as a passion, they are reasonably culturally active, despite being particularly busy with a wide range of leisure interests. Children range in ages, and include young people still living at home. They

have a strong preference for mainstream arts and popular culture, like musicals and familiar drama, mixed in with days out to museums and heritage sites. This group are led by their children's interests and strongly influenced by friends and family²⁰.

Home and Heritage (22%)

A more mature group that is generally conservative in their tastes. A large proportion are National Trust members. Classical music and amateur dramatics are comparatively popular. While this is not a highly engaged group – partly because they are largely to be found in rural areas and small towns – they do engage with local cultural activity. Likely to look for activities to match their needs and interests, such as accessible day-time activities or content that explores historical events²¹.

4.4 The Visitor Market

This section uses data from the English Riviera Destination Management Plan 2017 – 2021. All data sources are referenced within that plan.

The English Riviera is a popular South West seaside destination attracting a high volume of visitors. In 2015 the English Riviera received the following:

- 1,084,000 Domestic trips
- 95,600 Overseas trips
- 3,389,000 Day trips
- 4,033,000 Domestic visitors
- 562,800 Overseas visitors

The market data demonstrates that market trends are changing and visitors are now staying for a shorter number of nights.

The impact of investment in marketing the English Riviera as a premier UK seaside resort is evidenced by a 12% increase in UK visitors and 8% in UK spend. A visitor survey (2016) offers the following results:

- The resort has a strong and loyal market attracting 97% of visitors from the UK and has an 87% repeat rate
- 70% of visitors would recommend the English Riviera, this is a significant increase from 49% in 2012/13

²⁰ <https://www.theaudienceagency.org/audience-spectrum/trips-and-treats>

²¹ <https://www.theaudienceagency.org/audience-spectrum/home-and-heritage>

- The English Riviera attracts higher income visitors; 54% of visitors are classified as ABC1 compared to 49% in 2012/13
- 62% of visitors look for a 'traditional seaside experience' and this is the main reason for visiting
- The majority (74%) of staying visitors are in adult groups without children
- The resort has an older visitor profile with 60% of visitors aged 55 or older

These results are extremely positive for Torre Abbey, demonstrating that the visitor market is becoming better aligned to the core heritage market, and that there is a very high level of loyalty and repeat visits.

4.5 Education Market

Within the local authority area there are:

- 30 primary schools; of which 6 are within a 15 minute walk of Torre Abbey
- 6 secondary (non-selective); 4 secondary (selective); of which 1 is within a 15 minute walk of Torre Abbey
- 3 special schools
- 1 Further / Higher Education College (South Devon College)

4.6 Review of the weddings market

Marriages in England and Wales: 2014²² is the most up to date data set available from the Office of National Statistics. Overall there was a 2.7% increase in marriages from 2013 to 2014; this results from a 4.1% rise in civil marriages coupled with a 0.8% decline in religious marriages. Following the introduction of marriages of same sex couples in March 2014, 1 in 46 marriages that year were between same sex couples.

Civil ceremonies currently account for 72% of all marriages. Nationally, most civil marriages take place in approved premises (buildings such as hotels, historic buildings and stately homes licensed for civil marriages); in 2014, of all civil marriages, 88% of opposite sex couples and 87% of same sex couples married in approved premises. Civil marriages not held in approved premises are conducted in a register office.

²²<https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/marriagecohabitationandcivilpartnerships/bulletins/marriagesinenglandandwalesprovisional/2014>

The data for civil marriages in Torbay does not follow this trend (see table below). Data made available by Torbay Register office demonstrates a fairly even split between civil marriages held in approved premises and those held in a register office. However, through interview with the Superintendent Registrar for the Torbay Register Office, it is established that this trend is set to change. By reducing availability, in line with other registration districts, the office will be open for fewer days and will therefore undertake fewer civil ceremonies. The comment made was that there will be a shift towards more bookings in approved premises starting in 2018.

The Spanish Barn and Undercroft are licensed spaces for civil ceremonies. There are 21 Torquay locations listed on the 'approved venues' section of the Torbay Council website.

Year	Total civil marriages	Approved premises	Register office
2014/15	536	271	265
2015/16	592	324	268
2016/17	609	290	319

The Registrar confirmed that Cockington Court, managed by TDA, is the most popular approved premises in Torbay.

Wedding bookings data from Cockington Court is as follows:

- 2015/16: 64
- 2016/17: 75
- 2017/18 (April to August): 41

4.7 Review of conference / hires market

Nationally, VisitEngland and VisitBritain see business visits as a priority area of growth for development and investment is made through targeted campaigns aimed at developing business tourism in England. Research undertaken by the National Coastal Tourism Academy²³ (NCTA) demonstrate that business travellers on average spend 72% more than leisure visitors. Alignment to smaller regional business events as well as national conferences is a potential area of growth.

In 2015 UK business trips accounted for 13% of visitors to the English Riviera. Although this represents a decline from 2010 (16%), the volume of business is significant. In 2015, 162,900 business trips were undertaken.

²³ NCTA, Coastal Tourism, 2016

By way of a measure of demand, based on booking data supplied by the Riviera International Conference Centre (RICC), the bookings diary shows 100 conference and event bookings between 2014 and 2020. A small number of the clients booking the RICC also booked space at Torre Abbey. Out of a total of eight RICC initiated bookings from 2014 – 2018, six bookings were generated as a result of conference organisers booking the RICC. It should be noted that conference bookings are generated for venues other than RICC, but the centre is seen as the main venue in Torbay.

Through interview with Conference English Riviera the following points were raised:

- Conference English Riviera is a conference bureau responsible for conference business development across all venues in Torbay
- The main market for development is Professional Associations. By way of example, past clients include the British Medical Association, National Union of Teachers and British Deaf Association
- Torre Abbey, including the Spanish Barn is considered to be a ‘wow’ factor within the resort’s offer; an historic building on the doorstep of a well-equipped conference venue is a significant offer to clients who wish to host receptions and social gatherings
- There is real opportunity to develop income and increase the number of bookings from conference and events trade
- The current barriers to using Torre Abbey are both physical e.g. quality of catering servery areas and operational e.g. the venue is not seen as being ‘business ready’ at the present; diary checking, pricing and operations could be improved.

4.7.1 Comparator and competitor analysis

Admission

In considering both overall paid attendances and ticketing, a comparison with regional and local attractions has been undertaken. In the following table, overall paid attendances for the Abbey (current and post-redevelopment) are considered alongside a set of local or comparable (in the case of Buckland Abbey) historic attractions.

	Torre Abbey	Torquay Museum	Kent’s Cavern	Buckland Abbey	Coleton Fishacre House and Garden	RAMM (Exeter)	Torre Abbey (post-reopening)
Footfall Visitors PA	22700	28300	67500	97489	118685	231,428	40000

Adult ticket	£8.00	£6.45	£10	£10+	£10+	Free entry	
Admissions income & notes	£74197 (Ave £3.27)	£106,968	Income unknown	High % of NT members	High % of NT members		£130000

- Figures are for 2016, apart from Kent's Cavern (2010)
- Source of figures: (Visit England, Torquay Museum annual accounts and direct from Museum Director)
- Footfall, it is not stated explicitly that they are paying visitors (or not)
- Torre Abbey post opening target figure of 40,000 visitors generating £130,000 is based on an average admissions spend of £3.27 (2016 figure). This can be checked and revised when 2017/18 figures are available.

As the foregoing demonstrates, the abbey is punching well below her weight at present, suggesting opportunity exists to lift paid attendances. However, given the experience of the past two years of operations, it is clearly a challenge to reach high visitor targets within a short term period, thus it would seem more realistic to propose a relatively modest footfall increase from around 23,000 (2016/17) to 40,000 (post Phase 3 reopening).

As a simple benchmark, it should be possible to achieve higher admissions figures than Torquay Museum, but not pitch the target as high as Kent's Cavern. Comparable National Trust visitor figures are a poor benchmark for heritage organisations as the National Trust membership model creates significant marketing advantage for individual property teams.

RAMM is frequently suggested as a comparator museum, however in marketing terms it is entirely different. Namely, admission to the museum is free, the collections are rich and diverse, attracting a wide range of interests, it is located in central Exeter within a catchment of highly 'culturally engaged' audiences, with the addition of a profile of 'heritage interested' visitors to the city and the area.

Membership Scheme

With respect to building repeat visitors to a heritage attraction via a membership scheme, two heritage attractions have been considered:

Bishop's Palace, Well Somerset <https://bishopspalace.org.uk>

Headline figures for 2016:

- 265,000 visitors welcomed onto the site, of which 94,000 went into the Palace and gardens

- Around 54,000 people purchased a ticket to enjoy the site while 40,000 members and non-payers enjoyed a visit (under 5s and Primary school parties go free)
- 2000 memberships were sold, an increase of 880 on the previous period.
- The Bishop's Palace installed play equipment (the Dragon's Lair), which it is felt has impacted positively on the membership sales and repeat attendance.

Through interview with the Chief Executive, Bishop's Palace the following comment was made:

We were hoping for a 20% uplift in visitors and we have achieved around 21%. This won't all be due to the Dragon's Lair. There are external factors such as the weak pound that is driving visits from international destinations and a trend for staycations as the Euro zone becomes expensive. We have compared our data to that on the Visit England website and where most places have had an uplift in visitors in 2017, they have not grown as fast as we have. We also know that we have grown faster than other comparable Somerset attractions.

The greatest difference is in membership sales where about 30% of visits by members are now with children, not so much on day tickets. We combine the Dragon's Lair with quality children's activities and various family days so it could be the combination that drives the uptake - difficult to separate out the different factors.

Hestercombe Gardens, Somerset <https://www.hestercombe.com>

Key points observed following a site visit (2015):

- Hestercombe operate a membership model. Their visitor numbers are high; they receive around 80,000 paying visits per year, of which 30,000 are unique visitors. The membership is currently around 4,000 people.
- Of the 80,000 visits, the data suggests that 40% are families, 40% are couples and 20% are single. Programming onsite reflects this mix with a strong events and activities mix for both the family and non-family market.
- A high proportion (72%) of visits are made by local people (less than an hour drive's time away) and 82% have a South West postcode; local knowledge, recommendation and repeat visits are the main sources of information about Hestercombe Gardens.
- There are around 80 volunteers working across the operation.

4.7.2 Market Segments

Core audiences for this business plan are:

- ABC1 families
- ABC1 older / retired adult couples
- ABC1 younger adults, social groupings
- Local C2DE families with primary school age children (*Trips and Treats* segment)
- Local C2DE adults (*Home & Heritage* segment)

Within this, the visitor market focus should be on the 'day trips' and short breaks sectors, predominately targeting ABC1 families and ABC1 older / retired adult couples.

The home market approach should focus hard on selling membership across all audiences.

Targeted audiences that ensure a breadth and depth of audience development are listed in the Outline Activity Plan document and in Section 6.2 below.

4.8 Implications: what does this mean for the project

- The strategic context and direction is set out very clearly within Torre Abbey's Forward Plan, and is supported by the Audience Development Plan and subsequent work delivered by Wonder Associates. Changes in the management and staff team has resulted in a period of 'firefighting' throughout which the clarity of the strategic focus was mislaid. The implication of this finding for the Phase 3 is to ensure the Forward Plan 2014 - 19, and the Phase 3 Project Business Plan is owned and delivered by the staff team with exacting governance in place via the Torre Abbey Steering Group, or similar governance board set up for project delivery.
- The current Torre Abbey 'offer' is comprehensive and well received, with a strong programme of events which animates the venue and grounds. The implications of sustaining this strong offer impacts on income and expenditure budgets in terms of programme funding. The second implication is the need for senior management responsibility for overall programming balance and demand for hire space; to ensure both commercial hire and public programme development targets are met.
- The formal learning and informal learning offer is underdeveloped, with real market opportunity for growth and reach to the widest range of communities. Investment through the Activity Plan that supports this project will enable Torre Abbey to stride further in this area.

- Volunteer development has been the focus of recent investment via the Growing Museums initiative. The implication is the strategic need for the work to be sustained and developed to suit the exact needs of Torre Abbey, through the delivery of the Activity Plan.
- Overall, the national market for heritage and museums is buoyant and although the demography of Torbay's home market catchment is less 'heritage friendly' when compared to the national profile of heritage attenders, the catchment area population is high. Thus setting a target to balance the home market and visitor market creates real opportunity for market penetration.
- An implication of the visitor market assessment is the market intelligence that demonstrates an increase in the short break market which brings the opportunity to target older more affluent couples who have a higher level of engagement with museums, heritage and arts. In addition, the very high volume of day trips made to Torbay is a valuable market sector with professional families, older couples and intergenerational groups resident or visiting within the catchment area beyond the immediate Torbay area.
- Building a core audience from the local market creates a strong foundation of support for events and activity programming, widens engagement with heritage and the visual arts, and encourages regular visits with potential income generation from secondary spend.
- The 1196 Club is an annual membership club and is a key marketing tool for this market development. Evidence from the two case study heritage attractions offer useful market intelligence and guidance.
- Reflecting on the segmentation research findings, core communication and programming must appeal to the Trips and Treats and Home and Heritage market segments for Torre Abbey to build its audiences from the local market, as such reaching lower income families and older people, who currently have limited engagement with heritage and the arts.
- The brief analysis of the weddings and conference booking market demonstrates that Torre Abbey is a popular venue for hires, and that the market for both sectors is growing. Enhanced and better equipped space within Torre Abbey will be beneficial to achieving this aim.

5 Governance and Staffing

Oversight of the operations of Torre Abbey is assigned to the Torre Abbey Steering Group, comprising senior officers responsible for Torre Abbey and three Councillors.

Governance of the Phase 3 project will follow Prince2 methodology with a Project Board appointed to oversee the delivery of the project.

Meetings are an effective tool for ensuring that the team understand and are performing in line with the project objectives. The purpose, frequency, attendance, management and output of each meeting must be clearly and effectively defined and managed.

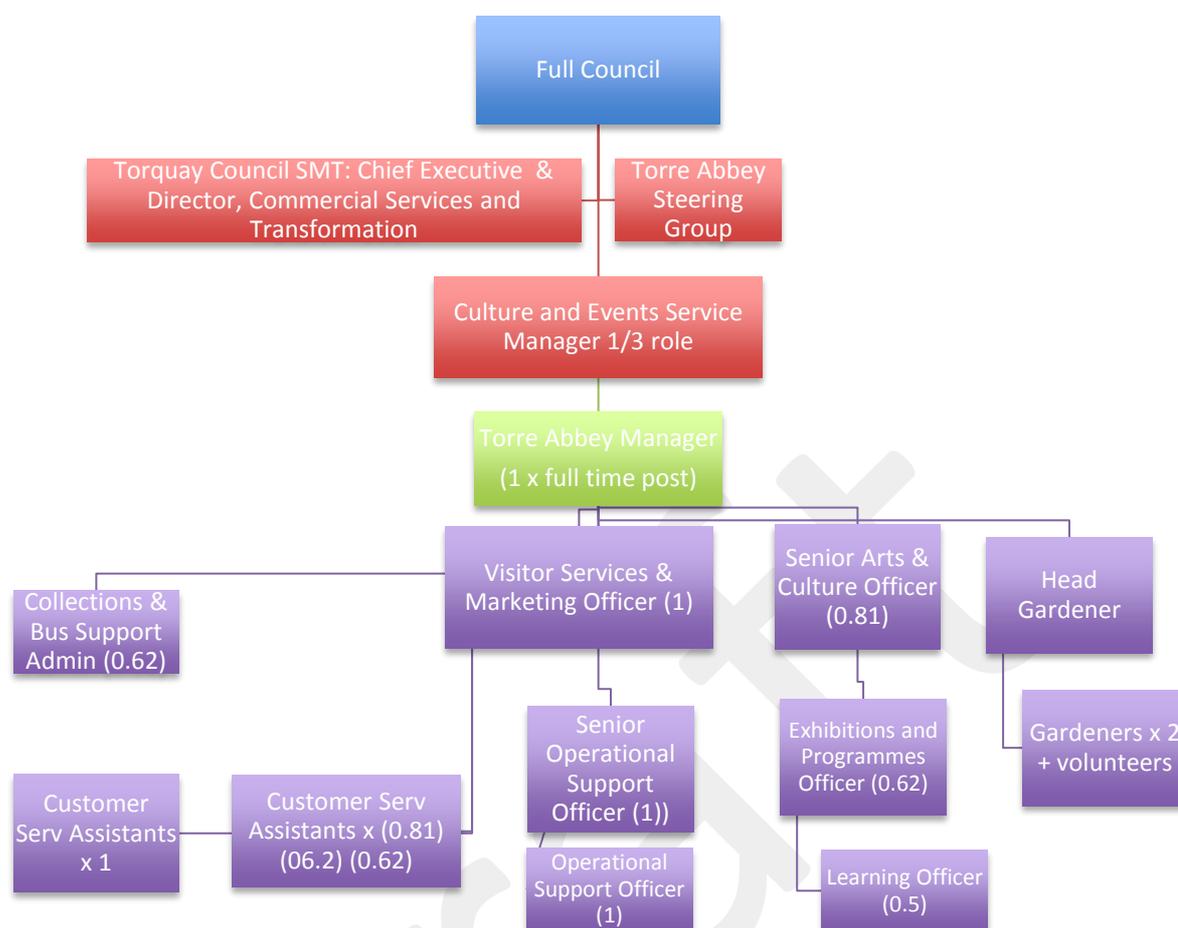
The following meetings will be held regularly:

- Project Board meetings – bi-monthly
- Project Team meetings – monthly
- Design Team meetings – monthly
- Contractor's Progress meetings – monthly
- Move Coordination meetings – as required

A monthly meeting to consider a report from the project director on progress including an update on the design, cost, programme and site progress will be tabled to the Project Team meetings. This meeting is chaired by and minuted by Torbay Council. The project director will provide a progress report (highlight report) for the Board.

The Torre Abbey operation currently employs 11.98 staff members. Staff are employed both part-time and full-time. The permanent staff structure is augmented by casual staff during busy periods plus volunteers that help within the abbey and gardens.

The current staff and governance structure is as follows:



6 Scope of the Project

6.1 The Capital Scheme

6.1.1 Description of Work

Enhancing arrival

Enticing more people from the town to the abbey is one of the key aims of the scheme. The south elevation is the main view from the seafront. The main range was repaired in Phase 2; the elevations of the south west and south east wings are now due for repair. The damaging cement renders from the 1930s are to be removed and masonry repaired behind, together with lintol repairs, before re-rendering with thrown lime, to complete the scheme which denotes the building phases.

Comprehensive joinery repairs to the sash windows are also required. On the south west wing, repairs include the parapet masonry. Repairs to the south east wing include renewal of the 1930s tying

scheme. To the central south range, a new glazed lobby is to be installed internally, beyond the porch, to provide draught proofing between indoor and outdoor spaces during events.

Immediately to the south of the building, the ground level lowered and regraded, to expose again the bottom step, central to the elevation. The shape of this renewed area is to be enhanced to give a greater sense of arrival from the C18th carriageway once here. It is necessary to maintain access here as it is a public right of way, however, the extent of the tarmac outside the south front will be reduced and the finish altered, to soften its appearance against the building.

Further to the south, the existing pitch and putt facility is to be removed. Consequently the existing estate fencing can be removed, and the ground re-levelled, enhancing the setting of the abbey barn by re-establishing its external levels, and opening up the landscape down to the seafront. This will re-establish the abbey's connection with its southern grounds (where geophysical surveys have revealed archaeological remains of various structures, presumed to be contemporary with the barn and of an agricultural / industrial nature), and the wider landscape. Removal of physical barriers across this landscape will be crucial to this connectivity between town and abbey. New routes are to be introduced into the parkland south of the abbey, developed from the existing topography of the Site (there is a natural causeway running broadly east-west which divides the higher ground to the north and the marshy area to the south) and pre-established paths. By continuing the causeway path from where it intersects the existing path to the adjoining bowls ground, a new direct pedestrian connection can be made to Torbay Road across the southeast corner of the park. This path will lead to a focal point on the raised causeway, on axis with the abbey building, from which a key view will be framed, heralding the presence of the abbey. There are great opportunities for further interpretation within this newly created park area, to reveal more about the site's complex history, and with added potential for explorative play along the way. From here, a new path will lead pedestrians up through the site, through the former farm complex, bringing them past the barn and along a tree lined path, to arrive outside the gatehouse.

Gatehouse

New paths will lead up to the Gatehouse, where the sense of arrival will be enhanced through the careful uncovering of original cobbled surfacing, around the entrance gates; the extent of surviving path to the barn is also to be explored for exposure. Repairs to the gatehouse are now required. These include repair and consolidation of the masonry generally, with render repair/renewal (conserving and incorporating surviving areas of old render). Parapets and cornice require masonry repair, and rainwater goods are to be renewed in cast iron. The roof structure is to be repaired, insulated and re-

slated, incorporating new access hatches, and the stone turret roof is also to be repaired, and lightning protection added.

Parapet lead gutters are also to be renewed. Window openings are to have new leaded windows and stainless steel stanchions. To the south of the building, the large lime tree (and its roots) is to be removed. Some underpinning of the gatehouse wall may be required.

Chapel, North Wall

To complete the removal of damaging cementitious render and replacement with thrown lime to the whole building, the north elevation of the chapel remains as the outstanding area of work. Again, masonry will require repair following the removal of the render, together with repairs to the window masonry and hood moulding. The redundant chimney is to be taken down in conjunction with the work to the lean-to structure at the foot of the wall. Here the roof requires replacement, including structure and coverings, fascia and also renewal of rainwater goods. The adjacent courtyard wall requires patch pointing and new copings to consolidate the wall.

Ruins

Comprehensive repair of much of the abbey's ruins was undertaken in the previous phase, with the focus of work on the cloister walk and chapterhouse wall. The sense of the ruined abbey, however, is still somewhat elusive, and this phase of work seeks to address further expression of the lost form. Improved engagement with some of these spaces can be achieved relatively simply, through reinstatement repair of steps through to the south transept, leading to the Lady Chapel and side chapel, reintroduction of steps down into the adjacent Sacristy (and releveling of the ground to reinstate original floor levels, known at the door thresholds from the cloister walk). It is proposed that the lost walls could be better marked on the ground to indicate the former space. The means of articulating this are yet to be explored, but it could be through thick lavender beds to replicate wall thickness; this would tie into other themes across the garden with medieval inspired planting, and augment sensory qualities of the garden, to be enjoyed in explorative play by children and also enhance working with special needs groups.

Tithe barn

The tithe barn (also known as the Spanish Barn) is currently used for income generating functions, but the facilities to support this activity are poor. Current facilities within the barn are inadequate for the required purpose and impede the presentation of the barn as an historic asset. The tithe barn is Grade 1 listed and is a scheduled ancient monument making upgrade of facilities within the barn difficult. Given the many restrictions relating to the ancient building, the provision of cooking facilities within

the tithe barn has been discounted. This is due to the various complexities of the service requirements of accommodating such a use in this sensitive space (power, ventilation, water supplies and drainage). On this basis, it has generally been agreed that new facilities should be located outside of the tithe barn, in a dedicated new building that can be more readily serviced. The area identified as suitable for this is the enclosed yard area to the west of the tithe barn. Within the barn, a new multifunction 'servery' pod is proposed, as a formalised version of the existing service arrangement there, which could accommodate functions such as a bar and/or serving point during catered events, welcome desk/cloak room for other functions and could be a free-standing sculptural element within the barn when not in use. Extensive work was carried out to the barn in the 1930s, which has left the masonry generally in sound condition. The roof structure is of late 15th or early 16th century construction and the trusses are now in need of conservative repair.

Some repairs to the roof coverings are also required. Removing existing facilities from the barn and locating them in a new adjacent building, will open up more of the existing building for use in functions. This, coupled with comprehensive repair of the barn, will enable removal of the existing temporary scaffold support internally. This will open up the full barn interior for use as a function space, and vastly improve its appearance internally, increasing its appeal, flexibility and its capacity as a lettable venue.

Support facilities

Key to the success of the barn as a function space is the improvement of its supporting facilities. Catering facilities within the new building are, at this stage, proposed for flexibility and sized to accommodate generous 'white space' for external caterers for use as a finishing kitchen (without cooking facilities), or a new 'base' kitchen to serve satellite 'pop-up' facilities across the site. This will formalise the current arrangement for outside caterers. A covered link between a proposed new building and the tithe barn has not been included because of the negative impact on the historic barn; it is assumed that covered food can be transferred to the barn by external caterers without issue, and served from there. In addition to kitchen facilities, office and staff space including a WC are to be provided, to give a dedicated space for function related activities and enable easy out of hours use. Additionally, new ample WC facilities are to be provided to serve the barn permanently. These are of a scale to generously serve a wedding, and also cope with potential large numbers at conferences or theatrical events. The new building housing all these facilities is proposed to sit discretely against the west wall of the site, set apart from the barn, and screened from the abbey by the existing beech hedge.

Disabled parking will be relocated from against the barn, to remove conflict of movement between guests and caterers and to improve the setting of the barn. This will be achieved by locating cars on the north side of the access way.

Storage space is also required, to accommodate the kit that is required to serve the various types of functions. To keep the main service building of a size subservient to the scale and form of the barn, it is proposed that storage is provided within a separate structure alongside.

Landscape work – formal gardens

Within the formal gardens, various elements are proposed to augment existing provision and provide flexibility to accommodate other cultural events. A new access is proposed, leading from the existing blocked carriageway opening on the east of the site. This expands the existing pedestrian path at the south of the formal quadrant garden. The former entrance in the east wall is to be unblocked and potentially modified to allow vehicular access into the site, making easier the setting up for theatrical events and other activities within the cloister. A platform is proposed off this new path, providing a versatile space which could allow temporary cover for outdoor civil ceremonies, a platform for viewing the abbey complex and for photography within the ruins etc.

The peach house at the north end of the garden was lost to disrepair in recent history. There are proposals to reinstate a structure on this site to provide additional satellite function and activity space to serve events across the site.

6.1.2 Space Schedule

Space	Use	Area	Capacity
Courtyard 3 (including existing cafe kitchen)	New kitchen and cafe seating	Overall 131.42m ² New build kitchen – 19.23m ² Modified existing kitchen – 17.13m ² Remainder – Cafe seating	87 additional cafe covers (assuming bench seating) (20 covers in existing cafe also retained).
Courtyard 2	Bin Store	23.8m ²	
Abbey Ruins	Interpretation	702m ² approx.	
Former abbey grounds, east of abbey ruins	Potential explorative play (low impact in landscape)	400m ² around existing ancient structures	
Peach House	Vehicular access into garden	214.68m ²	40 people

Space	Use	Area	Capacity
Access Road	Vehicular access into garden	214.68m ²	Single track access with turning head
South end of formal gardens	New platform for functions (weddings) and viewing platform	8m ²	Small group (8-10 people)
Former Stable	Outdoor seating	186.5m ²	96 people approx.
Tithe Barn (New Serving pod)	Lettable function space (Display/ bar/servery/ storage/ reception desk)	333m ² (14m ²)	Weddings: 120-150 people. Other formally seated catered functions: 175-200 people. Theatre type: 350 people Standing: 400 approx. Max. capacity (allowed by fire strategy subject to no. of doors available): 600 people
Yard by the Tithe Barn	Storage	19.5m ²	Storage for 15 tables (seating 10 each) and 150 chairs and other related function items
New Service Building Yard adjoining the Tithe Barn	Supporting facilities to functions held in the barn including: Kitchen / Office Lobby/Staff area Staff WC / Female WC / Male WC / Disabled WC / Lobby/Waiting area	Total internal area: 97m ² 27.8m ² 8.65m ² 8.64m ² 11.5m ² 24.3m ² 8.22m ² 3.5m ² 9.43m ²	(Finishing kitchen/ white space) Staff: 1WC and 1whb F- 4 WC's and 4whb, cleaners cupboard and baby change area M -1WC, 3u, 3whb 1WC, 1 whb
Area of hard standing immediately south of the abbey	Public Right of Way Access Road/ amenity	747.72m ² approx.	
Abbey Park (former pitch and putt) and park south of the abbey	Public Amenity/ interpretation of wider abbey landscape and buildings/archaeology	43863.77m ² approx.	
Repairs only			
Courtyard 1	Wall repairs only		

Space	Use	Area	Capacity
North elevation of Chapel	Repair only (external)		
Gatehouse	Repairs only		
South West Range and South East Wing elevations	Repairs only external)		
Courtyard 4	North and east walls, repair only		

6.2 Activities

A programme of activities will enable Torre Abbey to satisfy the interests of a wide range of audiences. A Marketing Plan will support the Round 2 Business Plan and demonstrate the action required to reach the project's core audiences (reference Section 4.7), namely:

- ABC1 families
- ABC1 older / retired adult couples
- ABC1 younger adults, social groupings
- Local C2DE families with primary school age children (*Trips and Treats* segment)
- Local C2DE adults (*Home & Heritage* segment)

Within this, the visitor market focus should be on the 'day trips' and short breaks sectors, predominately targeting ABC1 families and ABC1 older / retired adult couples.

The home market approach will focus hard on selling membership across all audiences.

In terms of audiences who are not currently engaged with Torre Abbey, or heritage in general, activities, to be tested at the Development Phase, will ensure that the Activity Plan target audiences have learned about the heritage that is specific to Torre Abbey and developed relevant skills.

Proposed target audiences for Activity Planning:

- Lower income families from target Torbay neighbourhoods
- Pupils with special needs; Primary and Secondary
- Children in Care and Young Leavers
- Young people 16+ in full time study: focus on creative industries study
- Young people 16+ out of full time study: focus on wider employability skills
- Older people: with a focus on those with additional health needs

The outline and context of the approach is detailed in Activity Plan Outline, Torre Abbey.

The intention is to work in close partnership with Torbay Culture Board, through the delivery of the Great Place Scheme. New partnerships will be fostered with organisations that support the target audiences such as South Devon College, Princes Trust and Torbay Community Development Trust. Volunteer development will underpin the Activity Plan.

7 Financial Appraisal

This financial analysis for the delivery of the Torre Abbey operation during and after the Phase 3 project as outlined at this stage of the project gives broad indicators for income and expenditure, based primarily on the outturn of 2016/17 and projections made based on available market assessment evidence.

If the HLF bid is successful, a business planner will be appointed to consider the figures in detail, and plan ahead from the start of the project period for five years.

7.1 Overall Assumptions

Torre Abbey will be open for six days a week 10.00am – 5.00pm.

7.1.1 Visitor Numbers

Based on the research in section 4, in the first full year (post-completion of the capital scheme), the visitor numbers will reach 40,000. Current visitor numbers are c23,000. It is not anticipated that the visitor numbers will grow substantially beyond that figure, or conversely dip. The major renovation and interpretation scheme work was delivered in Phase 2, thus it is anticipated that the impact of Phase 3 on the heritage site visitor offer is limited. The growth will be achieved by focused marketing to all markets, including increased sale of membership.

7.1.2 Other earned income

As result of this project, income generation from private hire, namely weddings and conference trade will show a steady increase, in line with market expectations as set out in section 4. Weddings are targeted to generate income of £54,700 compared to £48,901 in 2016/17. Conference and other room hire is targeted to generate £25,000 compared to £12,825.

The project will also enable Torre Abbey to generate additional income from tea-room catering. Based on a market tested business model that proposed running the tea-room as an in-house function, with the benefit of a new kitchen and increased covers, income is projected to be £35,000. In 2016/7 the lease income and percentage of profit agreement was £12,735.

7.1.3 Expenditure

No consideration has been given to the structure and cost effectiveness of the current staff team. A simple percentage increase has been applied to the 2016/17 figures. Staffing structure and costs is a priority for review during the Development Phase, ensuring that the size and experience of the staff team in place is commensurate with the income generation targets of this outline business plan. Leadership with a proven record of successful museum and collection management, alongside commercial income generation is a critical success factor for the delivery of the project Business Plan and Activity Plan.

7.1.4 Programming and Activities

The current programming budget is modest and is not highlighted separately within the income and expenditure headings. From the start of the Delivery Phase the Activity Plan budget, and additional events and programming budgets will be detailed separately. It is not shown in this forward budget.

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7.1.5 Summary Income and Expenditure Table

	Last complete financial year 2016/17	Current financial year 2017/18	Next financial year 2018/19	CLOSED 2019/20	PHASED Re-Opening 2020/21	RE-OPEN 2021/22
	Year 1 £	Year 2 £	Year 3 £	Year 4 £	Year 5 £	Year 6 £
Income						
Earned income						
Admission	74197	100000	90000	CLOSED	45000	130000
Catering	12735	12200	12000		6000	35000
Retailing	26695	30600	33000		18000	48000
Room Hire Conference and Other	12825	15000	15000		7500	25000
Weddings	48901	45000	45000		10000	54700
Car parking revenue	11715	12600	12600		6300	14000
Misc income	936	0	0		0	0
Unearned income						
Grants	3500	0	7500		3500	10000
Donations	613	500	500		500	500
Sponsorship	0	0	2000		0	3000
Other unearned income						
Service charge internal transfer	3480	3500	3500		1750	3500
Tenancy	13600	13600	13600		13600	13600
Other income						
	0	0				
Total income (A)	209197	233000	234700		112150	337300
Spending						
Direct operating costs						
Staffing	208213	236700	250000		187500	260000

Professional Fees	28331	14500	14500		7000	15000
Equipment	7784	4900	5000		2500	7500
Utilities and Premises	30986	18200	36500		19000	39000
Marketing*	33695	23800	25000		15000	30000
Retail cost of sales	17932	10800	10000		5000	20000
Administration costs	13930	7900	10000		5000	12000
Total spending (B)	340871	316800	351000	CLOSED	241000	383500
Operating surplus or deficit C) (A – B = C)	-131674	-83800	-116300		-128850	-46200

*Upon reopening of the abbey after works have been undertaken the marketing budget may need uplifting.

8 Sensitivity and Scenarios analyses

8.1 Sensitivity Analysis

Sensitivity Analysis

Although Torbay Council maintains its commitment to the abbey by underwriting any deficit at the attraction, two sensitivity analyses have been prepared on the basis of the abbey exceeding/failing to meet admissions, room hire, catering, wedding and retail expenditure by 10%.

	2021/22 As proposed	2021/22 +10%	2021/22 -10%
INCOME			
Admission, private hire and user	155000	170500	139500
Catering	35000	38500	31500
Retail	48000	52800	43200
Wedding	54700	60170	49230
Other earned	14000	14000	14000
Other income	30600	30600	30600
Total Income	337300	366570	308030
SPENDING			
Cost of Sales	20000	22000	18000
Staff	275000	275000	275000
Utilities and Premises	39000	39000	39000
Equipment	7500	7500	7500
Marketing	30000	30000	30000
Administration Costs	12000	12000	12000
Total Spending	383500	385500	381500
Operating surplus/deficit	-46200	-18930	-73470

The Risk Register below details the risks to the business plan. None are high risk, but the highest medium risks are:

- Lower than anticipated visitor figures
- Tea room catering income targets not attained
- Staffing structure costs are too high
- Running costs soar beyond predictions

Outline action to mitigate these risks are highlighted within the table below:

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Risk score 7+ = High, 6 – 3 = Med, 2 or less = Low		Probability			Impact						
Risk Description		H 3	M 2	L 1	H 3	M 2	L 3	Score	Potential consequence	Mitigation	Comment
1	Lower than anticipated visitor figures		2		3			5	Lower income through ticket sales Lower income from all spend per head income streams Staff reductions	Project visitor numbers are cautious as are spend per head calculations	Previously set high visitor numbers not attained Numbers bench marked against two Torquay attractions
2	Lower than targeted membership sales		2			2		4	Lower income through sales Lower repeat visits from home market, leading to lower spend per head income streams Staff reductions	Clearly targeted marketing campaign to drive sales Package of added value benefits established and communicated Staff trained to 'up sell' at point of admission	Membership 'added value' is central to the success of this offer, primarily aimed at family market
3	Wedding hire income not attained			1		2		3	Lower income from hires Staff reductions	Improve customer service and delivery for wedding bookings Earn reputation as a customer focused venue Ensure diary space is available for wedding bookings Increase market awareness on and off line Comms action	Targets based current wedding hire figures Market set to grow as Registry Officer reduces hours

Risk score 7+ = High, 6 – 3 = Med, 2 or less = Low		Probability		Impact					
4	Corporate and conference hire income not attained	2		2		4	Lower income from hires Staff reductions	<p>Improve working relationship with Conference English Riviera (CER)</p> <p>Proactive sales partnering with CER to target prospective organisations</p>	<p>Market set to grow based on national and local intelligence</p> <p>Potential to put the conference trade on a more professional footing</p>
5	Tea room catering income targets not attained	2		3		5	Lower visitor numbers will directly affect secondary spend Inexperienced /poor quality leadership will affect operational success	<p>Invest in consultancy support during Development Phase to develop and test in-house catering model</p> <p>Ensure close scrutiny of operation on a monthly basis</p>	<p>Evidence of in-house tea room catering operations used to shape proposed business model</p> <p>Cautious target setting</p>
6	Staffing structure costs are too high	2		3		5	Staff reductions will result in a reduction of service, quality of service and capacity to develop new business. A downward spiral	<p>Careful review of staffing structures during Development Phase.</p> <p>Review potential for annualised hours for frontline museum staff</p> <p>Review potential for frontline volunteers to support museum staff team</p>	<p>No investigation undertaken, staff costs are simply rolled forward from current budget</p>
7	Running costs soar beyond predictions	2		3		5	High costs will result in staff reductions – see above for impact	<p>Cost value analysis of premises costs required</p>	<p>No investigation undertaken, premises costs are simply rolled forward from current budget</p>