

## **Review of Events, Culture and Tourism Task and Finish Group**

### **Members**

Councillors Twelves (Chairwoman), Brook, Carter, Mandy Darling, Fellows, Nicolaou and Jacqueline Thomas

(Contact on t: 01803 207087 or e: [governance.support@torbay.gov.uk](mailto:governance.support@torbay.gov.uk))

A meeting of **Review of Events, Culture and Tourism Task and Finish Group** will be held on **Wednesday, 6 December 2023** commencing at **2.00 pm**

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

Join Zoom Meeting

<https://us02web.zoom.us/j/83604424492?pwd=ZHFIUVVMVU9mck4reVIOeWIZMkhTUT09>

Meeting ID: 836 0442 4492

Passcode: 990497

One tap mobile

+443300885830,,83604424492#,,,,\*990497# United Kingdom

## **Agenda**

### **1. Apologies**

To receive apologies for absence, including notifications of any changes to the membership of the Review Panel.

### **2. Declarations of Interest**

a) To receive declarations of non pecuniary interests in respect of items on this agenda.

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

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

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

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

### 3. Cultural Assets and Strategy

(Pages 5  
- 160)

1. To consider how we use our cultural assets (e.g. English Riviera Global UNESCO Geopark, Agatha Christie and Torre Abbey etc.) to help them become self-sustaining in the future and ensure they are being maximised for our tourism and culture offer.
2. To consider how the Council uses data to inform decision in relation to use of cultural assets.

#### Information Required:

- Cultural Strategy - Enjoy, talk, be, do, a Cultural Strategy for Torbay and its communities 2014-2024 - [Cultural Strategy-document.pdf \(torbay.gov.uk\)](https://www.torbay.gov.uk/cultural-strategy-document.pdf)
- List of cultural assets.
- Details of any promotion of our cultural assets.
- Details of the data used to inform decision making in relation to cultural assets.

#### Key Lines of Enquiry:

- What is the direction of travel for the revised Cultural Strategy – Note: Martin Thomas, Executive Director for Torbay Culture gave a presentation on this at the meeting held on 20 November 2023.
- What are our cultural assets?
- Which ones are promoted and which ones are not?
- What is the Council currently doing to support the financial sustainability of our cultural assets?
- How do we prioritise our resources to ensure that the assets with the greatest strategic importance which contribute most towards the identity, reputation and brand of Torbay.
- How and what data is used to inform decision making in relation to cultural assets?

**Note:** An updated document: Responses to Key Lines of Enquiry Cultural Assets has been provided with the following Appendices

(Due to the sensitive commercial and financial data contained within the appendices they are exempt from publication in the public domain (except Appendices 1, 13 and 14)).

- Appendix 1 - Cultural assets currently within the remit of the Culture and Events team
- Appendix 2 - Torre Abbey 2021-2025 business plan reviewed Jan 2022 (Exempt)
- Appendix 3 - Torre Abbey 3 year budgets - for 2021/22 2022/23 2023/24 (Exempt)
- Appendix 4 - Torre Abbey restoration budget (Exempt)
- Appendix 5 - Monthly KPi report Torre Abbey (Exempt)
- Appendix 6 -Marketing spend Torre Abbey 23-24 (Exempt)
- Appendix 7 - Geopark marketing strategy 23-24 (Exempt)
- Appendix 8 - Geopark 3 year budgets - for 2021/22 2022/23 2023/24 (Exempt)
- Appendix 9 - ERUGGp\_27.11.23\_ReviewEventsCultureTourism. Responds to the point “Detail on how critical funding is for UNESCO Geopark, why it is critical and what is the gap.” (Exempt)
- Appendix 10 - Overview marketing plan 2023-24 – a plan of all marketing activity within the department (Exempt)
- Appendix 11 - Social media data – data from various social media campaigns across the department including Geopark and Torre Abbey (Exempt)
- Appendix 12 - Marketing activity 2023 (Exempt)
- Appendix 13 - MThomas presentation for committee 20 Nov 2023 – Martin’s presentation from last Task and Finish Group meeting
- Appendix 14 – Geopark Annual Report 2022

#### **Other background documents:**

- Torbay Heritage Strategy 2021-2026 - [Torbay Heritage Strategy - Torbay Council](#)
- Heritage Places Fund - [£200million funding for Heritage Places will boost local economies and pride in place | The National Lottery Heritage Fund](#) and [Torbay to be included in £200m commitment launched by The National Lottery Heritage Fund to help areas across the UK thrive - Torbay Council](#)
- Torbay Story – [Torbay Story - Home](#)
- English Riviera Naturally Inspiring - [https://www.englishriviera.co.uk/?utm\\_source=Torbay%20Council&utm\\_medium=web](https://www.englishriviera.co.uk/?utm_source=Torbay%20Council&utm_medium=web)
- English Riviera Global UNESCO Geopark webpages - [English Riviera Global Geopark - Homepage \(englishrivierageopark.org.uk\)](#)
- Torre Abbey webpages - [Torre Abbey \(torre-abbey.org.uk\)](#)

(Note: The Cabinet Member for for Pride in Place, Culture & Events and Parking, Councillor Billings, The Divisional Director Economy, Environment and Infrastructure, Lisa Tuck, the Executive Director Torbay Culture, and the Service Manager for Culture and Events, Phil Black have been invited to the

meeting for this item.)

#### 4. Events

(Pages  
161 -  
243)

1. To review the Torbay Council English Riviera (Outdoor) Events Strategy 2021 – 2027 (Events Strategy) to determine if the objectives are still relevant and make recommendations.
2. To consider if the events that the Council supports are contributing towards the delivery of the English Riviera Destination Management Plan (DMP) 2022 – 2030.

#### Information Required:

- Torbay Council English Riviera (Outdoor) Events Strategy 2021 – 2027
- Delivery and Action Plan plus Key Performance Indicators and review of actions over the past two years
- English Riviera Destination Management Plan 2022 – 2030
- Structure chart for Culture and Events.
- Details of the budget for Culture and Events for the last 5 years and what % of the overall Council budget this is.
- High level details on how the Culture and Events budget has been spent over the past two years, what this has been spent on and how has this delivered the Events Strategy.

#### Key Lines of Enquiry:

- Are the objectives of the Torbay Council English Riviera (Outdoor) Events Strategy 2021 – 2027 still relevant?
- How much of the Events Strategy has been delivered to date?
- Are there any elements of the Events Strategy that could benefit from change?
- Does the Events Strategy compliment the English Riviera Destination Management Plan 2022 – 2030?
- Do the events that the Council supports contribute towards the delivery of the English Riviera Destination Management Plan (DMP) 2022 – 2030?

**Note:** A document: Responses to Key Lines of Enquiry Events has been provided with the following Appendices

- Appendix 1 - Budget Digest Culture and Events 19-20
- Appendix 2 - Budget Digest Culture and Events 20-21
- Appendix 3 - Budget Digest Culture and Events 21-22
- Appendix 4 - Budget Digest Culture and Events 22-23
- Appendix 5 - Budget Digest Culture and Events 23-24
- Appendix 6 - Budget Digest overall council budget 23-24
- Appendix 7 - Culture and Events Structure May 2023 (Exempt)
- Appendix 8 - ECH Budget PB271123 – events, culture and heritage fund budget for the past 3 years inclusive (Exempt)
- Appendix 9 - Events Strategy suggested updates

- Appendix 10 - Events strategy part 2 Evidence base and supporting information
- Appendix 11 - Events strategy action plan (Exempt)

(Due to the sensitive commercial and financial data contained within Appendices 7, 8 and 11 they are exempt from publication in the public domain).

**Other background documents:**

- Torbay Council English Riviera (Outdoor) Events Strategy 2021 – 2027  
<https://www.torbay.gov.uk/DemocraticServices/documents/s112183/Events%20Strategy%20Appendix.pdf#:~:text=This%20strategy%20has%20a%20focus%20on%20outdoor%20events,Council%20and%20by%20the%20Torbay%20Council%20Events%20Team.>
- English Riviera Destination Management Plan 2022 – 2030  
<https://www.torbay.gov.uk/council/policies/economic-regeneration/dmp/>

(Note: The Cabinet Member for for Pride in Place, Culture & Events and Parking, Councillor Billings, The Divisional Director Economy, Environment and Infrastructure, Lisa Tuck, the Executive Director Torbay Culture, and the Service Manager for Culture and Events, Phil Black have been invited to the meeting for this item.)

## Review of Events, Culture and Tourism Task and finish group

### Responses to Key Lines of Enquiry - – Cultural Assets

#### 1) Task and Finish Group – 20 November 2023 and 6 December 2023 2pm to 4pm

- To consider how we use our cultural assets (e.g. English Riviera Global UNESCO Geopark, Agatha Christie and Torre Abbey etc.) to help them become self-sustaining in the future and ensure they being maximised for our tourism and culture offer.
- To consider how the Council uses data to inform decision in relation to use of cultural assets.

### Information required

- Cultural Strategy [This was provided previously. Attached here for completeness – follow this link... MISSION & STRATEGY — TORBAY CULTURE](#)
- List of cultural assets. [Provided in terms of what the Culture and Events Team has a remit for and also the wider heritage strategy. See attachment as Cultural assets currently within the remit of the Culture and Events team](#)
- Details of any promotion of our cultural assets. [Promotional plans for Torre Abbey and Geopark provided. See attached.](#)
- Details of the data used to inform decision making in relation to cultural assets. [Data provided in terms of Torre Abbey income, footfall and KPIs. We have a document we send annually to UNESCO who lead our call for data \(annual return document\) for the Geopark.](#)

### Key issues arising

- What is the direction of travel for the revised Cultural Strategy – Martin Thomas, Executive Director for Torbay Culture to be invited to give a presentation on this. – [this was covered previously – please see Martin’s presentation attached – Mthomas presentation for committee 20 Nov 2023](#)
- What are our cultural assets? [This was covered in the note I provided \(attached as - Cultural assets currently within the remit of the Culture and Events team\) and the heritage strategy provided. The link to the heritage strategy is here: Torbay Heritage Strategy - Torbay Council](#)
- Which ones are promoted and which ones are not? [Torre Abbey and UNESCO Global Geopark are the assets directed promoted by the team/the Council. Other assets are promoted by other organisations. Details of the team’s marketing plans and strategies are attached. The council works with English Riviera BID Company \(ERBID\) to promote Torre Abbey and the Geopark which are also our only directly managed and promoted facilities. The other facilities in the bay are also directed promoted by ERBID. Attached are copies of the marketing plans we have for the various areas in culture and events. Including Geopark and Torre Abbey.](#)

- What is the Council currently doing to support the financial sustainability of our cultural assets?

In terms of Torre Abbey. The business plan outlines this in some detail. Torbay Council currently underwrite Torre Abbey costs as per the budget. And we have a long-term programme to reduce the burden on the council.

In terms of Torre Abbey's offer. We are currently, looking to increase visitor numbers and associated secondary spend through a changing exhibition programme (Paddington, Vikings) and special events such as WinterFest and Halloween Trail. We also draw in an income through wedding hire, although this has been difficult since the pandemic.

The current restoration (capital) project will help to engage with new and diverse visitors and volunteers, and ensure that the building and the collection within it is kept in good order for the foreseeable future. (Project total £1.8m, of which £468,993 from MEND (DCMS funding administered by Arts Council England), £363,747 from National Heritage Memorial Fund, £43,658 from Friends of Torre Abbey).

Future plans include the establishment of a Development Foundation for Torre Abbey which will be an independent charity working to raise funds to support the work of the Abbey (Torre Abbey will remain a wholly council owned and run asset the charity is a fundraising arm only).

Further capital works are being planned for the next phase after the current restoration phase. This includes, potentially investing in ground source heating the barn so that it can be used year-round, as well as a new hanging system for artwork in the barn to allow us to facilitate larger exhibitions. Plans for a new visitor welcome building outside of the pay barrier that will also include retail and can be used as an events hub for events on Torre Abbey meadows, to increase audience engagement with wider site users. And also, re-landscaping Torre Abbey Meadows to unlock the largest public green space in Torquay, ensure its suitability for selected largescale events and enable community activity such as waymarked trails and trim-trails.

In terms of the Geopark. There are plans in progress to put in a resilience bid to the Heritage Lottery and as part of this there will be feasibility studies to look at other ways of generating income and development of the product in line with the UNESCO designation.

The Council also currently fund other assets such as Torquay Museum (£37,000 in 2023/24), Brixham Museum (£13,000 in 2023/24) and Princess Theatre (£89,400 in 2023/24) small amount provided to Swim Torquay and Brixham Swimming Pool (£12,000 each in 2023/24) to support rising fuel costs.

- How do we priorities our resources to ensure that the assets with the greatest strategic importance which contribute most towards the identity, reputation and brand of Torbay.

In terms of heritage assets the Heritage strategy goes a long way in prioritising the need. Current focus is on Torre Abbey which has been progressing through

various stages of development for a number of years, but other assets are being looked at including the Old Picture House, these have benefited significantly from the team's work in terms of capital investment from MEND and other funding, and the development year of Heritage Places (as explained by Martin) will also look at priorities and need in the wider community.

Other assets are considered at various stages of development i.e. Torquay Leisure Centre and Riviera International Centre when their contract was reviewed in the past 5 years, we supported these with investment to refurbish and develop facilities in accordance with their business plan (Parkwood Leisure /Lex Leisure). We also support these and our community pool with grant applications for funding their facilities as and when grant funding schemes become available from the government or Sport England.

Other council assets are discussed by senior leadership team and cabinet as and when required. For instance, Torre Abbey was prioritised ahead of Oldway and other assets as a result of the Heritage Strategy a few years ago which enabled funding applications to be submitted and considered.

- How and what data is used to inform decision making in relation to cultural assets?

We use customer data for Torre Abbey to shape and adjust our offer accordingly. We have signed up members (1196 club) as well as visitors for exhibition, events and general visitors to the Abbey. We also have a strong schools programme where we encourage school visits and use the data about those that have and haven't visited in line with the national curriculum.

Torre abbey – KPI data, visitor number data and income data. We also use the Spirit of Place document as our guiding principle, and there is a project board for the current restoration project.

Various decisions are made by the Torre Abbey leadership team in relation to the running of Torre Abbey and any key developments, and this will be in consultation with the Service Manager, Divisional Director, Director, SLT and/or Cabinet in line with usual council protocol.

### **Additional requests from 20 November meeting**

- Include details of budgets of cultural assets within control of Council or grants funded. [Attached for information. Geopark 3 year budgets. Torre Abbey 3 year budgets. Torre Abbey Restoration Project budget](#)
- Detail on how critical funding is for UNESCO Geopark, why it is critical and what is the gap. [Answered on paper ERUGGp-ReviewEventsCultureTourism attached.](#)

## Documents provided

**Note:** Due to the sensitive commercial and financial data contained within the appendices they are exempt from publication in the public domain (except Appendices 1, 13 and 14).

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**Cultural assets currently within the remit of the Culture and Events team**

<b>Cultural Asset</b>	<b>How managed</b>	<b>Narrative</b>
<b>Torre Abbey, Torquay</b>	Directly managed by Torbay Council	We have a team that directly manages Torre Abbey for the benefit of the community and visitors to the area. Their focus is on protecting the building and collection care, as well as running a programme to reduce the cost burden on the council. Also includes, seasonal café offer, walled garden and palm house.
<b>Princess Theatre, Torquay</b>	Managed on behalf of the council by Ambassador Theatre Group (ATG) who are a national and highly rated theatre management and show production organisation. ATG have a long lease.	The council pays a fee for ATG to run a varied and popular programme of entertainment at Princess Theatre.
<b>Palace Theatre</b>	Leased by Jazz Hands CIC a local community interest company	Jazz Hands run the theatre.
<b>Torquay Museum</b>	The museum is owned by the museum's charitable trust.	Torbay council provide a grant each year towards the cost of running the museum
<b>Brixham Heritage Museum</b>	Brixham Museum building is owned by Torbay Council and leased by the museum charity at no cost. Brixham Heritage Museum is a registered charity	The council provides a grant each year towards the running of the museum
<b>Torbay Leisure Centre</b>	The Leisure Centre is owned by Torbay Council. Lex Leisure who are linked to Parkwood Leisure run the centre on a long lease.	There is no additional cost to the council as part of the lease.
<b>Riviera International Centre</b>	The Centre is owned by Torbay Council. Lex Leisure who are linked to Parkwood Leisure run the centre on a long lease.	There is no direct cost to the council. However, the council is responsible for repairs under the lease.

Cultural Asset	How managed	Narrative
<b>Swim Torquay, Plainmoor Torquay</b>	This is a community facility with charitable status. The land is owned by the council and the organisation built the pool on it. Therefore the centre is now a legal entity leased from Torbay Council	The council paid a grant towards running costs in 2023 to support rising energy costs and it is hoped this will continue next financial year.
<b>Admiral Pool, Brixham</b>	This is a community facility with charitable status. The land is owned by the council and the organisation built the pool on it. Therefore the centre is now a legal entity leased from Torbay Council	The council paid a grant towards running costs in 2023 to support rising energy costs and it is hoped this will continue next financial year.

All other council owned properties such as Oldway, Pavillions etc are not currently within scope of the teams objectives. Other than to be supportive through related heritage and events work. The link for the heritage strategy is here: [Torbay Heritage Strategy - Torbay Council](#)

Document is Restricted

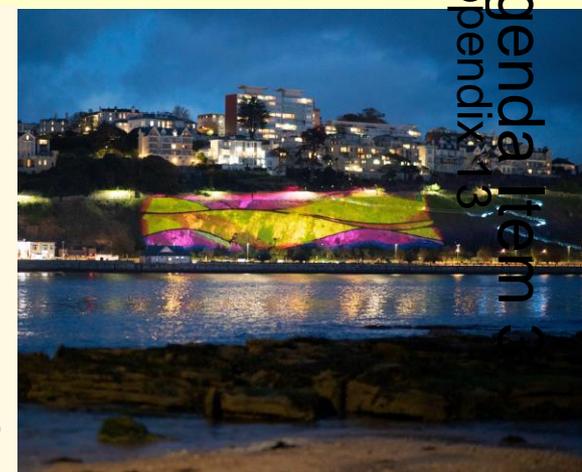
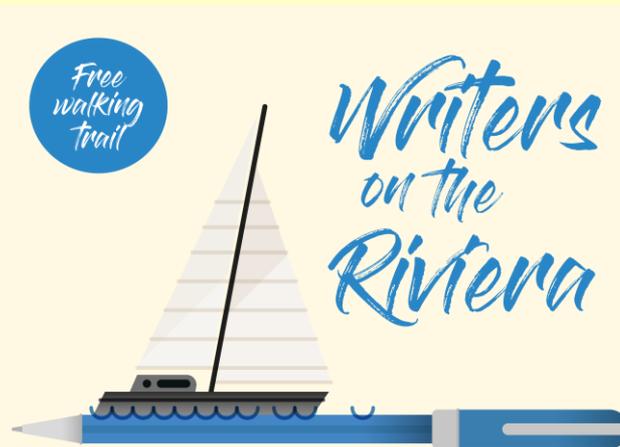


# Task & Finish Group: Review of Events, Culture & Tourism 20 November 2023

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## Strategic cultural partnerships and Torbay's cultural and heritage strategies

Martin Thomas, Executive Director - Torbay Culture, Torbay Council



Agenda Item 5  
Appendix 13



**Participation in culture and heritage = Better quality of life**

... it grows the local **economy**, supports **communities**, strengthens **civic engagement**



- **Context** and delivery against existing **Cultural Strategy** aims
- **Expanding** on the Cultural Strategy – **Torbay’s Heritage Strategy**
- Torbay’s **opportunities** – including **Heritage Places** 10-year investment partnership, alignment with **Levelling Up** funds
- **UNESCO** and our USPs ...and *why*
- **Ambition** - our aspirations for the future...

## Context:

- **Cultural Strategy ‘Enjoy, Talk, Do, Be – a cultural strategy for Torbay and its communities’** 2014-24 aims: participation, strategic alignment, natural and built environment. Strongly referenced the potential of our UNESCO designation
- **Torbay Culture** est. 2015, exec role based within TDA (Council, ACE, TDA were partners in strategy development at time). Martin Thomas arrived December 2018. Exec role moved into Torbay Council December 2021.
- **Delivery phases of strategy:** *Great Place Scheme* (2017-20) = cultural programme enabled us to develop audiences for Global Geopark and local stories and places (activity and research)
- **COVID response:** *Create To Recover* (2020) *Culture Recovery Fund* work (2021)
- Partnership research (NHS, Public Health, HE sector) and our own commissioned / originated work: *Audience evaluation* (2020), *Culture Health & Wellbeing* reports (2020/21); *Creative Industries in Seaside Resorts & Country Towns* (2022, UoE/PEC)

## Delivery against the 'maturing' cultural strategy:

- **Keep growing – cultural and creative development for our home:** **Agatha Christie** artwork, AC Festival sustainability; **CDF:** supporting programme in Paignton, digital skills programme (SDC), CDF National Network visit to Torbay (Sep 2022); **Hospital Rooms** delivery in mental health wards (Nov 2022)
- **Living well – better future for young people:** Supporting **interventions** (via external opportunities - Literature Works, AC Festival, CDF programme). **Evidence and impact –** culture health and wellbeing reports; UoE research into creative industries.
- **Encouraging a renaissance for historic places and spaces:** **CDF capital** investment; MEND and other funding Torre Abbey; Torbay local heritage grant scheme; Heritage Places
- **Environment – celebrating our UNESCO Global Geopark:** Active participation in UNESCO revalidation, advocacy and funding advice, supporting programming, participation in the UK National Commission audience development resilience work (underway now)
- **Cultural tourism:** 'Writers on the Riviera' and 'Speed Up and Slow Down' delivered, continued participation in **DMG**, prioritisation of Agatha Christie as authentic USP

# Expanding on the Cultural strategy – Torbay Heritage Strategy 2021-26

## Why:

- To address deficits in respect of Torbay’s heritage – urgency of built heritage challenge (i.e. ‘traffic light’ issues, needs, opportunities). Context of 12 SAMs, SSSIs, Accredited museums, 860+ listed buildings, National Nature Reserve
- Better grasp of our underused USP of English Riviera – our distinctiveness (ERBID)

## Actions from Heritage Strategy:

- **Heritage interpretation framework**, endorsed by National Lottery Heritage Fund 2021
- **Investment in a new local heritage grant scheme** (Heritage Fund) Bespoke scheme, to be used as inspiration for scheme in Northern Ireland 2023>>
- **Capital investment alignment** with national funding – **‘Lightplay’** Royal Terrace Gardens 2021 natural and science heritage as inspiration; **CDF2 Paignton Picture House** (DCMS & ACE) alignment with others (DLUHC); **Torre Abbey** (MEND etc) focus for investment and transformation, etc 2022 >>
- **New conservation role** – Principal Historic Environment Officer role (appointed 2023)

## Torbay's opportunities to maximise

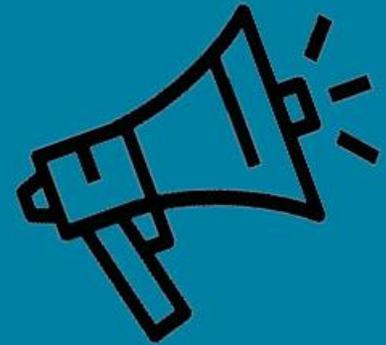
- **Torbay is among the first 'Heritage Places'** - closer and deeper collaboration with the **Heritage Fund** 10 year funded partnership (£200m across 10 years, 20 places), aligned with Fund's national strategy to 2033, and local opportunities for Torbay
- **'Levelling Up Partnership'** DLUHC LUP (£400m, 10 years, 20 places) is a parallel opportunity. Heritage Fund 10 Year partnership to be cross referenced and complementary
- **'Levelling Up for Culture Place'** (LUCP) DCMS & ACE listing (2022) resulted in £3.5m DCMS investment = CDF2 - Paignton Picture House and MEND - Torre Abbey
- **Potential future Arts Council investment in Torbay** ACE investment in Torbay for 2023-26 was low (comparators N Devon, Torridge, S Somerset as other LUCPs; neighbours Exeter, Plymouth, Cornwall). Dialogue ongoing with ACE to address this
- **'Torbay Story'** toolkit to tell our USPs, authenticity, relevance and inspirational. Align this and LUP with a **Theory of Change model** the Heritage Fund want to agree by Dec 2023.

# #HeritagePlaces

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Heritage  
Fund



## Torbay's opportunities to maximise

- **'Heritage Places' development year (2024) informing three x 3-year cycles of support to 2033** will provide route for Council and local partners to follow. Working **alongside** the Heritage Fund (UK) and other bodies (Natural England, Arts Council England, Historic England) this in turn can encourage greater investment from government and NDPBs (e.g. HE's commitment to prioritise Torbay projects like Torre Abbey, Picture House).
- **Capacity building** additional resources (2 FTE roles / or variation e.g. 3 x PT) to work alongside Planning, Culture & Events, Policy etc and partners.
- **Relevance for local residents** ensuring local plans (e.g. Conservation Area Appraisals) are relevant to local people, up to date, and build on 'already committed' investment areas (e.g. Torbay Road, The Strand, etc). Economic and social impact assessment – providing evidence for future investment = benefits local and visitor economy
- **Public involvement and participation** Supporting consultation and engagement through heritage forum. Informing stages of the plan, and prioritising funding requests.

# Complementarity with UNESCO

- *(A Geopark) ...'uses its geological heritage, in connection with all other aspects of the area's **natural and cultural heritage**, to enhance awareness and understanding of key issues facing society...' (Earth Hour, the UN SDG, environmental and social responsibility)*
- **'Human-centred'**:
  - *'Culture should not be considered as a policy domain in isolation, but rather as a cross-cutting dimension that may foster a paradigm shift to renew policymaking towards an inclusive, people-centred and context-relevant approach'*
- **Enriching lives:** through improving our places, access, and participation
- **Helping build '*inclusive, innovative and resilient communities*'**: our strategies for heritage and culture echo UNESCO's desire to see stronger '*regional cultural identities*'
- **Evidence-based approach to programmes:** analysis and evaluation to inform actions. Tools for advocacy, measurement of impact, and progress

## Why it matters

- **60% of people** more likely to **report good health** if they attend a cultural place or heritage setting in the previous year – in **Torbay** we have evaluation and evidence of cultural participation helping **improve health outcomes**
- Secondary school children who engage with culture are **twice as likely to volunteer** in their community, **20% more likely to vote**
- Children from lower income households who access culture at school are **3 times more likely** to gain a degree or Level 6 qualification
- **>386,000 jobs** supported by **heritage tourism** in the UK – in **Torbay**, heritage was clearly identified as an opportunity through the **Torbay Story**, and is a **growth area for careers** in leisure, hospitality and outdoor activity
- contribution of **heritage tourism alone to GDP = £36.6bn** – **Torbay** can benefit from a share of this by connecting our places

- **Extensive evidence** (UK and international) illustrates the value of improving places through heritage and culture. **Benefits** = economic (including inward trade and investment), health and wellbeing, community cohesion, respect for public spaces
- **Property prices increase:** in locations where cultural infrastructure (i.e. heritage attractions, museums, etc) has been supported; this extends to a distance of 20+km
- **Local economic vitality - economic activity increases in areas of cultural activity** = change in local economic output will be between 1.5 to 2.5 times the sum of the budget of the cultural organization and the total expected expenditures of visitors coming from outside the community (i.e. ‘multiplier model’ of re-investment / purchasing power in local economy, tested extensively over many years)
- **The value of heritage and culture is an important aspect of economic health:** (e.g. over the last 20 years in the US, almost **half** of all community, civic, political, social service, or other non-profit organizations now sponsor cultural events to build membership, raise money, educate youth, or contribute to civic life in other ways)

## Ambition – our aspirations for the future:

- Investment in cultural Infrastructure and people
- Talent pipeline and future skills for next generation
- Support that really underpins the ambition

### LIVERPOOL CALLING

AND THE RESULTS  
ARE IN

#### EUROVISION HOST CITY 2023 IN NUMBERS



**£54.8M**

net economic boost to  
Liverpool City Region



**162M**

162M viewers globally over  
three live BBC shows



**280K**

>280,000 pieces of  
global news coverage



**2M**

2M people reached through  
the education and  
community programmes



**328K**

328,328 people engaged  
with the 2-week Eurofestival



**473K**

Venues welcomed  
473,000 attendees  
for Eurovision events



**475**

475 volunteers  
contributed to 12,000  
hours of Eurovision  
activities



**99%**

99% of the OGAE's –  
the official Eurovision Fan Club –  
loved the undeniable festival  
atmosphere and city welcome



**175K**

175,000 city centre hotel  
rooms were sold in May –  
the best month on record  
since 2016 (STEAM Data)



**87%**

87% of people thought  
the Eurovision Song  
Contest promoted  
positive feelings across  
the countries involved



**96%**

96% of participants in  
Eurovision nightlife would  
recommend Liverpool  
as a destination





Questions ?

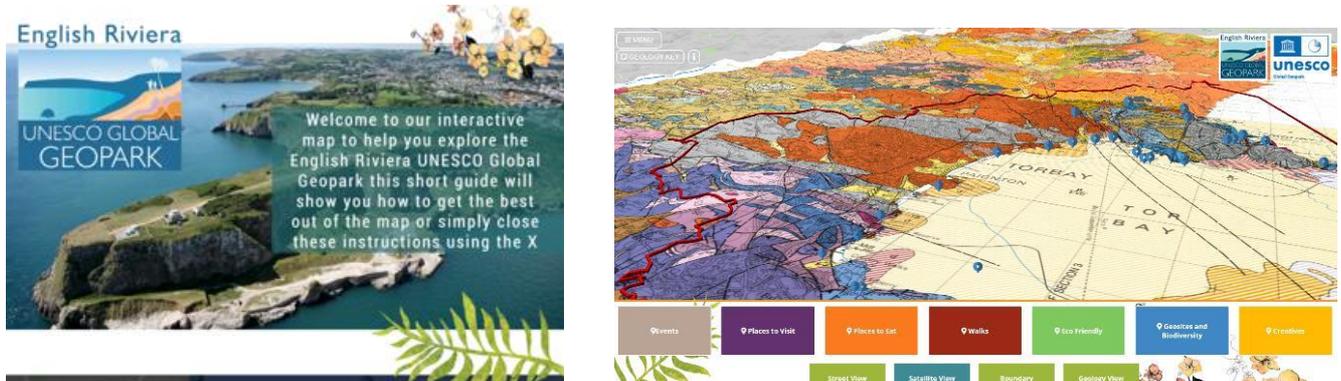


### GGN - Geopark Annual Report 2022

#### 1. GEOPARK IDENTITY

**Geopark name, country, regional Network:** English Riviera UNESCO Global Geopark (ERUGGp), UK, (European Geoparks Network)

**Year of inscription / Year of the last revalidation:** 2007 / 2019



ERUGGp new interactive map was launched on International Geodiversity Day 2022

#### 2. GEOPARK FIGURES

**Number of Geopark staffs:** 1 person (fulltime including the geoscientist) plus 2 part time (Senior Project Officer and Marketing Officer). Additionally, the ERUGGp management group is made up of core partner representatives and all ERUGGp partners incorporate the Geopark remit into the roles of their staff.

**Number of visitors:** It is estimated that the English Riviera attracted 4.1 million staying and day visitor numbers during 2022. This was an increase of around 14% on the 3.6 million in 2021. It should be noted that both 2020 and 2021 were both severely impacted by restrictions related to Covid 19 and whilst visitor numbers increased in 2022, they were still approximately 9% below 2019 pre-Covid levels which stood at 4.5 million.

**Number of Geopark events:** In total 82 events took place in 2022. As the ERUGGp works as a partnership organisation these were all run by the core and associate partners. Additionally, over 1,750 guided tours of Kents Cavern took place which equated to 57,000 people in total visiting the caves and 16413 visited Torre Abbey.

**Number of school classes realize Geopark educational programmes:** In 2022 it remained difficult for Schools to engage due to their own logistical and staffing issues. Despite this, as an example of what was possible, Kents Cavern still welcomed 5,000 school students on educational trips whilst at Torre Abbey engaged with 441 across school trips and community projects working alongside Geopark Associate Partner Taleblazers.

**Number of Geopark press release:** There were five press releases covering the Geopark festival and other key activities and events however the ERUGGp now predominantly uses social media to

share information and news:

Facebook: Posts - 440, Reach – 161.5K

Twitter: Posts – 395, Reach 5 million

Instagram: Posts - 129, Reach – 6.4K

### **3. GEOPARK ACTIVITIES**

#### **Major achievements in 2022**

- ERUGGp launched a new interactive 3D online map of the Geopark on the inaugural International Geodiversity Day. The map was created through a long-standing partnership with the Environmental Futures and Big Data Impact Lab project at the University of Plymouth. The project created an online interactive visualization tool, bringing together all the Geopark partner sites in an accessible way. The map is easy to navigate online and includes links to activities, points of interest, events, recommended walks and partner locations. Users can select different 'layers' to explore the Geopark. There is a standard map view, Street View, Satellite View and a unique Geology View, showing just how diverse the geology of Torquay, Paignton and Brixham is. The 3D map can be explored via [www.englishrivierageopark.org.uk](http://www.englishrivierageopark.org.uk) [here](#)

#### **Contribution towards GGN - Networking and participation**

- Melanie Border continued her role on the GGN ExB
- Both Melanie Border and Nick Powe have continued as senior evaluators on the UNESCO Global Geopark Roster of Evaluators. Melanie completed the Sunnhordland evaluation mission whilst Nick completed the Batur UGGp, Indonesia, revalidation mission and Kinabalu aUGGp, Malaysia, evaluation mission
- Both Melanie and Nick attended the 45<sup>th</sup> EGN CC meeting in DeHondsrug (April 2022) and the EGN CC meeting and Conference in Sesia Val Grand (Sept 2022). All digital forums, the GGN welcome event etc. were attended

#### **Management and Financial Status**

- Regular management meetings have been held and the financial status is stable and secure
- A change management exercise was completed in 2022 and following consultation and involvement of the partners ERUGGp introduced a number of new key supporting documents including a Mission Statement, Organisational Goal, Vision and Spirit of Place
- A key focus for the Geopark Coordinator in 2022 was to work in consultation with all partners on the development of the new 2023-2033 management plan for the geopark; a major undertaking, the draft plan was developed to ensure all UGGp requirements are met alongside integrating the UNESCO SDG's. It was also informed by the change management

model and Spirit of Place which collectively led to the development of the ERUGGp approach and actions for the coming 10 years. The plan is set to be approved by the management group in early 2023 and then adopted at the full partner meeting in March 2023.

### **Geoconservation**

- ERUGGp has been continuing to work with a range of national level partners and research is ongoing in relation to potentially highly significant fossil find. Details at present remain confidential.
- Throughout 2022 ERUGGp provided recommendations to Torbay Council planning department
- The Geopark Briefing Document for Planning related for designated and non-designated sites geological sites was introduced as a working document by Torbay Council Planning Department. It will be reviewed on an annual basis.
- ERUGGp supported the Natural England condition assessment of Berry Head National Nature Reserve
- Discussions with the private owners of Ash Hole Cave Scheduled Monument continued with the aim of bringing the cave back into positive management.

### **Sustainable tourism (Geotourism)**

- Supporting sustainable tourism ERUGGp formerly introduced its new Environmental Policy and Marine User Policy for the Geopark on Earth Day 2022 with a celebratory event and beach clean on Goodrington Sands.
- Working as a member of the Destination Management Group the geopark ensured that the position of the geopark within the new Destination Management Plan 2022-2030 was greatly enhanced and the UNESCO designation was recognised as a unique selling point. As a result the Geopark is one of the four growth theme priority areas but also acts as a golden thread for the resort throughout all activities.
- The ERUGGp is now positioned within the vision statement of both the Destination Management Plan, local Heritage strategy and Cultural Strategy

### **New education programmes on geoconservation, sustainable development and disaster risk reduction**

- Key progress in this area is through the ERUGGp's enhanced relationship with core partner South Devon College. During this period the college has fully embraced the UNESCO Sustainable Development Goals not only integrating them into their student activities and tutorials but also across the entire operations of the college supporting its target to achieve a net zero carbon footprint for the College Estate by 2030. During 2022 the college also initiated development towards a new sustainability degree which will be linked to the ERUGGp and draw on examples for the wider UGGp network

### **Strategic partnership**

- During 2022 we welcomed four new Associate Partners. TIDE coastal conservation organisation, Vigilance the Brixham heritage sailing trawler, Tonic Creatives a dynamic creative team dedicated to bringing people together through arts, heritage and cultural experiences and Fishcombe Cove Café a sustainably minded alfresco beach café with an active approach to raising awareness about how special the marine area of the geopark is

### **Promotional activities**

- During 2022 ERUGGp has very much focused activity online through social media accounts

### **4. CONTACTS**

**Chair:** Nick Powe [NickPowe@kents-cavern.co.uk](mailto:NickPowe@kents-cavern.co.uk)

**Coordinator and Geologist:** Melanie Border [m.border@englishrivierageopark.org.uk](mailto:m.border@englishrivierageopark.org.uk)

## 2) Task and Finish Group 6 December 2023 2pm to 4pm –

### Responses to Key Lines of Enquiry - Events

- To review the Torbay Council English Riviera (Outdoor) Events Strategy 2021 – 2027 (Events Strategy) to determine if the objectives are still relevant and make recommendations.
- To consider if the events that the Council supports are contributing towards the delivery of the English Riviera Destination Management Plan (DMP) 2022 – 2030.

### Information required

- Torbay Council English Riviera (Outdoor) Events Strategy 2021 – 2027  
Please see attached Events strategy suggested updates document and Events strategy part 2 Evidence base and supporting information document. The first document outlines suggested updates to the document. The second document is a moment in time as supporting information and elements of it will be updated with working documents.
- Delivery and Action Plan plus Key Performance Indicators and review of actions over the past two years Attached as Strategic Action Plan document
- English Riviera Destination Management Plan 2022 – 2030 This can be found here: <https://www.torbay.gov.uk/council/policies/economic-regeneration/dmp/>
- Structure chart for Culture and Events. Attached as Culture and Events Structure May 2023
- Details of the budget for Culture and Events for the last 5 years and what % of the overall Council budget this is. Attached as Budget Digest Culture and Events 19-20, 20-21, 21-22, 22-23. By my calculation this is currently less than 0.5% of the overall council budget. Overall net costs being £130,950,000 total and Culture and Events net cost being £652,000
- High level details on how the Culture and Events budget has been spent over the past two years, what this has been spent on and how has this delivered the Events Strategy. Events Culture and Heritage Budget attached as ECH Budget PB271123

### Key issues arising

- Are the objectives of the Torbay Council English Riviera (Outdoor) Events Strategy 2021 – 2027 still relevant? More or less. Updated as attached following a partner strategy review meeting with ER BID.
- How much of the Events Strategy has been delivered to date? Quite a significant amount.

In terms of headline events, we now have Bay of Lights Illumination trail, we suffered a set back regarding the foods festival but we are exploring ways to develop this organically rather than going out to tender again, we have a walking festival and a music event, we also have the start of a Pride event. We have a cycling event now but no new sailing event. There is no outdoor adventure festival. The airshow will be delivered in a different way.

In terms of Feature events – Seafood Feast is growing in stature each year. A Christmas market linking into the illumination trail is being considered for 2024. Only limited other development has been delivered due to staff resource.

In terms of area and community events – these have suffered since the pandemic and need support moving forward.

Sports events have also suffered since the pandemic and need more support and focussed input.

An events charter has been drawn up and is being used.

Capacity of the team has been hampered by long term sickness and maternity leave, but the team processed some 150 applications last year.

A new events application system Apply4 has been introduced and is starting to prove to be beneficial.

Charging for events spaces needs to be looked at in a more focused way. The council has benefitted from income from the Electric Bay event roughly £1 per head per attendee which is in line with events in other similar coastal towns (Eastbourne and Bournemouth) but there remains no charge for area and community events which would diminish if a charge was imposed.

There has not been any change in event infrastructure investment. The £150,000 that was set aside was subsequently withdrawn due to other financial priorities of the council. This remains a significant area of concern. If events spaces are not upgraded and invested in, then we will lose significant events and will not attract others. As the economy recovers from the pandemic and the economic crisis there is potential for new and varied event opportunities.

Using clean power remains a key aim in line with climate change concerns.

New spaces at The Strand that can be used for events are being developed over the next year but it remains to be seen whether an operational budget will be available.

There has been some significant progress in supporting local (mainly area and community events) event organisers with training in aspects of operation that they have requested.

There is greater strength in working with ERBID collaboratively in event promotion which is a key pillar of the DMP.

- Are there any elements of the Events Strategy that could benefit from change? The Events Strategy is generally fine and still very valid. There are areas that can be tightened up as per the attached suggested updates document. This includes tightening up the objectives, and a few over-wordy areas of content.
- Does the Events Strategy compliment the English Riviera Destination Management Plan 2022 – 2030? The events strategy was written ahead of the Destination Management Plan and there may be minor items that would have been written slightly differently if it were the other way around, but these are not hugely significant. I believe that the two documents complement each other.
- Do the events that the Council supports contribute towards the delivery of the English Riviera Destination Management Plan (DMP) 2022 – 2030? Yes I believe they are, there has been significant tie-in between Events Strategy work and ER BID work as part of the DMP delivery to ensure that there is synergy and the events strategy is in line with the DMP to the benefit of the local economy, but also of social benefit linked to health and wellbeing of the local population, mainly in terms of opportunities to take part in or experience new and exciting seasonal opportunities..

## **Documents provided**

Appendix 1 - Budget Digest Culture and Events 19-20

Appendix 2 - Budget Digest Culture and Events 20-21

Appendix 3 - Budget Digest Culture and Events 21-22

Appendix 4 - Budget Digest Culture and Events 22-23

Appendix 5 - Budget Digest Culture and Events 23-24

Appendix 6 - Budget Digest overall council budget 23-24

Appendix 7 - Culture and Events Structure May 2023 (Exempt)

Appendix 8 - ECH Budget PB271123 – events, culture and heritage fund budget for the past 3 years inclusive (Exempt)

Appendix 9 - Events Strategy suggested updates

Appendix 10 - Events strategy part 2 Evidence base and supporting information

Appendix 11 - Events strategy action plan (Exempt)

**Note:** Due to the sensitive commercial and financial data contained within Appendices 7, 8 and 11 they are exempt from publication in the public domain.

## Culture, Events and Sport

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Torbay Leisure Centre	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Contribut'n from Reserves	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
550	Arts Development	0	0	0	6	0	0	6	-12	0	0	0	-12	-6
551	Events	4.8	179	3	23	0	0	205	-83	0	0	0	-83	122
577	Music Hub		72	0	118	0	0	190	-182	0	0	0	-182	8
565	Sport	2.71	99	45	104	0	0	248	-203	-25	-40	0	-268	-20
566	Theatres & Public Entertainment	0	0	0	80	0	0	80	-11	0	0	0	-11	69
567	Torre Abbey inc Museums	9.31	297	3	240	0	0	540	-268	0	0	0	-268	272
	<b>Service Total</b>	<b>16.82</b>	<b>647</b>	<b>51</b>	<b>571</b>	<b>0</b>	<b>0</b>	<b>1,269</b>	<b>-759</b>	<b>-25</b>	<b>-40</b>	<b>0</b>	<b>-824</b>	<b>445</b>

### Culture, Events and Sport

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Other	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Contribut'n from Reserves	Other	Total Income (*ATL)	Net Expenditure (*ATL)
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
551	Events	4.8	181	1	56	0	0	238	-92	0	0	0	-92	146
577	Music Hub		73	0	101	0	0	174	0	-182	0	0	-182	-8
568	Seafront Illuminations	0	0	42	48	0	0	90	-20	0	0	0	-20	70
565	Sport	2.71	102	45	106	0	0	253	-249	-25	0	0	-274	-21
567	Theatres & Public Entertainment	0	0	0	80	0	0	80	-12	0	0	0	-12	68
569	Torre Abbey inc Museums	11.93	361	5	224	100	0	690	-272	0	0	0	-272	418
<b>Service Total</b>		<b>19.44</b>	<b>717</b>	<b>93</b>	<b>615</b>	<b>100</b>	<b>0</b>	<b>1,525</b>	<b>-645</b>	<b>-207</b>	<b>0</b>	<b>0</b>	<b>-852</b>	<b>673</b>

\*\* = indicative FTE's

## Culture, Events and Sport

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
551	Events	4.8	150	1	791	0	0	942	-108	0	0	0	-108	834
565	Sport	2.71	103	220	165	0	0	488	-494	-25	0	0	-519	-31
566	Theatres & Public Entertainment	0	0	0	80	0	0	80	-12	0	0	0	-12	68
560	Torre Abbey inc Museums	11.93	363	5	225	100	0	693	-325	0	0	0	-325	368
<b>Service Total</b>		<b>19.44</b>	<b>616</b>	<b>226</b>	<b>1,261</b>	<b>100</b>	<b>0</b>	<b>2,203</b>	<b>-939</b>	<b>-25</b>	<b>0</b>	<b>0</b>	<b>-964</b>	<b>1,239</b>

\*\* = indicative FTE's

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### Culture, Events and Sport

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
551	Events	4.8	157	1	402	0	0	560	-159	0	-360	0	-519	41
565	Sport	2.71	107	220	108	0	0	435	-442	-25	0	0	-467	-32
566	Theatres & Public Entertainment	0	0	0	80	0	0	80	-12	0	0	0	-12	68
560	Torre Abbey inc Museums	15.57	464	5	259	100	0	828	-432	0	0	0	-432	396
<b>23.08</b>	<b>Total</b>		<b>728</b>	<b>226</b>	<b>849</b>	<b>100</b>	<b>0</b>	<b>1,903</b>	<b>-1,045</b>	<b>-25</b>	<b>-360</b>	<b>0</b>	<b>-1,430</b>	<b>473</b>

000168

\*\* = indicative FTE's

Culture, Events and Sport

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
551	Events	4.8	175	1	441	0	0	617	-184	0	-360	0	-544	73
565	Sport	2.71	117	220	165	0	0	502	-442	-25	0	0	-467	35
566	Theatres & Public Entertainment	0	0	0	93	0	0	93	-12	0	0	0	-12	81
560	Torre Abbey inc Museums	15.57	524	5	277	100	0	906	-443	0	0	0	-443	463
<b>Service Total</b>		<b>23.08</b>	<b>816</b>	<b>226</b>	<b>976</b>	<b>100</b>	<b>0</b>	<b>2,118</b>	<b>-1,081</b>	<b>-25</b>	<b>-360</b>	<b>0</b>	<b>-1,466</b>	<b>652</b>

\*\* = indicative FTE's

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2023/24 Revenue Budget Summary

Directorate/Service	Expenditure £000	Income £000	Net £000
Adult Services	70,429	-21,605	48,824
Community and Customer Services	45,053	-41,867	3,186
<i>Note: Housing Benefit included in Customer Services</i>	36,053	-36,053	0
<b>Sub Total – Adult Services</b>	<b>115,482</b>	<b>-63,472</b>	<b>52,010</b>
<b>Children’s Services</b>	<b>118,180</b>	<b>-67,659</b>	<b>50,521</b>
<i>Note: Dedicated Schools Grant included in Children’s Services.</i>	50,800	-50,800	0
<b>Public Health</b>	<b>10,657</b>	<b>-254</b>	<b>10,403</b>
<b>Corporate Services</b>	<b>14,277</b>	<b>-2,338</b>	<b>11,939</b>
<b>Finance</b>	<b>33,522</b>	<b>-46,038</b>	<b>-12,516</b>
<b>Investment Properties</b>	<b>10,023</b>	<b>-14,157</b>	<b>-4,134</b>
<b>Place Services</b>	<b>47,636</b>	<b>-24,909</b>	<b>22,727</b>
<b>TOTAL</b>	<b>349,777</b>	<b>-218,827</b>	<b>130,950</b>
<b>Sources of Funding</b>			<b>-130,950</b>
<b>TOTAL</b>			<b>0</b>

Document is Restricted

Document is Restricted

# English Riviera (Outdoor) Events Strategy

2021 - 2027

Refresh or  
update



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# Foreword

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Our cultural offer, including events, is seen as a critical contributor to the area's success, making Torbay, the English Riviera, an attractive proposition to live in, work in and visit. There are opportunities to level-up and improve our events sector in order to better support the experience had and perception of visiting the English Riviera – the premier UK resort. This is of particular significance in the minds of influencers who are now central in shaping the held opinions of whether a place is great to visit, and as such these individuals can play a significant part in an area's success. One of the premier resorts

Equally important is the opportunity for local people to contribute to the development of an authentic cultural offer and promote the area's identity as influenced by its physical environment, our rich heritage, world class UNESCO Global Geopark designation, and the exceptional quality of life. Strongly need to add in - Involvement and support from local business community (30% traders locally)

This strategy is a starting point, and it aims to address these issues, build capacity and deliver a strong and vibrant events sector that will have a positive effect on the local economy and enrich the lives of local residents as well as visitors to the area by achieving **a multi-layered, year-round, area-wide events offer.**

**Councillor Mike Morey**

**Cabinet Member for Infrastructure, Environment and Culture**

Change from Mike...

# Introduction

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The Covid-19 pandemic has put a spotlight on events in the area as part of the wider offer to visitors and our community and there is a clear need to look at how we operate in a more strategic way. Events in 2020 were decimated. All key events were cancelled and there is a clear need to proceed with caution to prevent further spikes of the virus in this area and keep residents and visitors safe in the future whilst we move forward with a post vaccination society. Events will find it difficult to operate in the way they used to and will have to re-think how they do things. However, even before the Covid-19 pandemic arrived there was a clear need to review and reposition the events offer of the area. [Update to include cost of living crisis. Covid recovery taken longer than anticipated](#)

We need to do things differently, to think smarter and plan our events offer to enhance the wider tourism offer of the English Riviera, with a more long-term focus, so that we're not struggling to fund and produce even a minimal level of headline, feature and supporting events. To meet our vision of being the premier resort in the country, we need a plan that provides our local community with activities and events that enrich their lives and supports their development and well-being. That said, it may be at least 12 months (from publication of this report), or so, before the recovery is such that we are able to fully contemplate developing and staging major quality headline events on the English Riviera due to safety and financial reasons, although a lesser level of activity is necessary to sustain and support tourism business in the interim.

In brief terms, in our community we have event organisers, producers and event specialists who can work together to support the delivery of a multi-layered, year-round, area-wide events offer and look to work collaboratively with commercial event organisers nationally and internationally to bring high quality events to the area. It is acknowledged that one of the key challenges is drawing together the difference in working cultures and viewpoints of the various stakeholders including volunteer/community, local authority and professional large scale organisations. The council, through this strategy aims to support all of the above activity.

Torbay, also known as the English Riviera, is a unique and special place. Through working with groups such as Torbay Together, input from Torbay Culture and the clear focus of the English Riviera BID, as well as recent work and development of strategies such as the Destination Management Plan, Cultural Strategy and other local plans, we have started to align the different opinions of organisations and groups about how our unique distinctiveness should be evolved to provide significant opportunities both for residents and visitors to the area. We have also looked to align with The Arts Council Strategy and emerging Sport England Strategy, where relevant, to ensure links to the national aims for culture and events.

Torbay Council has a stated objective of Torbay being the premier resort in the country, and good quality events should form part of this vision. This strategy aims to draw together views about events from across the community and will be used to move forward options and opportunities; it forms the basis of a plan for the next six years, with a view on a longer-term strategy.

[Torbay Together is now Place Leadership Board. Include Torbay Story](#)

Further information on alignment with Torbay/English Riviera strategies can be found in the background document *English Riviera Events Strategy – Evidence base*.

## Scope

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This strategy has a focus on **outdoor events** in the area which include various genres - cultural, creative, traditional, innovative and on-trend activity and certainly includes music events, sporting events and more; and the support that is given to ensuring that events happen in a safe way especially on Council land by the Torbay Council Events Team. Whilst the focus is on outdoor events there are clear links to indoor events and other activity in the area and these will also be taken into consideration and investigated further when resources allow. It is hoped that in due course an addendum to this document, linking to and focussing on indoor events will be developed.

This strategy acknowledges the strength and depth of volunteer coordinators and their support for events in the area. Without these exceptional people many events just wouldn't happen. Events aren't easy to stage, they can be a slog and take a lot of grit and determination to make happen. The strategy seeks to support, develop and encourage such volunteers to strengthen their skills and abilities should they want such support, and seeks to make links across the sector, including commercial events operators, so that a wider support network can be developed. It also aims to be the launching point in trying to make it easier for events to take place in a safe way, and with expert support available where needed.

This strategy also recognises the work that other organisations play in ensuring the continuance of an annual events programme and supporting events to come to take place in a safe way most notably Brixham Town Council, Torbay Harbour Authority, Torbay Culture and the Paignton Green Events Group which is now known as the English Riviera Events Group.

Although not directly referenced, the strategy acknowledges the strength of the area in hosting local high quality independently produced performances by performing arts groups such as town bands, musical groups, choirs and family entertainers, and the commitment and work of these groups and individuals in delivering high quality entertainment that contributes to the well-being of local people and visitors to the area, and certainly add a dimension to the multi-layered emphasis of this strategy. It is acknowledged that these groups require good quality performance areas with appropriate amenities.

[Link into business community](#)

## Context

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In its simplest form, the English Riviera is a traditional seaside resort reaching ahead to provide the best possible 21st Century offer, set against a challenging landscape of limited public finances and extraordinary budgetary demands and pressures. The recent Covid-19 outbreak has only served to exacerbate how fragile the local economy and the events programme is, and proven the need for a more coordinated events strategy and how it would benefit the locality as it moves into a recovery and repositioning phase.

Sitting on the South Devon Coast, neighbouring Dartmoor National Park, the English Riviera is a UNESCO Global Geopark and home to a wealth of natural assets such as its natural coastal beauty, it is also known as England's Seafood Coast and the birthplace of Agatha Christie. It hosts a number of leisure, heritage and cultural assets such as Kents Cavern, Torre Abbey, the Princess Theatre and the Riviera International Conference Centre. The area has multiple Blue Flag and Seaside Awards for its beaches and Green Flag awards for excellent parks and gardens, as well as the only UK destination to have held the Purple Flag award for seven consecutive years. The recently adopted strap-line of Torbay Together and the English Riviera BID – *Naturally Inspiring* – sums it up extremely well.

The area is well known for its coastal and maritime links with a good-sized yachting community in Torquay and Brixham. Tor Bay has an international reputation as a sailing and championship venue. Brixham is the largest fishing port in England, by value of catch, and Paignton has a sea-facing events space and pier. The area is marketed as a year-round destination using outdoor and adventure activities as a reason to visit, such as kayaking, paddle-boarding, coasteering, caving, abseiling, wild swimming and sailing.

In 2019, there were more than 100 outdoor events, either small, medium or large-scale that took place on Torbay Council land including several that took place within the realms of the Tor Bay Harbour Authority; as well as a small number of key events that took place on private land. Further information can be found in the background document *English Riviera Events Strategy – Evidence base*.

Events and festivals are acknowledged as fundamental in improving the quality of life of a local population. They provide opportunities for expressing collective belonging to a group or a place; create occasions for drawing on shared histories, cultural practices and ideals. They are also an important element in the marketing and development of tourism and valuably important in extending the season. The importance of events taking place in developing the offer in the 'shoulder months' is recognised. If the area is to be an all year round destination, the right events will play a key part. Many towns and cities use events and festivals as vehicles for regeneration projects and tourism promotion, all vital to the local economy.

Events can be critical in enabling successful regeneration funding bids (as has happened in Liverpool, Bournemouth, Brighton and Hull), giving one area an edge over a competitor as well as

showing local distinctiveness. They provide an additional reason for tourists to visit a particular location and can also be a key factor in a tourist's decision to choose one destination over another. They provide enjoyable things to do for visitors, allow informal and rewarding contact with the local community, local environment and provide new cultural experiences for visitors. All of these things, with the right type of events, can bring money into the visitor economy, supporting local jobs and local businesses. Many of the considerations for staging events are set out on the following page.

The legacy of the Covid-19 global pandemic is likely to be felt in the events sector for the duration of this strategy. This strategy and the related Event Policies may need to adapt to ongoing changes in government legislation and public health advice.

## Reasons for Staging Events

### Social

- Opportunities to participate in community events
- Improve the health and wellbeing of residents
- Encourage community cohesion, celebrating diversity, creating a strong sense of community (and often a “feel-good factor” amongst the community)
- Promote inclusivity and equality

### Cultural

- Contribute to a sense of community, local pride and cultural identity
- Create community identity and cohesiveness
- Celebration of cultural heritage
- Introduce new and challenging cultural ideas
- Fostering a culture of innovation and imagination
- Support and showcase art forms

### Economic

- Attract visitors from beyond the region
- Extending the season into the shoulder months. The right types of events in the off-season will attract more visitors when the local economy needs them
- Contribute to the growth of overnight stays and day visitors
- Enhance national profile, generating significant media coverage
- Provide employment opportunities
- Support local businesses and act as a catalyst for regeneration and renewal
- Maximise income generation to invest in community events

### Skills

- Develop capabilities of communities and organisers to take greater responsibility for events
- Build skills training and career pathways into the events sector (including volunteers and existing volunteer event organisers)
- Present opportunities for volunteering with community groups and those running events, to upskill and develop confidence
- Continue to build capacity and expertise across the area's events sector

## Sustainability [Move this to the Environmental section](#)

- Motivate event organisers and suppliers to adopt high sustainability standards in event delivery. Continue to improve, review and evolve the environmental criteria that organisers are expected to meet.
- Improve on-site infrastructure and facilities that supports positive sustainable behaviour and reduces the impact on the environment
- Make best use of green infrastructure
- Explore potential for sharing of equipment, infrastructure and resources between events
- Offer experiences that supports the local natural environment and promotes a local scientific and other designation such as the UNESCO Global Geopark designation. For instance, Tor Bay boasts some of the finest sailing waters in the world

Many destinations have increasingly recognised these benefits and have developed extensive events programmes. The last fifteen years or so have seen a remarkable rise in the number of events and cultural festivals in towns and cities throughout the UK, Europe and elsewhere. Evidence shows that a properly resourced and mature events programme, with a distinctive creative vision, and staged in an interesting and accessible location, can generate significant profile, attract new visitors and deliver substantial economic benefit.

Such an approach will have significant economic benefits to the locality. It will draw in different target audiences to different activity all of whom will spend money on car parking, food and accommodation, in shops and at other visitor attractions whilst they are in the area. To build the necessary capacity in the area and develop a year-round season-based rhythm of cultural events is not cheap to do, but by pursuing match funding and re-directing income generated by the Events Team as and when capacity has sufficiently grown to do so and with the provision of “seed funding” which would be administered by officers in discussion with an advisory Events Steering Group, there is potential to secure the variety and capacity desired whilst building wider economic impact and indirect benefit to the Council. [Take out seed funding reference potentially](#)

Unlike permanent attractions, stadiums and museums, festivals and events can be more fleet of foot; they're able to switch venues and upscale programming if necessary (depending on the scale and what facilities are available). They're also much more inclusive. Many events are free to the public, utilising existing public spaces and cultural assets, spark interactions among community members and nurture a positive image of urban areas. However, many events are susceptible to poor weather, with strong winds being a particular issue for coastal events. Equally, very good weather can also create logistical issues with increased pressures relating to larger than expected crowds.

Successful events destinations offer festivals and events, which are connected to the place, inspired by its location, history, heritage, people and living culture. They deliver authentic, high quality events, which for the most part can only be found and experienced in that way in that particular place. Places that nurture this approach – such as Brighton, Bournemouth or even Liverpool - even for those events that are *brought-in* rather than home-grown – tend to be more

successful and sustainable. Not only as a tourism destination but also a place to live, work, study and invest in. Further information to support the need for action can be found in the background document *English Riviera Events Strategy – Evidence base*.

The English Riviera hosts many events throughout the year. Many of these target a local audience, although visitors might go to them when visiting and are therefore limited in economic potential; some are more commercial touring events that attract a regional audience because the Bay is the most convenient location to experience the event (such as shows at Princess Theatre and Palace Theatre, Circus on Paignton Green or touring exhibitions at Torre Abbey); and a few are headline events that are unique to the English Riviera and high profile, with the ability to attract visitors to the area and shape the reputation of the Bay. There is currently very little resource for product development.

**Need to refer to a repositioning plan - greater impact social and economic.**

Whilst many events were cancelled in 2020, the Covid pandemic also showed us how resilient certain sectors in the Torbay area could be, with, as you would imagine, the creative sector at the forefront. It was surprising how much organisations were still able to deliver during such a challenging time. Such delivery included Create to Recover, English Riviera Film Festival, Devon Open Studios Launch, Online Virtual Art Exhibitions. In addition, the pandemic has brought cultural organisations and freelancers together via *What Next* and there is now a real opportunity to build on and create better collaborations and partnership working.

Some of the most noteworthy events currently or recently staged on the English Riviera include (this is a flavour and not a complete list):

- English Riviera Airshow
- International Agatha Christie Festival (takes place at multiple venues)
- Bike Festival (although BMAD appears to have folded)
- Brixham Pirate Festival
- BrixFest
- Fishstock
- Geopark Festival
- Eyeview projects such as Wavelength (a one-off project with potential to develop as a regular event Oct-Dec)
- English Riviera Triathlon
- Rowcroft Sleepwalk
- Torbay Half Marathon
- Children's week
- Into the Mix
- Paignton Festival
- Paignton Regatta
- Seafood FEAST
- English Riviera Film Festival
- Torbay Steam Fair
- Various Sailing events at all levels including major international and national sailing events

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

**Refer to central resource for promoting events. ER events listing**

## Future Direction

Torbay Council is relooking at the area's future, its priorities, approach and the delivery structures needed to reposition and to realise its potential. This Events Strategy has been developed in

response to the Council's Corporate Plan, to align with the Destination Management Plan, Cultural Strategy and Heritage Strategy, and also to act as a recovery plan for events in the area following the Covid-19 pandemic and as an events repositioning plan. In addition to the plans outlined above, it is designed to sit alongside the Economic Strategy, Neighbourhood Plans (3), the Joint Health and Wellbeing Strategy, the UNESCO Geopark Management Plan, Torbay Council's Black Lives Matter/Diversity report and inform the vision for the English Riviera until 2027 with a view beyond this point.

The English Riviera has the ambition to build the range and scope of medium and large scale (Headline and Feature) events staged in the area to deliver a year-round programme (with a focus on the shoulder seasons) of high quality, distinctive events which will appeal to visitors and residents, have a positive impact on the local environment and support the promotion of the Bay across all its agendas. Currently, relatively few of these events are of regional significance, something that needs to be addressed as part of the outcomes of this strategy. New events need to be sustainable, more regionally distinctive, work in the off-season and have a greater impact.

Event organisers may also wish to consider virtual and digital programming as a way of promoting the area, increasing event revenues and expand participation through online platforms and social media, although this is not a focus of this strategy which is more about enabling physical events.

# Vision, Objectives and Actions

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Events play a key role in the area's wider economic development and social agenda and this strategy outlines a future in which they can play a much stronger role in supporting community wellbeing, the area's profile, reputation and economic growth, in support of the area's recovery from the impact of the Covid-19 pandemic and repositioning as a significant destination for events.

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

Events help to make the English Riviera a more vibrant and interesting place to live, visit, work and study in. They bring people together and shape a strong sense of identity. They provide opportunities to stimulate tourism and economic growth.

Events also have wide cultural and social benefits for our community. They strengthen identity and pride, impact positively on health and wellbeing, and enhance educational outcomes and economic opportunities as well as encourage a greater appreciation of the area's unique natural environment. A related example of this is Oldway Garden Volunteers and volunteers at Torre Abbey both in the house and in the garden.

There is scope for up-skilling retired but active residents and this could be transformative on many levels.

**Events are critical to the local economy and health and wellbeing of residents. Don't need all of 1st two paragraphs anymore.. edit out. Drop Oldway volunteers.**

## Vision

Our vision represents what needs to be achieved between now and 2027. It recognises the breadth of impact and benefit that a well-run events programme can deliver. It centres on achieving a greater focus on **quality, distinctiveness and impact**. It will also support a greater emphasis on quality events to support the area, by making it more attractive to visitors following the impact of the corona virus pandemic.

This question of authenticity is key: if Torbay has ambition to be a truly leading destination of choice, then a better mix of originated content (whether from local or national suppliers) and toured in (visiting) events needs to be nurtured. The question of balancing risk with ambition is to be explored: The Airshow is a flagship event, but there are questions about its long-term environmental and economy sustainability and several events as anchor points would be stronger, and may help future proof the events offer.

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

We will think more about impact and seasonality, and our events will grow sustainably with the economic and social benefits felt by our residents and businesses without having a detrimental impact on the environment.

Where this is not possible (for example the English Riviera Airshow) we will mitigate against environmental impact as much as possible and put in

measures that will off-set the environmental impact of such events in a structured way whilst maintaining the social and economic benefits of the event for the area.

The events offer will be managed in a way that not only supports the area to recover from the Covid-19 crisis but also to help it to be Naturally Inspiring, repositioned to thrive and compete long-term with other coastal destinations.

## Objectives Snap up the objectives.

In setting these objectives for events on the English Riviera, we recognise that there should be a balanced approach – where events are not the end in themselves but rather a vehicle through which other area-wide needs are met:

Events on the English Riviera will:

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

In addition, the Council and partner organisations will:

- Achieve an even spread of Headline events (seasonal anchor points) interspersed with good quality Feature, Area and Community events
- Seek additional third party funding and use existing finances (S106 and CIL) to support and match fund opportunities to create strong event spaces as well as good quality events in Brixham, Paignton and Torquay.

## Strategic action plan

Identified below is the strategic action plan to deliver the vision and objectives and which are discussed in greater detail in Appendix 1 - **Strategic Action Plan**.

1. **Shift the strategic focus** to achieving more with the limited resources available. And seek out funding and match funding opportunities.
2. **Development of an Events Charter** to set clear expectations from organisers and to cement the actions that are important to local communities in event planning.
3. **Build capacity** in the sector to make the English Riviera a centre of events excellence across the spectrum of event types and sizes.
4. **Investment in events** in order to develop key sites that meet the needs of quality event organisers that manage events that will have a UK wide audience.
5. **Support the development of local event organisers, producers and promoters** to create high-impact events and enable job skills and job creation.
6. **Support Marketing promotions with partner groups and organisations** to ensure the events offer of the English Riviera is promoted far and wide as a welcoming and vibrant destination, that has a diverse range of appeal.

Timing as part of criteria - shoulder season

Year of consolidation and growth

Charging for use of council land and officer time to be considered..

## Conclusion

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This strategy recognises that the English Riviera has significant work to do to improve its viability as a host for quality, attractive events, developing a multi-layered, year-round, area-wide, events offer and attracting and developing viable and professional event organisers in order to deliver meaningful benefits to the community and the local economy and which attract visitors.

The ambition is to start progress towards achieving more with the existing limited resources but finding ways to draw in income to cover such events. It won't be an easy task but having a strategy it is a start that all stakeholders can acknowledge and work with together. The strategy advocates four specific actions that we believe can help achieve this by a greater focus on 'quality', 'distinctiveness' and 'impact' and which will help achieve our vision.

# Appendix 1 - Strategic Action Plan

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This is the strategic action plan which outlines the actions that need to be undertaken at a strategic level. A more detailed delivery action plan will follow on from the adoption of this Strategy including Key Performance Indicators. The delivery action plan will detail a pathway to delivering the specifics of the strategic action plan, looking at issues such as specific events, timings, resource required etc.

## Action 1 - Strategic Focus

**We will shift the strategic focus to achieving more with the limited resources available.**

To build a multi-layered, year-round, area-wide portfolio of events that deliver distinctive experiences for visitors and residents and also supports economic development and profile building priorities. There will be a mixture of established successful events, community (local) events, new events which can be developed and national/international events which we will try to attract to the area. In most instances the Council will act in a strategic coordinating role, working in partnership with various organisations to support the delivery of these events. This may mean doing fewer events of greater benefit.

## Key Aims

The aims of this approach are to:

- Differentiate the English Riviera in a competitive and overcrowded market for event audiences.
- Ensure Headline events' profile, attendance and impacts are not diluted by an excess of similar events. It is recognised that local community events would very rarely impact on these larger events.
- Develop new opportunities that fill gaps outside the core summer months in the annual calendar, and ensure the correct type of events that draw in visitors fill the summer months.
- Go out to the market to see what is possible to achieve the above in terms of Headline and Feature events.

## Event Classification

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

### Headline Events

These will be grown to three (and then potentially to five as capacities increase) big impact annual cultural and sporting highlights which showcase the area. The aspiration should be for events that can be classified as **English Riviera: Naturally Inspiring** that display high quality strong ambition; deliver significant economic impact; attract large audiences; achieve significant media coverage; and generates more overnight stays in the area.

## **Headline Events - Potential Development**

Suggestions for further potential Headline or Feature events (to be considered by the advisory Events Steering Group) include a light and sound based event (potentially building on Torbay Culture's Wavelength project), a Food Festival, an Outdoor Adventure Exhibition, a Walking Festival, a Music event if resources allow, a significant sporting event, a Christmas related event, a Pride Event (will need to be evolved with the LGBT+ community), a cycling event, a sailing event or a significant cultural creative event. Further information and specific ideas can be found in the background document *English Riviera Events Strategy – Evidence base*.

## **Feature Events**

Established, growing or one-off events that contribute to the vibrancy, profile and tourism appeal of the area. They will be able to demonstrate how they can deliver quality and high levels of ambition, achieve greater public profile, deliver economic impact and attract visitors to the area from Exeter, Bristol, Plymouth and the wider sub-region, as well as some from further afield. Seafood Feast is an example of a significant Feature event but is not an outdoor event (as yet).

## **Feature Events - Potential Development**

A significant vacuum exists during the winter months leading up to Christmas and New Year. The potential exists to build the Winter Riviera brand. A distinctive, authentic and creative, promotional 'umbrella' branding that creates the opportunity to promote the English Riviera as a winter visitor destination, which reaches beyond Christmas markets and is not just about "Tinsel and Turkey" packages with limited benefit to the local economy.

Other business operators in the area have also suggested a summer music season as a feature event. A series of music offerings on a stage on Torre Abbey Meadows. This would offer an eclectic mix of shows from popular music, rock music through to jazz and classical music on stage over a series of nights, each night attracting a different audience. The impact would be very visible and would be a high-profile offering. The event would need to be fenced off and would only work with a suitable promoter. The Council would need to support the development of such an event and give the land and land re-instatement for an agreed period of time (say three years). Other suggestions for music events include a multi-site, multi-venue festival. Further information and specific ideas can be found in the background document *English Riviera Events Strategy – Evidence base*.

## **Area Events**

These are events delivered at area level that although of a recognised quality are predominantly aimed at residents. They will have limited impact or attraction to visiting audiences beyond the south Devon sub region but contribute to the year-round ambience of the area as a happening place. Paignton Festival, Paignton Regatta, Torbay Carnival,

Children's Week, THHN City to Sea Marathon currently fit this category. We would group touring tented circus, fairs and light entertainment shows as area level events. However, these events are unlikely to achieve more than modest growth in visitor impacts or engagement beyond local audiences. They should however be well-managed exemplars of sustainable events, adding to the distinctiveness and uniqueness of the area and its neighbourhood and making the most of opportunities to support local suppliers.

### Community Events

These are small-scale community or community of interest organised festivals and events taking place across the area. They have a capacity of 999 or less. The Council provides advice and guidance and could run a grant scheme through a new advisory Events Steering Group (with appropriate accountability measures in place) so that eligible organisations can apply for project funding.

While these events have real value to local communities and should be welcomed, the limited resources of the Council should be targeted at events which deliver a wider set of impacts and many of these events will continue to look after themselves. Nonetheless the Council should support the permissions required and offer guidance and advice on best practice delivery.

Such small community events, up to 999 attendees because of their nature, currently require limited support and Health and Safety monitoring and this will be encouraged moving forward to free up the Council's Events Team to support delivery of the wider strategy. Any bespoke concerns will be flagged up with relevant partners agencies, or via PSAG, and for those selling alcohol or providing entertainment, will also need a licence, which will address any relevant concerns.

### Sports Events

There is huge potential for the development sporting events to take place within the area. Whilst this is not specifically covered within this strategy, it is explored within the background document *English Riviera Events Strategy – Evidence base* along with suggested ideas for development and is a theme that will be picked up between this strategy and the impending sport strategy that is currently being developed. As such the potential of sports events will be considered as part of the categorisation process detailed above. Most will be Area Events but as these grow in stature they will become Feature events or even Headline events. Some significant sports events can be classed as Feature events because of their wider draw. Significant music events like Boardmasters have grown out of sporting activity and niche events. Research into the potential to link outdoor adventure and especially sea-based activity should be explored.

## Summary of opportunities

- Focus efforts on making the most of events with the greatest potential to deliver economic impacts

- Equally focus on events that deliver on well-being and social impact for our community
- Encourage actions to increase the direct impact on the local economy by Headline Events
- Support bids for occasional international events e.g. sporting events or Geopark related programmes
- Develop a seasonal year-round programme of events (with key anchor points) and packaging to present a coherent offer
- Encourage the use of local suppliers and the distinctiveness of all events that take place in the English Riviera

## **Specific recommendations**

- Develop an advisory Events Steering Group to include stakeholders to support and advise officers on the key strategic actions and to support the development of the delivery action plan for English Riviera events. The group will be made up of local people and professionals with an interest in creating a successful year-round events offer. Care will need to be taken to ensure transparency, honesty, integrity and authenticity. This will be an independent group from various sectors of our community that will support officers to shape and develop the Action Plan that will follow the adoption of this strategy. The group will need to be community orientated and politically independent. The Council's Events Team will work closely with the group. The group will advise on plans for seed funding new events, taking into account accountabilities and specific terms associated with the funding from the Council and any other partner funding bodies.

It is suggested that the following groups are represented; English Riviera Events Group, Torbay Culture Board, ERBID Board, representative for local infrastructure suppliers, representative for independent event managers. There may also be scope for a well-connected event ambassador.

- To use seed funding from the Council specifically towards starting up and sustaining Headline and Feature events, this sum to be made available each year and increasing where budgets permit from 2022 to 2027. No event to be funded for more than three years, and funding would be on a sliding scale.
- A firm commitment should also be given to supporting existing Area and Community events with help and advice. A one-off funding pot that events can apply to, to support their development, if necessary, whilst income from Headline and Feature events is grown sufficiently to partly be used to support the development of Area and Community events over the longer term, as well as infrastructure development on key sites.
- To go out to the market of national commercial events organisers using existing resources to ascertain what Headline and Feature events might work in the area, who is interested and what leverage may be required to bring appropriate events to the area.
- Research and progress themes already outlined in the previous section with the advisory Events Steering Group.

## Action 2 - Events Charter

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

We will create a simple Events Charter for any events on Council land (or more widely if other landowners wish to adopt it) as a public statement about what the Council and organisers are trying to achieve through events and how they are going about it. It is intended to help organisers understand what is expected from them and to which they publicly commit themselves. It will also be a tool to use with local communities who may be impacted by events, to show what collectively is trying to be achieved, to highlight the approach to quality and well-managed events and to build better relationships between those delivering events and those impacted by them.

### Key Aims

The Charter acknowledges that the Council will:

- Provide a welcoming and supportive location for events
- Promote events that enhances the reputation and image of the area
- Provide resources to assist the planning and delivery of priority events as well as financial support to community events
- Encourage and enable events organisers to work together in a respectful and collaborative way

Organisers will:

- Positively contribute to the quality of life for local communities
- Maximise the economic contribution from events to the area economy
- Work together in a respectful and collaborative way
- Deliver innovative and imaginative programming
- Make the most of creative partnerships and collaboration that supports locally based event producers and suppliers and strengthens capacity building
- Promote health and wellbeing while minimising any disruption to local health and social care services (events should not impact too much on necessary day to day services)
- Deliver the most sustainable events that help protect the environment as far as possible
- Minimise disruption to residents and businesses
- Support opportunities for young people especially care-leavers
- Consider use, where appropriate, of *Changing Places* facilities

### Specific recommendations

- That the Council commits to a single point of contact for all event enquiries drawing upon extensive experience gained in managing and regulating events and help to facilitate end-to-end multi-agency support in the planning and delivery of events including support across the different departments and responsibilities of the Council such as waste provision through the newly established Swisco.

- That the Council will simplify the events application process by upgrading the digital process in order to reduce paperwork and increase efficiency using a system such as the Council's new CRM system or similar.
- The Council will embed infrastructure in key events locations as a priority, as part of new development levies and payments (S106 and CIL), which will help provide environmentally sustainable event spaces in the future. Other spaces should be developed and brought on-line as funding permits after the key spaces are at the required level.
- All event organisers above a certain threshold (999+ attendees) will be required to sign up to the Charter. A suggested draft can be found in the background document *English Riviera Events Strategy – Evidence base*.

## Action 3 - Capacity Building

**We will build capacity in the sector to make the English Riviera a centre of events excellence across the spectrum of event types and sizes.**

To ensure that the Events Team are focussed on the area of greatest opportunity with the tools and resources to help them. We will develop a portfolio package (PDF or via the event application system) that can be sent to interested parties detailing location, amenities and capacities etc.

We will shift our resources towards events that can help the area have a bigger and better impact. We recognise that, as it stands, a large proportion of time and resource is spent facilitating the permissions of smaller and community events that have limited economic impact. This will ensure that the Events Team are focused on the areas of greatest opportunity with the tools and resources to help them.

The Council currently processes event plans (necessary for health and safety reasons) and approves approximately 110 events a year on key council owned event sites (and does not approve a small number which is equally, if not more, time-consuming), which necessitates a significant workload and time spent by the Events Team processing applications, facilitating consultations and supervising event preparations to ensure well-managed, safe events that mitigate negative impacts on local communities linking in with the area Public Safety Advisory Group, H&S and safety officers, Licensing team, Environmental Health, Highways, Natural Environment team and others. The SAG 'Torbay Guide for Organisers' document provides advice around event safety to all organiser's and is extremely well written and helpful, it is acknowledged this will need updating to ensure it is in line with this Event Strategy.

The sector and organisers can help the Council achieve what it wants but often are unclear exactly what that is. So, it is recommended to bring them on board to help find solutions to the challenges faced by events – whether that is programming outside of peak periods; sharing best practice in sustainable delivery; or innovating and driving out distinctiveness. Much was learnt about from offering a more dynamic service to a number of event organisers during the Covid 19 pandemic, and relationship building is key to successful interaction.

## Managing Applications

The existing process and supporting system for managing events applications needs to be reviewed. Either upgrading the existing system or investing in a new system. Options and ideas can be found in the background document *English Riviera Events Strategy – Evidence base*

### Programme Development

The Council's Events Team will act as an enabler, facilitator (and occasional commissioner) rather than a direct deliverer of events. The programme would be developed and advanced through a process of stakeholder engagement and collaborative working to create and shape a high-quality annual calendar of activity. Opportunities should be taken to enable communication among event organisers, encourage use of public spaces and manage any diary clashes for the area. The Events Team will provide supervision for the area's events programme. They will be responsible for advising, supporting and in some instances investing in the area's Headline, Feature, Area and Community portfolio of events.

Using clear criteria, the Events Team would engage with local, national and international external organisations and agencies to identify and bid for one-off Headline sporting and cultural events. An essential criteria would be that an external local lead or co-partner(s) is secured. The criteria are a guideline and not all potential Headline Events will meet every element. Options and ideas including criteria, development of the sector operational roles and site hire charges can be found in the background document *English Riviera Events Strategy – Evidence base*.

## Specific recommendations

- Explore digital tools that can help with event applications to improve efficiency. We need to enhance the existing online process which is clunky and not at all user friendly for event applicants or end users (officers). Linking in with the Council's new CRM system or similar.
- Use existing digital platforms (e.g. social media groups) to connect the various organisers to support each other and use best practice from the English Riviera Events Group and other similar groups in other localities.
- The Council considers supporting a new part-time role in programme development using clear criteria (from existing resources).
- Fostering the capacity and capabilities of the local sector and engaging them in the area's challenges. Support local event managers and promoters with opportunities for training and skills development including volunteer event coordinators.
- Retain support from other operational teams at the Council to deliver this strategy and maintain the reputation as an attractive destination to deliver events, and where necessary support these teams' resources where there is a significant increase in work.
- The Council will maintain a stable and sufficiently resourced and funded Events Team to support events, especially those on council land, working collaboratively with the newly formed advisory Events Steering Group.
- Charging. The above will necessitate a charge for the use of event spaces and bonds in place for land reconstitution to some extent (mainly commercial, Headline and Feature events in due

course). This will support the cost of the events officers to enable events and future planning, it may even support maintenance of events spaces (hopefully linking in with S106 funding opportunities), and in due course may support seed funding for Headline and Feature events (in collaboration with the advisory Events Steering Group), and support grants for important community events that meet specific criteria. Alternative mechanisms to fund events will also need to be pursued (i.e. ERBID expansion and other grant funding). There will be regular reviews of hire fees and charges and it is suggested that not for profit Community and Area events will largely be exempt from event fees, although reinstatement fees will still need to remain in place. From consultation, many organisations have expressed concerns about road closure fees for community events, and this will need to be investigated further to see whether there is a cost benefit of no fee for such road closures being incurred, although the main cost here is for enacting and lifting road closures which the fee from the likes of Amberon Ltd or SWISCo Ltd which the Council cannot bear.

## Action 4 - Events Infrastructure

**We will need to invest in events infrastructure in order to develop key sites and promote them so that the English Riviera is welcoming and able to meet the needs of regionally and nationally significant events, with an ambition to support UK renowned and world class events.**

The English Riviera benefits from a limited number of open spaces. However, the area's principal spaces are not equipped to support major events, and substantial infrastructure has to be brought in. This is not a major problem and saves on issues with storage but with consideration to environmental issues a stable power supply rather than bought-in diesel generators is preferable. More importantly, the surface of key even spaces needs consideration. If we are to achieve a year-round events programme we will need more durable key events spaces otherwise we'll struggle with dust bowls and muddy areas. Water points are also important as is protecting event sites against traveller encampments.

Paignton Green and Torre Abbey Meadows are the area's principle event spaces although not formally designated as such. However, they need to be developed as dedicated events ready spaces capable of hosting a range of events and entertainments. This means investing in built-in infrastructure in the public realm with outdoor performance in mind either funded through grant funding, S106 funding or through hire fees. This is necessary to fulfill the objectives set out in Section 2 of this report namely to 'Enhance our national and international profile and reputation; Encourage civic pride and community cohesion; and develop capacity and capabilities in the area's events sector. A detailed analysis of needs of these key spaces will be undertaken once this strategy is adopted, although the key elements are already known. Other event spaces will be developed in due course once funding permits. The new space at Princess Gardens is an example of this. The site has had some investment but more is required to develop it as a versatile year-round events space. Such spaces can be used by various community and commercial organisations and would be an ideal location for outdoor theatre and other uses. Torre Abbey grounds are also a good space for events.

There is a need to provide the following on the principle event spaces:

- Better “clean” power provision, water supply and high speed Comms (especially at Paignton Green).
- Provision of “almost” off the shelf Traffic Management plans to guide organisers about what is and isn’t possible for specific sites and why

With recent developments such as the space at Princess Gardens and proposed development of the area adjacent to the clocktower “The Strand” in Torquay as part of the Town Improvement Plan and also the town centre development in Paignton as part of the Future High Street Fund works there are already plans to ensure that these developments provide for the existing and future needs of events and event organisers. Introducing surfaces that can accommodate events, dropped kerbs for vehicle access, electricity and water points, data points for high speed comms, are all examples of improvements that are needed for modern events. There is also a need to look at dedicated event spaces in Brixham.

There has been recent government discussions about making events spaces more resilient in response to terrorist attacks which may require significant investment. This is yet to be developed into full policy and needs to be looked at in any detail. The process was held up by the Covid-19 crisis but should also be taken into consideration when the full information comes forward.

Direct funding for capital improvements to support events may be unlikely to be forthcoming in the current climate. But the needs of events and event organisers should be considered as part of the early thinking and planning for major projects (public and private) that are taking place in and around the main event locations.

## **Future development requirements**

The main requirements that future development should consider would include:

- Provision of flat, open space
- No street furniture or public art that cannot be easily moved (not including murals)
- Provision of electricity power supply (preferably from renewable sources), data (high speed comms), water points (including drinking water) and drainage at appropriate underground points
- Vehicle access for unloading
- Performer parking
- Security and site safety designed in
- The establishment of event ready infrastructure will also critically assist reducing environmental impacts managing energy and water more efficiently, reducing waste and carbon emissions.

## **Specific recommendations**

- Seek out funding options to upgrade existing event spaces including reviewing S106 and CIL funding
- Work with TDA to develop event space opportunities

- Engage with ERBID to develop marketing opportunities and support for new and evolving events, and to act as a critical friend

## Action 5 - Event skills development

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

The team will explore options and opportunities to support the development of event organisers, producers and promoters (including volunteer event coordinators) where possible through training and skills development (where funding is available), through coming together to discuss opportunities and through a potential conference as detailed in 3.6. This will build a highly skilled and resilient events sector that are willing to work together, share ideas and best practice and build the level of capacity and quality that is required in the area.

Support for volunteering programmes will also be given, linking in with wider initiatives such as those already developed by Torbay Culture and the CDT. Links with South Devon College should be further explored to enable work experience, employment opportunities and volunteering opportunities for students.

### **Specific recommendations**

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

## Action 6 - Events Marketing

### **Ensure the events offer of the English Riviera is promoted far and wide as a welcoming and vibrant destination that has a diverse range of appeal.**

Event marketing promotions are crucial to promote the English Riviera is welcoming and able to meet the needs of regionally and nationally significant events, with an ambition to support world class events. From a council perspective a dedicated annual marketing plan will be developed and delivered by the Culture and Events Marketing Coordinator to support key events, but there is a need to work with the community to share the load in terms of wider community events.

ERBID currently do a fantastic job in supporting the marketing promotions of events in the area and providing positive constructive advice in the development of new and evolving events, on behalf of their stakeholders (accommodation providers and other tourism sector provision), and it would be useful to involve, where possible, their input in the development of new events, either as part of the proposed advisory Events Steering Group or as a critical friend. Likewise, linking in with the Destination Management Group. There is much discussion within groups such as What Next about collaboration and joined up event marketing promotions that needs to be supported.

## **Specific recommendations**

- Support other opportunities for joined up marketing promotions to promote all events – as per What Next Torbay initiative and The Shorely. Including smaller events that do not have the national appeal that ERBID focusses on. Look at opportunities for joined up promotions.
- Focus on Social Media amongst other media but also to investigate Influencer Marketing; Influencers, Bloggers, Travel Brands and Partners
- Link in with ERBID and the Destination Management Group for specific feedback on events.

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For more information please contact **\*\*insert your team email or phone no  
here\*\***

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# Events strategy part 2 ...

## Evidence base and supporting information

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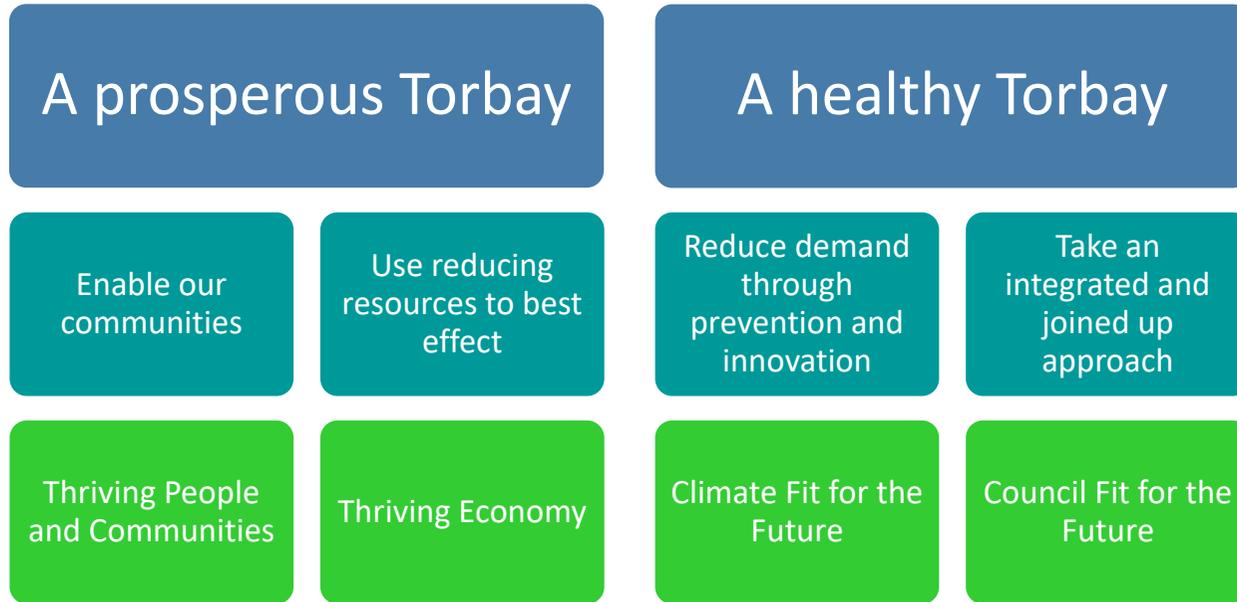
## Setting the scene - Alignment with Torbay/English Riviera Strategies

### 1. Alignment with Torbay/English Riviera Strategies and good practice

The scale of event delivery on the English Riviera is set out in this section and where and how this strategy fits into the current policy environment for the area. The English Riviera Events Strategy supports and aligns with other key area strategies:

- Torbay Council's Corporate and Community Plan 2019 - 2023
  - Enjoy, talk, do, be – a cultural strategy for Torbay and its communities 2014 - 2024
  - English Riviera Destination Management Plan 2017 – 2021
  - English Riviera UNESCO Global Geopark Management Plan 2019 – 2024
  - Thriving Lives - Joint Health & Wellbeing Strategy 2018 – 2022
  - 5 ways to wellbeing (linking in with mental health awareness)
  - Torbay Economic Strategy 2017 - 2022
  - Local Plan 2012-2030
  - Brixham Peninsular Neighbourhood Plan – Adopted June 2019
  - Paignton Neighbourhood Plan – Adopted June 2019
  - Torquay Neighbourhood Plan – Adopted June 2019
  - Arts Council England - Let's Create 2020-2030
  - Sport England – Uniting the Movement 2021-2031
- 
- The English Riviera is one of the country's top ten visitor destinations, welcoming 4.5m visitors per annum with an annual visitor spend of more than £435m.
  - Torbay Council's cabinet states their ambition as follows, "*We want Torbay to be the premier resort in the UK, with a vibrant arts and cultural offer for our residents and visitors to enjoy; where our built and natural environment is celebrated and where we play our part in addressing the climate change emergency.*"

2. **Torbay Council’s corporate plan priorities** are as follows:



A thriving events economy would meet these priorities in various ways:

**Thriving People and communities:**

- By providing the community with creative and interesting opportunities to participate
- By developing skills (knowledge and abilities), employment and volunteering opportunities
- Through involvement in either of the above, to achieve better health (mental and physical) and wellbeing

**Thriving Economy:**

- Events (of the right quality and stature) contribute directly to the economy and to the quality of life in the area which in turn indirectly supports business and the well-being of the employees of all businesses.

### Climate:

- Events can and should be developed in a sustainable way. Event organisers can be encouraged to be more environmentally aware, with quick wins such as single use plastics being non-permissible and other steps taken to safeguard the environment.
- Ensuring a blanket approach to sustainability within Events will visibly demonstrate Torbay Council’s commitment to tackling the climate emergency
- Visitors will be encouraged to use sustainable transport when visiting the area / attending events (when Covid-19 precautions allow).

### Council Fit for the future:

- Growth in the local economy and wellbeing of residents as a result of this strategy will support the ambitions of the Council’s administration and support the Council as an enabler.
- Direct income generated by events can be reinvested within the Council to provide long term security and sustainability.

3. **Torbay’s Cultural Strategy** for the area (Enjoy, talk, do, be – a Cultural Strategy for Torbay and its communities 2014 – 2024) has a stated aim of “developing a year-round season-based rhythm of cultural events”. It contextualises this as follows: *The concept of the ‘Eventful’ city or place – as opposed to a place ‘with events’ – encourages a strategic and holistic approach to generating events rather than just being ‘a container’ for them. It’s about focusing on place making, not just place marketing. This brings benefits to residents and visitors alike. Regularly organised events are an effective way to build longer-term cultural experiences and deliver economic impact and investment over time. They can have a positive association with a place, attracting return visitors at other times. Successful place-based festivals often incorporate international and local, opportunities to participate as well as watch, and organise longer term community activities or practitioner training opportunities. International research about creative cities – applicable to places – shows that successful locations focus on cultural distinctiveness; understand the need for different organisations to collaborate in a context of mutual respect; and address the rich/poor divide that can blight prospects and cause instability. Torbay can also put these approaches into action. Positively, Torbay has a recent history of work appearing in unusual places across the Bay. This could be developed further, learning from examples of site-responsive work that transforms less known as well as familiar places. Developing Eventful Torbay will require a concerted focus on advance planning. While there are key successes to build on (such as the Agatha Christie Festival with its high satisfaction rates and economic impact),*

upcoming major cultural events can be useful 'test beds' for new approaches to visitor packages and better co-ordinated marketing. New events can often 'seal the deal' in terms of return visits.

4. **The English Riviera Destination Management Plan** states: *Events...scored just 37% in what they did when then were here, which indicates these aren't necessarily the reason why visitors are coming to the English Riviera, but more of an additional add-on activity to their holiday plans.* It also details Events and Festivals as one of the top emerging trends from a tourism business perspective. This indicates that events have significant potential and could be an aspect of development that needs strengthening to add to the complex offer that makes the area attractive to visitors.
5. **The Joint Health and Wellbeing Strategy** states how Torbay *offers a great quality of life for individuals and families. With its natural environment, clean air, climate, location, excellent schools, growing arts and cultural sector, and wide range of outdoor activities, Torbay provides everyone the opportunity to live a healthy and fulfilled life.* One of the stated aims is to *enable isolated older people to feel (re)connected with friends, their communities and where they live with an increased sense of 'neighbourliness' and engagement in a broader range of accessible and affordable activities.*
6. **The Torbay Economic Strategy 2017-2022** states its vision as... *an unrivalled quality of life in one of the UK's most beautiful destinations; where connectivity, culture, and ambition are growing fast, creating opportunities for everyone who lives, works and enjoys being here.* It does not currently cite events as part of the economic ambition, which clearly makes it an opportunity for future iterations.
7. **The Local Plan 2012 – 2030** includes the following:
  - Talk to younger people in the Bay, for example those at South Devon College, about what they see as the future of the Bay and they will tell you about... **The need for more events and sport, in which young people are more involved;** (p24. 2.1.14). In addition, modelling the more democratic process and ground up approach, means using the opportunity to reflect on the evaluation of long term programmes such as the Great Place Scheme (evaluation due December 2020)
  - **Aspiration 1: Secure economic recovery and success.** To achieve economic growth and deliver new jobs and housing, in order to promote equality, reduce disadvantage and poverty and increase Torbay's competitiveness. This will be achieved by meeting the following objectives: *...including...*  
To provide a range of goods, services, **events** and facilities that make Torbay a leading destination of choice for people with money to spend, particularly new and improved provision in the town centres. (p35.)
  - **Policy TC1.** *Extract...* The Local Plan supports the following: ii) Mixed use regeneration of key sites in town centres as identified in the relevant

'place' Policies (SDT2, SDP2 and SDB2), including the provision of major retail, leisure, cultural, recreational **and event space**, and the comprehensive redevelopment of parts of the town centres; p.136. 6.1.1) and vii) The use of heritage assets, public art and public space, **events, exhibitions and festivals** to provide a more enjoyable, creative environment in town centres; p.137. 6.1.1)

- **Aspiration 4: Create more sustainable communities and better places** To meet the needs of Torbay's residents, including disadvantaged and minority groups, and to provide everyone with a full range of opportunities in life. This will be achieved through meeting the following objectives: ...including... To create a more enjoyable, creative built and natural environment using heritage assets, public art and **revitalisation of the public spaces to attract events, exhibitions and festivals that celebrate and enhance the culture of Torbay.** p.37). In addition, other examples include the development of the Torbay Care Charter and other similar work. This approach needs investing in, for the longer term, because it will ultimately achieve the Council's Corporate plan and vision for the area.
- **Policy TO1 Tourism, events and culture** The ambition for Torbay is to develop tourism in a sustainable and competitive manner, to regain and enhance Torbay's role as a premier tourism destination and to become the events capital of the South West. (6.1.2.2. p.146)
- **Policy SC1 Healthy Bay** Social interaction arising from the staging of events, activities and meetings clearly enhances community cohesion. (6.4.3.6 p.203)

## English Riviera events – how things stand

### 1 Background – current position

The English Riviera was historically a popular place for events; an added draw for tourists to the area that provided knock-on benefits for the local community. There was significant activity from the 1970s through to the 1990s, using a few key outdoor spaces (Torre Abbey Meadows, Princess Gardens, Paignton Green and Brixham Harbour area) and indoor spaces such as Torbay Leisure Centre hall, Princess Theatre and the Riviera International Conference Centre. The area hosted events such as the Radio One Road show, gigs and fun activities on an almost annual basis but such events have dropped off as consumer wants and needs have evolved and quality events have become bigger, more costly and more complicated to produce, along with the development of more appropriate health and safety legislation and risk management protocol over the past 20 years being a key factor.

The area currently hosts approximately 100 events a year attracting more than a quarter of a million attendees. Of these, most are community activities and important to the local people that they serve. A handful can be classified as significant (but not major) events, such as the Bike Festival (BMAD has ceased), Children’s Week, Paignton Regatta and Paignton Festival each with a small team of very capable and dedicated volunteer organisers, who are increasingly working together as the English Riviera Green Spaces Green. The English Riviera Airshow is the most significant (and only major) annual event. There is also an annual (or longer) cycle of sailing and sea-based events, for instance, since 2016 the Royal Torbay Yacht Club a total of 45 events with 6 of those boasting 100 boats, each of those events would have brought an average of at least 300 people all contributing to the local economy. There are also a number of car meets, either as part of the likes of Paignton Festival or as stand-alone events. These are usually hosted in unique and beautiful settings such as Torre Abbey grounds, Luscombe House grounds or on Babbacombe Downs. In addition, there are a number of events that support the sport and physical activity and well-being agendas including charity walks, cycling events (on the road and at the velopark) and a half-marathon.

More recently, as a result of Torbay’s Great Place Scheme funding from the National Lottery Heritage Fund and Arts Council England managed by Torbay Culture, there has been a year of innovative arts events and activities testing out how we can highlight the unique heritage of the local area in creative ways; how we can build high quality cultural experiences from the ‘bottom up’ by working with partners and local talent to engage both residents and visitors; and how we can extend the traditional tourism season into the ‘shoulder’ months. The Eyeview cultural programme included **(extra)ordinary** (June 2019) and **Wavelength** (November 2019) which demonstrated the very different types of event that could work on an ongoing basis. (Extra)ordinary picked up on key sites across the UNESCO Global Geopark and Wavelength was situated around Torre Abbey, one of the area’s most significant heritage assets and another of the UNESCO Global Geopark’s key sites. (Extra)ordinary was featured in The Times, and Wavelength attracted significant regional media attention including TV and radio, and between them attracted tens of thousands of attendees. There is a lot of learning to be captured from these ‘pilot’ events and the Great Place Scheme evaluation (due December 2020) will be useful for informing future events.

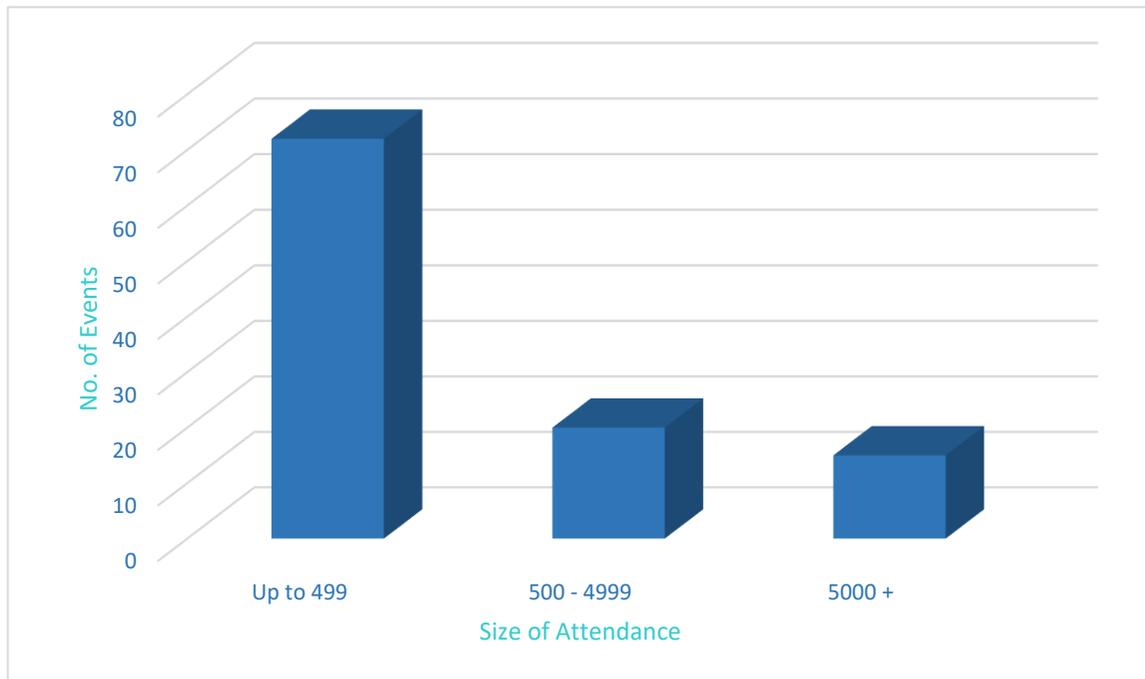
The English Riviera Bid Company has also developed a [Seafood FEAST](#) event as part of its Seafood Coast initiative. The very successful Feast is currently run in a multitude of indoor spaces (restaurants) each year at the end of September and the beginning of November but there could be scope for a related outdoor event or additional related food events in the future.

Due to the mainly temperate climate, especially from April through to October there are a number of cycling, running and triathlete events as well as touring circuses and fairs. There is certainly scope for more creative/performing arts, participation, leisure, music, and food and drink events.

Of the 100+ events held on Council land each year most are community or local charity events mostly attracting fewer than 500 attendees. Several events attract more than 5,000, and three exceed 20,000 attendees. Full details of events on Council land can be found as [Appendix 4](#) and full details of regular sporting events can be found as [Appendix 5](#). It is acknowledged that Events have an extremely positive impact on the health and wellbeing of local residents year round. In addition events can be used to support the education opportunities of children and young people, particularly those who are looked after by the local authority who could benefit from specific access opportunities created by organisers.

The Covid-19 Global Pandemic has shown the Council's Events Team to be adaptable and reactive as necessary to ensure support to event organisers at a time of national and global uncertainty. It is likely that legislation will continue to develop and change and restrict Events in a way previously unimaginable. It is important therefore that the team will continue to plan and understand the bigger picture of events whilst ensuring that current legislation and guidance is adhered to and up to date information is provided to organisers.

2. Events on Council land in numbers



Size of Attendance	No. of Events
5000 +	15
500 – 4999	20
Up to 499	72
<b>TOTAL:</b>	<b>107</b>

The events programme has historically developed as a *receiver* of events (apart from recent Great Places Scheme – National Lottery Heritage Fund/Arts Council England - funded activity) rather than shaping the annual programme as a proactive originator or facilitator. This receptive approach without appropriate industry research, marketing and infrastructure support has led to a large number of similar charity and community event being staged. Whilst positive for the participants, such events do not have a huge impact as a hook for visitors to the area or in showing the area’s attractiveness as an investment destination. **Such events also restrict the area’s ability to use the prime spaces for developing and nurturing new events. The balance isn’t right and it is a risk to try to amend it.** There is potential to upset a significant number of dedicated (and sometimes influential) volunteers who have been running their events in a certain way for a number of years, if they are not on the same journey with you. However, following the Covid-19 crisis there may be scope to relook at the offer, as some smaller events will undoubtedly (and unfortunately) struggle to continue their momentum.

### 3. [English Riviera as the venue](#)

The backdrop of the Bay is hard to beat; the core spaces for events are close to the waterfront and are fairly adaptable. There are a handful of reasonably sized spaces for events. There is potential for one or two more urban (town centre) spaces for events in the future that are already in the townscape plans for the area. There is a potential audience for creative work as demonstrated by the Torbay Great Place Scheme (National Lottery Heritage Fund/Arts Council England) funded Eyeview project and to some extent the recent Grinagog Festival (which was deemed to be unsustainable but showed significant potential), as demonstrated in the recently published [Torbay Great Place Audience Evaluation Report commissioned by Torbay Culture](#). The only real dis-benefits of the existing events spaces being size/capacity, potential disruption from strong wind and potential flooding especially on Torre Abbey Meadows.

The supporting infrastructure for existing events spaces is limited but this is not a huge problem nowadays. Event managers prefer to bring in their own up-to-date infrastructure rather than be required to use existing, potentially dated, equipment. It all adds to the cost of an event but safely storing and maintaining events equipment is also expensive. However, the space on Paignton Green could be improved as a venue site. This would be focused on access, providing water points in appropriate places, having good up-to-date plans of where underground utilities run, robust drive-on and drive-off points (ground works to prevent muddy areas and dust bowls) and keeping the area in a relatively good condition. This isn't the case at the moment due to budget savings over a number of years. Upgrading power to clean energy sources (there is currently no on-site power available on-site at Paignton Green and provision of high speed comms would be beneficial.. Providing the likes of PED barrier or Heras Fencing on-site is not being advocated but may be considered with the advisory Events Steering Group as a future consideration. This is often and could continue to be brought in on site, which is the most economical solution when considering maintenance and storage issues, but could be reviewed if other solutions were found. Equally, spaces like Torre Abbey Meadows need considerable investment to bring them up to scratch. The space is prone to flooding which would make even the most optimistic of event organisers nervous. Some of the investment could be linked to the Torre Abbey National Lottery Heritage Fund investment opportunity or S106 match funded investment. It certainly needs more thought and planning in collaboration with Torbay Council's Green Spaces officers and strategic planners.

The ability and experience to handle reasonably large volumes of people (rail, hotels, restaurants etc.) can be demonstrated with consideration to the recent iterations of the English Riviera Airshow and the usual level of visitors who come to the area throughout the summer and shoulder seasons. The Culture and Events Team have good (and further developing) connections with regional public transport providers, as do Torbay Council's Highways team.

Recent government discussions about making events spaces more resilient in response to terrorist attacks, is yet to be developed into policy and looked at in any detail, but should also be taken into consideration.

### 4. [Capabilities and Professionalism](#)

Although the area has hosted the English Riviera Airshow (previously Torbay Airshow) for the past four years and has experience of hosting a number of events ranging from the Radio One Roadshow to open air gigs on Paignton Green in the past, it's been a number of years since several

high profile regular events were habitually hosted and the area needs to work hard to develop a national reputation for delivering complex and highly regarded events.

This is reasonably surprising considering that there are a number of very experienced, nationally recognised technical suppliers and volunteers in the locality. **The lack of investment in the event sites coupled with a distinct lack of promotion to the industry has resulted in very limited interest.** Where interest in recent years has been forthcoming, site visits or subsequent concerns (often unfounded) about the Council's funding requirements have led potential event organisers to look elsewhere. **Event organisers are often looking for strong support, both in terms of strategic help and financial investment to help them get events to a point where an event can stand-alone.** Up until 2019 grant funding was available from the Council to support the establishment and development of new events but this was cut as part of the spending review that year.

**More needs to be done to highlight the fact that the Bay is open for business, with support included. Events spaces also need to be marketed accordingly.** If this strategy is adopted, more needs to be done to signpost the services available at the local authority where a very capable and willing Events Team can help organisers connect with different departments, services and partner agencies. Across the wider council and associated organisations there is a wealth of experience in a range of services which in addition to events includes cleansing and waste, events and roads management, technical infrastructure and venues.

## 5. Economy and Reputation

This strategy aims to support the perception of the area and the facilitators of events here as being lively and vibrant with a *can-do* attitude, this way the industry will want to trial Torbay. This will eventually lead to key events being programmed into the shoulder season and drive up income for the Council and tourism infrastructure. This will have a direct economic impact locally and support further opportunities for employment and skills training.

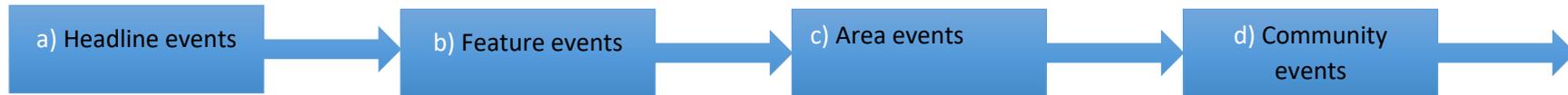
## 6. Community

A vibrant area with lots of cultural, touring, commercial, free and spectacular events and activities will help further define the character of the area and bring communities together. There will be diverse programmes of events and activity for different communities, as well as charitable opportunities for fund-raising.

There will also be opportunities for volunteering, with a strong volunteer workforce available to support events, linking in with Torbay Culture and the Community Development Trust. Skills training for volunteers could be a huge benefit for young people (including looked after young people) and could lead to further opportunities as more event activity comes on-line.

## 7. Event Classification

English Riviera's events are classified below under four distinct categories and which are used to bring focus to the actions proposed later in this strategy as part of the proposed action plan. **Appendix 3, Action 1:**



Further details as follows:

### a) Headline Events (Economic/ Regeneration Priority)

These are high profile events that draw in significant numbers from the region or nationally or significant visitors and are events of strategic significance in terms of the wider economic or regeneration benefits delivered.

Examples include: English Riviera Airshow. Agatha Christie International Festival. BMAD (as was)/ ERBF.

- ▶ Significant Reach and media coverage
- ▶ High resource and partnership requirements
- ▶ Largest economic impact
- ▶ Distinctly English Riviera
- ▶ May take place on multiple days

The wider benefits outweigh the associated costs and therefore full cost recovery is not required.

A commercial partner is identified to deliver these events with the Council acting as commissioner to make events happen that wouldn't otherwise happen.

Some events may start in this category in the first few years whilst being established, and then move to *Feature events (income generating)* once the event is well established.

### b) Feature Events (potentially Income generating)

These are events with a regional catchment or have a niche national profile that attracts visitors and participants to the area either from the sub-region or as specialism enthusiasts. **Seafood Feast** is a Feature Event although not an outdoor event.

- ▶ Niche and special interest events that reach audiences from outside the local area

- ▶ Recurring and one-off
- ▶ May need seed funding to get these events established

Some of these events will generate income and therefore a surplus should be made on the costs associated with the event.

A commercial partner is identified to deliver these events with the Council acting as commissioner. May require significant support and liaison from the Council to attract event organisers in the first place and subsequently to establish the events as they evolve and become significant. Cost recovery should be at commercial rates.

### c) Area Events (Local Priority)

These events are of local significance and support the delivery of improved local outcomes. They are also cultural and sports activity events delivered at area level that are predominantly aimed at Torbay residents with limited impact or attraction to visiting audiences beyond the area e.g. Half Marathon

- ▶ Supported by a large number of locals across the area
- ▶ Animate the area for visitors

The Council acts as a broker/match funder (if funding is available) for these events as they offer area wide local benefits, local charity events that align to local priority e.g. fostering service. E.g. Children’s week or the Christmas lantern parade.

### d) Community Events

These are the bulk of events and there is a potential for **Cost Recovery**. Events delivered by local/community groups that require Council resources to be delivered and are not of strategic significance. These are small to medium community or community interest events. Often hosted in parks, they are primarily neighbourhood focused, aimed at local residents as audiences and participants e.g. Babbacombe Fayre, Hookhills Cherry Pie Fayre or the community events at Ellacombe Park.

- ▶ Local interest and visits
- ▶ Meet a local need

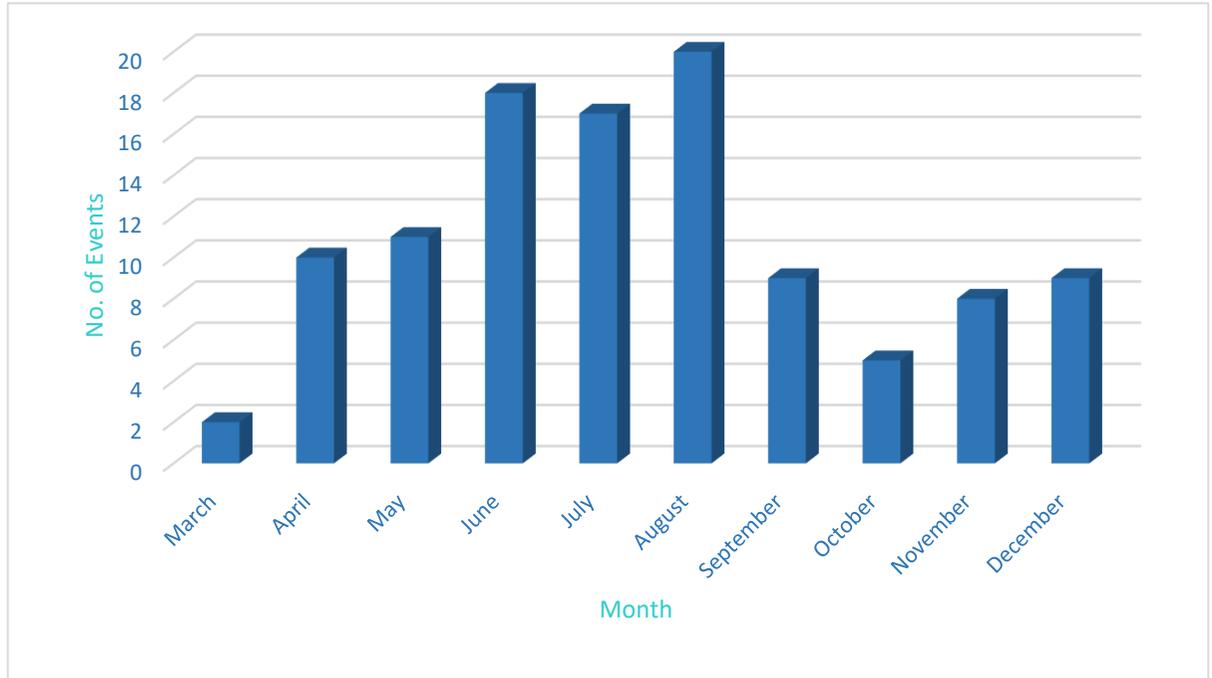
The Council is commissioned to provide the advice/support the event organiser in a contracted arrangement.

The costs associated with Council resources required are to be recovered in full.

## 8. Events calendar

The area’s calendar of events is predominantly weighted to the summer months, with 70% of events taking place between May and September. Only 18% take place between November and March. The calendar is very much driven by event organisers who in order to ensure the viability plan their events when there is the expectation of better weather conditions and a seasonal rise in visitors to draw upon as audiences and participants.

**When events take place**



March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
02	10	11	18	17	20	09	05	08	09

**9. Events fee income (and issues resulting from Covid-19)**

The income from hire charges currently generated from events across the area is insignificant compared to other similar areas or areas that the English Riviera aspires to rival. Most events are charity or community led and struggle to make enough to cover their costs and leave sufficient to provide basic core funding for the following year. As such, there has been no fee in the past for land usage, as most other towns and certainly most destinations do. This funding would support the core work of the Events Team and support the delivery of a more vibrant and sustainable events

programme, by making the team secure against annual rounds of budget cuts so that it can continue to develop income streams and raise the calibre of events and help the community and charity events to continue to do the fabulous work they do for the local community. It is suggested that an events fee is necessary to sustain and develop events in the English Riviera. This is discussed further below.

In 2019/20, whilst there was no direct income from events, £88,808 of income was received from fun fairs (£44,754), circus (£22,800), town centre promotional pitches and markets (£20,854) and other (£400). This is reasonably good in comparison to the likes of Brighton, Bournemouth and Liverpool who are in a different league when it comes to events but draw in an income of about £180,000 p.a.

However, Covid-19 will have had a significant effect on the fair and it remains to be seen whether they will be in a position to pay their usual level of fee in the future. The fair also directly funds or contributes to a number of key events such as English Riviera Airshow, Paignton Festival, Paignton Regatta and Children's Week. It remains to be seen whether the fair will be able to continue to fund these events and, if not, whether these events will be able to continue without this level of funding.

#### 10. Event venues

Some of the area's parks, open spaces and the seafront spaces are suitable for events, however many are not anywhere near suitable for optimum usage, potential mainly due to under-investment as a result of many years of government cuts to core budgets. As such, most of the core events spaces need some attention, including the prime events spaces of Paignton Green and Torre Abbey Meadows.

None of the spaces have good up-to-date events services and utilities, and some funding would be needed to undertake some basic upgrades to Paignton Green and Torre Abbey Meadows. Some event organisers have suggested that it would be their preference to bring in equipment that is bang up-to-date rather than use older and less up-to-date equipment. Water points are the agreed most necessary element to upgrade for both key sites.

The following chart shows all of the sites used along with comments about their suitability and need for an upgrade.

Location (2019/20)	No. of Events	Suitability as an event venue, if not, why not and what needs attention to make it suitable.	Needs upgrading
Torre Abbey Meadows	06	Large Open Space capable of holding medium\large event. Ground compaction and ground reinstatement require on-going annual resource. There is a conflict between green space and event space – an agreed grounds maintenance regime or ground reinforcements may make it more sustainable. Prone to flooding.	Yes – flooding is a key issue 3 seasons of year.
Paignton Green inc. South	22	Large Open Space capable of holding medium\large event. Ground compaction and ground reinstatement require on-going annual resource. Conflict between greenspace and event space – an agreed grounds maintenance regime or ground reinforcements may make it more sustainable. Paignton Green will also benefit from access and egress controls and some limited additional resources. Additional water supply. Treatment to entrances onto green to stop surface break-up.	Yes – some basics upgrade of infrastructure would go a long way. Water point upgrade as a minimum.
Babbacombe Downs	06	Medium sized open space popular with visitors and residents. Site capable of holding medium size events. Babbacombe Downs has flowerbeds displays and high number of benches as the principle pastime is to relax and enjoy the view. Community\small to medium events are more suitable. There are some sensitivities with this site and a need to be selective about what events take place.	No event infrastructure.
Princess Gardens	04	Listed Gardens with Fountain, Bedding displays and benches. Intricate pathways with weight restrictions in places. The observation wheel and outlet has been successful in previous years. Given the layout and nature of the park, as well as weight restrictions and site sensitivities, the site suits small events or events where there is transition (small high end market, popup stalls etc.)	No event infrastructure and the site isn't really suitable for permanent infrastructure
Victoria Park	02	Victoria Park Paignton – Large community park near town centre. Capable of holding a wide range of medium-scale (mainly community) events and under-utilised.	No events infrastructure. But any would usually be brought in.
Daddyhole Plain	06	Medium sized open space. The site is popular with walkers and has important wildlife restrictions, observation tower and also a helicopter landing area. Limited space, access and parking. The site suits small community events. Often used as trailer parking for boating events.	No events infrastructure. But any would usually be brought in.
Youngs Park	02	Good access, popular with tourist and locals alike. Suits small sized events. There is a protected grave on site.	No events infrastructure. But any would usually be brought in.
Hookhills	01	Community Space next to Community centre and play area. Suits small community events	

Location (2019/20)	No. of Events	Suitability as an event venue, if not, why not and what needs attention to make it suitable.	Needs upgrading
Oddicombe Beach	02	Limited use as a site for events	
Oldway Mansion	02	Site maintained by volunteer group. Further discussion required as there is on-going discussion re long term use of site	Potential future use. No infrastructure.
Brixham	10	Primarily events on Brixham Harbour land. Other events take place at St. Mary's Park and the town square (lanterns, lights & 'illuminations), breakwater beach and marina walkway.	No real events infrastructure.
Palace Ave Gardens	03	Located in Paignton town centre. Space would suit small events and could attract heavy footfall due to location.	No events infrastructure other than an electricity point. But any would usually be brought in.
Preston Green	01	Large Green Space and good access. Site could be extension of Paignton Green and hold community events. Preston users are often local beach hut owners. Sensitivities around use of space alongside beach huts and local residents (views)	No events infrastructure. But any would usually be brought in.
Torwood Gardens	01	Medium Size Park – Short walk from the harbour and more suitable for Community Events	No events infrastructure. But any would usually be brought in.
Torre Abbey / Spanish Barn	02	Good facilities in a contained area – suitable for small to medium events	Reasonable infrastructure for small events
Ellacombe Park	03	Playground and Ball Courts with small green space close to the town. Area suits small community events	No events infrastructure.
Furzeham Green	02	Good open space capable of medium – large community events. Football pitch to be considered when booking events	No events infrastructure.
Torbay Road	01	Could be used as extension of Paignton Green or solo event. Close to town and seafront so could attract heavy footfall	No events infrastructure.
Paignton Seafront	01	See Paignton Green	
Goodrington Sands	02	See Young's Park	
Victoria Square	01	Town Centre space (Hard surface).	
Sherwell Valley Park	01	Community Park. Suits community events fetes, local community groups etc.	
Elberry Cove	01	Not an events space	

Location (2019/20)	No. of Events	Suitability as an event venue, if not, why not and what needs attention to make it suitable.	Needs upgrading
Corbyn Head	03	The headland is a small green space. Its unique features can be tailored for certain events, usually firework displays and coastguard activities. Very small space.	No events infrastructure.
Torre	01	High Street. No an events space. Used for Christmas parade.	
Churston/Galmpton	01	Galmpton Common is technically not owned by the Council. Legal considerations as its status is common land. Any event should be led by Community.	No events infrastructure.
Cockington	01	TCCT land. Suitable for large events but with parking restrictions and a number of site sensitivities due to nearby residential and wildlife disturbance.	No events infrastructure?
Broadsands	02	Good green space, beach access and parking. Potential for medium events, opportunity for sports\water events. Require wider departmental agreement.	Potential site
Hollicombe	01	Medium green space with good beach access. Potential for events.	Potential event site
Clennon Valley	01	Sports space capable of holding large events. Consideration for the wildlife and sports required. The drainage is a risk as Clennon Valley is often waterlogged.	Site drainage works due to be carried out.
Clocktower area	01	Not an events space as yet. TDA working up a plan for the adjacent space. Currently only used for New Year's Eve.	Future potential events space
Torquay Harbour	01	Limited events space. Used for water based events	
St Mary's Park	00	Small community events space	No event infrastructure
Paignton Harbour	01	Limited events space.	
Berry Head	00	TCCT land. Suitable for small events but with parking restrictions and a number of site sensitivities due to access and wildlife disturbance.	No events infrastructure?

In 2019, thirty five different event spaces were utilised for events that were managed through the Events Team. Of these, only a couple of sites host more than ten events.

Paignton Green clearly hosts more events than any other area, and Torquay could do with a similar space for key events. If Torre Abbey Meadows was up-graded, perhaps in unison with the National Lottery Heritage Fund grant bid for Torre Abbey it would provide such a space for key events to take place in Torquay which would be of value to accommodation providers and other hospitality sector operatives in the area.

11. SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• A positive impact on the local economy especially for those businesses within the hospitality sector</li> <li>• Most of the existing key events are well attended</li> <li>• The Events Team staff are knowledgeable and have a can-do attitude</li> <li>• A dedicated Events Team at Torbay Council</li> <li>• Some events have proven to bring communities together and offer a varied programme</li> <li>• Events positively engage people with our local environment</li> <li>• A small group of knowledgeable and dedicated local volunteer event organisers</li> <li>• Good local event knowledge and support i.e. strong teams of RYA qualified Race Officials and volunteers with knowledge and experience in all three of the three yacht/sailing clubs in the bay</li> <li>• Proactive marketing by ERBID and also by individual events such as sailing events by clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Event sites need investment and the infrastructure is limited and outdated.</li> <li>• The online events application system is not fit for purpose. It is clunky and can easily put people off.</li> <li>• No proactive marketing of the English Riviera as a commercial events space.</li> <li>• Events programming results in quantity not quality and does not necessarily align to area’s needs, especially from October through to March.</li> <li>• There is some negative event impact such as noise, waste, access, disruption.</li> <li>• Perception that events should be self-financing and can be seen as a source of income for the Council despite delivery costs and organiser risk. Events should always be seen as a benefit to the local economy (or not) because it’s unlikely they will all make a direct profit for the Council.</li> <li>• Organisational capacity is restricted by hundreds of small events that limit capacity to be more strategic.</li> <li>• Infrastructure is not embedded in the main event spaces (e.g. water, potentially power although there are two school of thought as to whether power brought in is better that static (aging) power systems).</li> <li>• Negative (but currently manageable) impact on public transport provision during major events</li> <li>• No real reputation for delivering complex events as yet</li> <li>• With a handful of exceptions, there’s no real strength and depth to the local</li> </ul>

	supplier network as yet
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Direct economic impact and employment benefits</li> <li>• Potential for growth of attendance at some events, and development growth of additional significant events, year-round</li> <li>• The success of Eye-view</li> <li>• Following four years of ER Airshow, there is a growing catchment area of visitors. People are becoming more aware of the ease at which you can access the English Riviera via public transport and the South Devon Highway (mainly from Exeter up to Bristol, and Plymouth) or as a destination for people from London and the Midlands, or a stop-off point for people visiting other parts of the south west.</li> <li>• Again, following the Airshow, we are getting used to handling growing numbers of event visitors</li> <li>• Increasing the impact from the visits that events generate, getting visitors to stay longer and spend more and supporting local business.</li> <li>• Building a stronger community and delivering events to achieve this</li> <li>• Improving the health and wellbeing of our communities</li> <li>• Organisational/financial – maximising income and developing the capabilities of communities to take greater responsibility for events</li> <li>• Responsibility - minimising the negative impacts of events while maximising the potential benefits</li> <li>• Demonstrate best practice in environmental sustainability including</li> </ul>	<ul style="list-style-type: none"> <li>• The impact of Covid-19 on visitors, investors (sponsors), professional event organisers and traders.</li> <li>• The Council's financial position continues to be extremely challenging</li> <li>• The Events Team is perennially under threat from budget savings</li> <li>• Events under threat due to cuts and grant funding pressure</li> <li>• Investment in festivals and events in competitor destinations</li> <li>• Potential lack of distinctiveness and duplication with events that take place elsewhere</li> <li>• Local residents' attitude to events when daily life is disrupted</li> <li>• Negative environmental impact of events particularly those along the seafront especially when litter and particularly single-use plastics can end up in the sea.</li> <li>• Inability to charge for events on Council land due to community concerns, when this is standard practice in all other areas meaning the team is limited in income generation</li> </ul>

<p>applying alternative solutions for single-use plastics</p> <ul style="list-style-type: none"> <li>• Reputation – raising the positive profile of the English Riviera </li> <li>• Potential for re-growth in the commercial event market</li> <li>• The bay and the Geology are naturally inspiring</li> <li>• A good and varied array of event spaces that with some investment could be better utilised</li> <li>• Potential for the international UNESCO Geopark International designation to be used more effectively in relation to events to attract an audience and promote these events on a global scale</li> <li>• Torbay Great Place Audience evaluation provided excellent audience research which shows a desire and need for high quality events. This was underpinned by further base line research. The 99 report (further audience development research) shows the barriers to access and is of relevance particularly for locals. This research can be used to shape the future offer.</li> <li>• Opportunities for online and other screening and virtual participative elements to events</li> </ul>	
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A summary of these strengths, weaknesses, opportunities and threats for events in the area gives some insight into what needs to happen. It highlights the importance of events and the role they play in supporting broader economic, health, cultural and tourism agendas and also the challenges that need to be overcome if events are to reach their full potential.

## 12. Comparator analysis

For comparator analysis, a range of types of destinations, from city to sea-side coastal destinations were reviewed. The destinations were selected based on their geographical location and their stature as event destinations. All destinations sit at different stages of the destination life cycle with destinations such as Bournemouth, Brighton and Liverpool having gone through a strategic destination rejuvenation process.

The rejuvenation of these destinations is evident in their events portfolios with all destinations offering a wide range of varied events that attract domestic and international visitors of all ages and backgrounds. When looking at our regional competitors, it is clear that they both (Plymouth and Weston Super Mare) have a smaller event portfolio, therefore holding less appeal, set against some of the national competitor destinations. This could be due to a number of factors, for example, Weston Super Mare's challenging road access to key event spaces and more probably availability of funding. Liverpool has benefitted significantly from regional growth funding over the past few years but has also invested in gaining significant commercial investment.

The lack of events offered by our regional competitors could be seen as an opportunity for the English Riviera. The current events portfolio could be viewed as more desirable to regional domestic visitors, especially the family market in the summer holidays and those with particular interests in niche events and particular headline events (Agatha Christie, air displays, motorcycles) and if developed further could capitalise on other areas lack of ambition.

In order for the English Riviera to compete nationally against some of the top UK destinations and to contribute in achieving the ambitions set out in the Council's corporate plan including *becoming the premier resort in the UK*, it needs to attract specialist and larger corporate event companies to the area. Whilst the English Riviera currently delivers a larger number of charitable, community and family events, some of which are very successful and widely regarded, in order for the destination to develop further, a more diverse events portfolio must be established and this can only be achieved by investing in our event spaces which in turn will attract more income generating events and visitor attracting events.

When reviewing the charging policy of both Brighton and Hove City Council, a national competitor and Weston Super Mare (North Somerset Council), a regional competitor, it is clear that both areas charging structures are very different. Brighton and Hove's ability to charge higher rates for their event locations supports the suggestion that the destination is seen as a more prestigious, sought after destination for large-scale key events. Weston Super Mare holds a good structure for their event charges, including charging for ancillary services such as power use, road closures

and also charges are made for set up and break down days. Both councils offer subsidy rates to some community and charity events and these are reviewed on an individual basis. Reviewing the different charging structures will allow Torbay to remain competitive in their proposed event charges whilst generating additional income for the culture and Events Team. Torbay does not currently charge for use of such spaces when most other local authorities do.

### 13. [Comparator Conclusions](#)

Comparator areas present a number of consistent themes and the English Riviera can benefit from their experience:

- The local populace (the community) of areas with quality sustainable events programmes recognise that local audiences sustain many of the events and are therefore supportive of public sector funding decisions. They have core funding for events.
- They invest in their spaces and infrastructure. Most have a dedicated and stable team.
- Such areas have also successfully challenged and changed external perceptions, and increased pride and self-confidence of residents in their area.
- These areas have also exploited the authenticity and distinctiveness of their area.
- They also provide a crucial stimulus to tourism.
- They programme a core of major headline events supported by a year-round programme of smaller events.

## Events in Torbay (based on what was scheduled for 2020)

### 1) Headline Events (Economic/Regeneration Priority)

These are high profile events that draw in significant numbers from the region or nationally or significant visitors and are events of strategic significance in terms of the wider economic or regeneration benefits delivered. The wider benefits outweigh the associated costs and therefore full cost recovery is not required.

Event	Duration of Event	Recurrence of Event
English Riviera Airshow	2 days	Annual
Agatha Christie Festival	3 days +	Annual
English Riviera Bike Festival/ formerly BMAD	3 days	Annual

### 2) Feature Events (Potential income generation)

These are events with a regional catchment or have a niche national profile that attracts visitors and participants to the area either from the sub-region or as specialism enthusiasts. Some of these events will generate income and therefore a surplus should be made on the costs associated with the event.

Brixham Pirate Festival	3 days	Annual
<b>Sailing/sporting events</b>		
J70 National and World Championships		Annual
Supernova Class National Championships		Annual
SQUIB National Championships		Annual
Dingy National Championships		?
Liberty Tall Ships Regatta		Annual
THHN City to Sea Marathon	1 day	Annual
English Riviera Triathlon		Annual
Total Coastal		New event

### 3) Area Events (local priority)

These events are of local significance and support the delivery of improved local outcomes. They are also cultural and sports activity events delivered at area level that are predominantly aimed at Torbay residents with limited impact or attraction to visiting audiences beyond the area. Some of these events will generate income and therefore a surplus should be made on the costs associated with the event.

The Council could act as a broker / match funder for these events as they offer area wide local benefits.

Remembrance Sunday	1 day	Annual
Markets	As per contract	As per contract
Armed Forces Day	1 day	Annual
Oldway Open Days & Garden Events		New event 4 times a year
New Year's Eve Celebrations / Road Closure	1 day	Annual
Paignton Festival	9 days	Annual
Paignton Regatta	9 days	Annual
Torbay Half Marathon	1 day	Annual
Children's Week	7 days	Annual
Rowcroft Male Trail	1 day	Annual
Rowcroft Sleepwalk	1 day	Annual
Rowcroft D2D	1 day	New event
Torbay 10K		Annual
Steel Band Performance – income generating	1 day – Torquay	New event
/ town diary charge (Town Diary)	1 day – Paignton	
Geopark Festival	5 day - various	Annual

### 4) Community Events (cost recovery) including charity events

Events delivered by local/ community groups that require Council resources to be delivered and are not of strategic significance. These are small to medium community or community interest events, many charity events. Often hosted in parks, they are primarily neighbourhood focused, aimed at local residents as audiences and participants e.g. Children's week, Christmas lantern parades. These are the bulk of events and there's a potential for some Cost Recovery.

Torquay Christmas Carnival	1 day	Annual
Ellacombe Got Talent	1 day	New event
Ellacombe Easter Egg Hunt	1 day	New event
Ellacombe Park Family Day	1 day	New event
Furzeham PTA School Fayre	1 day	Annual
Good Friday Walk of Witness (Torquay & Paignton)	1 day	Annual
MGs of Torbay – on the Downs		New event
Bay Brass Band (Princess Gardens)		Annual
Pirate Day		New event / Weekly
Bowel Cancer West Tour	1 day	New event
TBAG Big Train Wave and Singing events		New event
Street Parties	Normally 1 day	-
Into the Mix (Torre Abbey Event Overseen by Senior event officer)		???
Boys Brigade End of Season BBQ	1 day	Annual
Torbay Ladies Rounder's Tournament	1 day	New event
Brixham Lanterns Lights Luminations (Harbour Led)	1 day	Annual
Marina Day		One time event
Eyeview Programmes		New event
Torwood Gardens Family Fun Day		Annual
Paignton Festival of Light Parade	1 day	New event
Lark in the Park		Annual
Chelston Dog Show	1 day	Annual
BrixFest (Harbour Led)		Annual
<b>Charity Events</b>		
Bike Nights	Every Wednesday Evening	Annual

Pedal Car Grand Prix	1 day	Annual
Hookhills Village Cherry Pie Fayre		Annual
Boxing Day Walk into the Sea (Paignton / Torquay)	1 day	Annual
Babbacombe Fayre	1 day	Annual
Lions on the Downs inc Firewalk		Annual
Step out for stroke	1 day	Annual
National Coastwatch Open Day	2 days	Annual
Oddicombe Dog Days	1 day – April	Annual
	1 day – October	Twice a year
Torre Christmas Sparkle	1 day	Annual
Santa Fun Run	1 day	Annual

## Sports Events that were scheduled for 2020 onwards (prior to Covid-19)

Event	When	Where	Frequency
SW Cyclocross League Series Final	06/01/20	Velopark	Annually but moves venue
Donut Duathlon	22/03/2020 - postponed 15/11/2020	TLC & Velopark	Annual
Devon School Games	22/03/20	TLC, PCSA & Velopark	Annual
Torbay Triathlon Spring	26/04/20	TLC & Velopark	Annual
<b>Torbay Easter Hockey Festival</b>	10/04/20-13/04/20	Torquay & Paignton	Annual
SB20 Southern Area Championship	23/05/2020 - 25/05/2020	Torquay	Annually but moves venue
Dragonboat Challenge	24/05/20	Brixham	Annual
Trust 5k and 10k trail run - Coleton Fishacre	24/05/20	Coleton Fishacre	Annual
Brixham Triathlon	31/05/20	Brixham	Annual
BLDSA Long Distance Swimming Championships	04/06/20	Torquay	Annual
Drascombe Rally	05/06/2020 - 07/06/2020	Brixham Yacht Club	Annual
<b>Torbay Half Marathon</b>	21/06/20	Paignton Green	Annual
P1 AquaX National Championships	13/06/2020 - 14/06/2020	Torquay	Annually but moves venue
<b>English Riviera Bowls Tournament</b>	14/06/2020 - 20/06/20	Torquay Bowls Clubs	Annual
Torquay Regatta	19/06/20 - 21/06/20	Royal Torbay Yacht Club	Annual
UDO South West Street Dance Championships	21/06/20	Paignton	Annually but moves venue
Yachting Monthly Triangle Race	07/06/2020 - 19/06/2020	Torquay	Annual
National 12 Dinghy Championships	11/06/2020 - 16/06/2020	Brixham	Annual
RS National Championships	19/06/2020 - 21/06/2020	Torquay	Annual
RS Summer Regatta	20/06/2020 - 21/06/2020	Torquay	Annual
Police Regatta	27/06/20	Brixham Yacht Club	Annual

BLDSA Torbay	04/07/20	Torquay - Brixham	Annual
English Riviera Triathlon	05/07/20	Goodrington	Annual
RTYC Offshore Week	03/07/2020 - 11/07/2020	Torquay	Annual
Finn National Championships	09/06/2020 - 11/07/2020	Torquay	Annual
BYC - Dinghy Regatta	11/06/2020 - 12/07/2020	Brixham Yacht Club	Annual
Yachting World Day Boats - National Championships	25/07/20	Brixham	Annual - cancelled but rescheduled for Brixham in 2021
Torbay Triathlon Summer	26/07/10	TLC & Velopark	Annual
Fireball National Championship	01/08/2020 - 07/08/2020	Torquay	Annually but moves venue
<b>Torbay Open Tennis Tournament</b>	02/08/20 - 08/08/20	Torquay Tennis Club, Torre Abbey Sand, Cary Park Tennis Club	Annual
2000s National Championship	15/08/2020 - 20/08/2020	Brixham	Annually but moves venue
Torbay Royal Regatta	21/08/2020-24/08/20	Royal Torbay Yacht Club	Annual
Torquay Rowing Regatta	22/08/20	Torquay	Annual
IRC SW Regional Championships	22/08/2020 - 23/08/2020	Torquay	
Cowes Torquay Powerboat Race	28/08/20-30/08/20	Torquay Harbour/ Tor bay	Annual
420 National Championship	26/08/2020 - 31/08/2020	Paignton	Annual
Brixham Regatta	31/08/20-01/09/20	Brixham	Annual
Musto Skiffs - National Championships	03/08/2020 - 06/08/2020	Brixham	
OCRDA Aqua Adrenaline	03/09/2020 - 06/09/2020	Torquay	Annual
Torbay Sea Angling Festival	04/09/20	Tor Bay	Annual
K6 National Championships	10/09/2020 - 13/09/2020	Torquay	
Hadron H2 National Championship	11/10/2020 - 13/10/2020	Torquay	Annual
Topper Travellers Open Weekend	12/09/2020-13/09/20	Brixham	Annual
Torbay Five Bays Challenge 10 KM Multi-Terrain	13/09/20	Paignton	Annual
The City to Sea Marathon	05/10/20	Babbacombe Downs	Annual
Torbay Triathlon Autumn	13/09/20	Goodrington	Annual

420 Winter Championship	19/09/2020 - 20/09/2020	Brixham	Annual
Brixham Heritage Rally	19/09/20	Brixham	Annual
Pier to Pier Rowing	26/09/20	Torquay	Annual
Total Coastal	10/10/20	Preston Green	Annual
National Baton Twirling Championships	01/10/20	TLC	Annual
29er Grand Prix	03/10/2020 - 04/10/2020	Torquay	Annual

## Event development

### 1. Headline Events – Potential Developments

The English Riviera events (Covid-19 permitting) will continue to evolve and develop as funding and staff resource permits. Seed funding will support the evolution of new Headline and Feature events based on a number of suggested themes, such as:

Light – building on the Eye-view Wavelength activity – potentially each November and potentially starting 2021. Potentially centred in Torquay around the Rock Walk Accelerated Funding initiative, linking local creatives and other national renowned creators of installations.

Food – potentially a regional food fair with guest chefs and well produced shows/performance activities but focussing on and associated with the Seafood Coast initiative.

Outdoor adventure – majoring on sea based adventure sport but featuring everything we have in this locality. Potentially a largescale exhibition event on Paignton Green.

Walking – Majoring on a Walking Festival – celebrating our relationship with the South West Coastal Path and the unique qualities of the area as a walking holiday destination.

The Agatha Christie Festival has again suffered from sustainability issues but with new management this looks hopeful. BMAD had expressed ambitious plans in the past but struggled with ensuring the existing activity was managed in the best possible way and making the transition to the next step due to the conflict of being a charity fundraising event rather than an event that gives to charity. BMAD expressed a desire to stage an event in 2021 having previous announced their cessation in 2019 and then have subsequently appeared to have disbanded. A new entity ERBF took up the reigns but was stopped in its tracks by Covid-19. The existing headline events and any new event should demonstrate an ambition to extend reach by developing additional activities and “days” which will increase longer stays and encourage more overnight stays. Depending on what happens with BMAD or ERBF this event could be encouraged to evolve.

The recurring events calendar could be supported by new home grown or one-off national or international sporting events acquired under a competitive bidding process such as Cycling - Sweetspot Tour Series – Tour of Britain, International/National BMX Series (Parkfield), Cyclocross – National Cyclo-cross Championships (Velopark when developed), Mountain biking – Downhill series (possibly down to Babbacombe Beach?), Beach Soccer – Euro Cup or World Cup (Male and Female), Red Bull Events – Freestyle Football, MTB Rampage, BC One (break dancing event), Neptunes

Steps (open water swimming race), Golf events – aim big - Women’s British Open. Water- based events – the area has perfect waters for international/national sailing events, windsurfing, jet skiing, power boats, gig rowing etc. Alternatively, a quick (but not cheap) way to achieve something of scale is to commission or buy in ‘spectaculars’ such as Liverpool’s Spider or Hull’s Place des Anges. Working with Torbay Culture and Eye-view and the local cultural community whilst using established international companies could deliver high profile, impactful events in a relatively short time-frame.

## 2. Feature Events - Potential Development

The Winter Riviera programme will be essentially framed around high-profile events, (e.g. [Fireworks, lightshows and creative festival – Eyeview Wavelength legacy, or similar](#)) but also integrate the area’s wider cultural offer promoting theatre shows, seasonal concerts, and distinctive exhibitions. Ideas should be developed in consultation and co-operation with the ERBID and town centre partnerships to ensure emerging ideas have the support of other business sectors such as hospitality, accommodation and retail. The area’s creative event expertise could be used to develop high profile events during the Christmas season to enhance the area’s reputation as a festive retail destination and to attract visitors, possibly including but not limited a high quality festive market. This packaging and enhancing of the existing offer is a way to support the English Riviera Destination Management Plan through improved packaging.

## English Riviera Events Charter draft

This is a draft indicative version of the events charter and will be evolved and reviewed with the Events Strategy Steering Group.

The English Riviera is an area that values events as a way to bring together and value our diverse communities. Also, to support the economic wellbeing of those communities through the creation of jobs. We want to host the best possible events and will work in partnership with organisers to mitigate against negative impacts and maximise the positive values of the event.

We are asking all organisers of events to sign up to this events charter and to publicise their commitment through their own marketing and communications. By signing up to this charter, we agree to:

1. Plan accessible, high quality events that attract increasingly diverse audiences and meet their changing needs
2. Communicate our plans to residents and businesses that may be impacted and to deal with any concern to the best of our ability
3. Design an event that maximises the economic benefits to the area, attracting visitors and getting them to stay and spend in the local economy
4. Consult and share plans with the Council's Events Team and any other organisations they recommend to ensure an event is well thought through
5. Deliver a safe and secure event in line with the safety guidance for event organisers developed by the Torbay Public Safety Advisory Group and the Council's Events Team
6. Deliver an event that supports the priorities of [the English Riviera UNESCO Global Geopark](#) and has a positive impact on our environment
7. Use the Council's guidance for sustainable events and to deliver an event as sustainably as possible
8. Provide a dedicated (published) contact and phone number to deal with any immediate issues occurring during an event and to enable a quick resolution to any problems arising
9. Aim to measure the economic impact of an event and provide the Events team with the results using an evaluation tool such as

[www.eventimpacts.com](http://www.eventimpacts.com)

10. Promote our commitment to this charter on our website
11. Endeavour to make healthy food and drink choices available at any family events in the area
12. Promote travel by Public Transport at every available opportunity
13. Minimise any disruption to local health and social care services
14. Where appropriate, support Looked After Children in Torbay to improve their, health, wellbeing and educational opportunities
15. Offer live broadcasts, recordings and other material via online platforms and social media in parallel with live events where possible.

## Managing Applications

All event organisers currently submit an on-line stage 1 event application Form. The application form is assessed by the Events Team if it is classed as a Stage 1 (small scale) or Stage 2 (medium – large scale) event. The team puts together an events decision sheet, to be signed off by the Service Manager (Culture & Events). The event organiser is then sent an email of consent for them to proceed to stage 2.

All stage 2 events need to submit their paperwork 12 weeks ahead of the event, this is so the Events Team can liaise with other departments and there is leeway to obtain further information from the event organiser, if required.

Event organisers are not currently required to complete a Sustainable Events Commitment form but this is something that may be worth looking at. Event organisers must also ensure that all required permissions and licenses are acquired.

The Events Team currently uses an email and a very weak on-line application system that does not meet the needs of applicants. For instance it does not allow applicants to save their progress and complete the form in more than one sitting, and does not allow applicants to update previous applications. It is quite painful for event organisers to complete. Exploring the options for a digital system could provide advantages for facilitating a speedier application process, reducing the workload of the Events Team, providing online guidance; and facilitating more efficiently the sharing of information with stakeholders such as PSAG and consultation group representatives as well as providing easy access to repeat applications in subsequent years.

A better online event application and management platform such as [apply4 EventApp](#), will not only make the application process easier for new and existing event organisers but it will also help to reduce extensive phone calls and meetings with applicants and reduces the workload for the event team. For each booking, all supporting documents will be uploaded and stored in the one place. Trusted stakeholders such as police and PSAG can view event calendars, event information and supporting documents.

Conscious of the limited resource at the area Council it would be unrealistic to suggest new options such as monthly advice sessions for community event organisers who would have the opportunity to meet an officer to talk through their event in a surgery style meeting. So instead we recommend helping the organisers work more closely with each other and relying on the network of organisers to assist and answer questions. Social media groups for English Riviera event organisers that the team could set up and monitor might be one way to help organisers without adding to the burden on the Events Team.

### *Programme Development*

The Council's Events Team will act as an enabler, facilitator (and occasional commissioner) rather than a direct deliverer of events. The programme would be developed and advanced through a process of stakeholder engagement and collaborative working to create and shape a high-quality annual calendar of activity. Opportunities should be taken to enable communication among event organisers, encourage use of public spaces and manage any diary clashes for the area. The Events Team will provide supervision for the area's events programme. They will be responsible for advising, supporting and in some instances investing in the area's Headline, Feature, Area and Community portfolio of events.

Using clear criteria, the Events Team would engage with local, national and international external organisations and agencies to identify and bid for one-off Headline sporting and cultural events. An essential criteria would be that an external local lead or co-partner(s) is secured. The criteria are a guideline and not all potential Headline Events will meet every element.

### *Criteria for headline events*

It is recommend that to ensure the objectives of the events strategy are achieved the Events Team apply a robust, consistent set of criteria to deliver clarity for all event organisers on the type of events the area Council wants to host. Organisers should demonstrate how their event supports the following criteria:

- Time of Year – does it help build business outside of peak times?
- Does it promote the English Riviera as a vibrant, contemporary area?
- Does it demonstrate distinctiveness and high quality?
- Will it generate an economic benefit for the area?
- Will it attract wide and broadly-based audiences/participants?
- Will it have the potential to attract visitors and generate spend from key target visitor markets (see English Riviera Destination Management Plan for more information)?
- Will it involve the area's communities?
- Can it provide capacity building opportunities for sector development?
- Will the event sign up to the Sustainable Event commitments?
- Will the event commit to providing event feedback to demonstrate how it meets key criteria?

### *Developing the English Riviera's events sector*

This strategy recognises the importance of a vibrant, flourishing independent events sector within the area. We will embark on closer collaboration with the sector, engaging with a broader range of independent organisers, promoters, producers and venues in a similar way to that which occurs in the cultural sector led by Torbay Culture.

If there is sufficient demand from the network of English Riviera event organisers we may consider the delivery of an annual events conference of area-wide event stakeholders to share and exchange ideas, potentially creating new projects and complementary work streams. This will facilitate dialogue about what the area wants from events and those attending could include professional independent promoters, creative/festival producers and leisure/sports event promoters across the spectrum of events in the area. This would need to be self-funding or at limited resource cost to the Council.

### *Operational roles*

The Events Team's role is to:

- Provide leadership to the sector working across the area with event organisers and producers. Their focus will be on managing partnerships, attracting and retaining quality events that meet the area's needs and ambition that will optimise related benefits to the area.
- Provide a single point of contact for event enquiries and signpost across the different departments within the Council and PSAG membership.
- Maintain networks & building relationships crucial in identifying and securing events.
- Engage with, and act as enablers and facilitators for, independent event promoters
- Collaborate effectively with area's tourism and hospitality businesses, through ERBID, to maximise the opportunity that events offer.
- Facilitate opportunities for residents' engagement through working with event producers and other Council departments and other organisations.

It is beneficial for the Council to have nominated and named individuals in other key departments and related agencies that work on events. This would include but is not limited to key staff in Highways, Natural Environment, Parking Services, Licensing, Environmental Health (food hygiene), Waste (Swisco), Torbay Culture and occasionally the Harbour Office and Tourism office (ERBID).

ERBID will support and market Headline events and Feature events that reinforce the English Riviera brand, appeal to target markets and have the capability of attracting visitors now or the potential to do so in the future.

### *Site hire charges*

In 2019, the 107 events hosted on Council land generated zero income for the Council (although £90k+ was generated from fairs, circuses and markets) whereas destinations like Brighton hosted 250 events and generated £180,000 towards their events budget. It is proposed that most commercial events will pay a fee as detailed below, although most community events will continue to pay no fees for holding an event on Council land. This income will form part of the expenditure profile for the department and is used to support the wide work of the Events Team and through them, local events.

An ongoing review of the event fees is recommended as part of the annual cycle of reviewing fee and charges and suggest that future reviews take greater account of event classification/organiser status and event capacities. Future reviews should also consider:

- Continued waiving of site fees for small community events where no road closures/ licenses are required
- Explore the potential for a non-refundable administration fee, to cover the cost of administration and compliance time that the officer takes to assess applications.
- In the longer term and for larger commercial events, the costs of the compliance and support service may need to be recharged in a format agreed upfront with the organiser. It is recognised that moving from the current to a future position can take time and helping organisers to understand future commitments and how these may up-scale over a 3 year period is something that needs to start sooner rather than later.

### *Reinstatement Bond*

A reinstatement bond is currently required from event organisers where there is the potential for damage to be caused to parks and open spaces during an event, although it has not exactly been rigorously enforced. The bond required ranges from £500 to £5000 depending upon the scale, location and nature of the event. Inspections take place before and after events to assess whether any damage has occurred as a result of the event. The bond is then used to fund any repairs. The intention is to continue with the bond and enforce it to ensure that such works take place as required. However, where the ground is poor on key sites such as Paignton Green with a succession of multiple users using the same space it has been very difficult to enforce and will continue to be so until sites are invested in and made good.

It is anticipated that Headline and Feature events would not be charges in their development years (years one, two or three depending on their progress). Accordingly, Area events would be exempt of hire charges as long as they sign up to the events charter and make significant progress in evolving their offer. Consideration will be given to Community events, but generally these will be exempt from land usage fees.

Summary of indicative charges for commercial events 2021/22

<b>Hiring Land Charges</b>		
<b>Expected Attendance (footfall)</b>	<b>Small Space Usage (daily rate)</b>	<b>Large Space Usage (daily rate)</b>
Up to 500	£250.00	£500.00
501-1000	£500.00	£1000.00
1000+	£750.00	£1500.00

Set up and take down days are charged at £100 per day.  
 Note: Daily rates of £1500 are negotiable depending on the length of hire.

<b>Re-instatement bonds (in addition)</b>		
<b>Expected Attendance</b>	<b>Low Risk</b>	<b>High Risk</b>
Up to 500	£500.00	£500.00
501-1000	£500.00	£1000.00
1000+	£2000.00	£5000.00

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