

OVERVIEW AND SCRUTINY BOARD

A meeting of **Overview and Scrutiny Board** will be held on

Wednesday, 25 January 2017

commencing at **5.30 pm**

The meeting will be held in the Meadfoot Room, Town Hall, Castle Circus,
Torquay, TQ1 3DR

Members of the Board

Councillor Lewis (Chairman)

Councillor Barnby

Councillor Bent

Councillor Bye

Councillor Doggett

Councillor Stockman

Councillor Stocks

Councillor Tolchard

Councillor Tyerman

Co-opted Members of the Board

Penny Burnside, Diocese of Exeter

A prosperous and healthy Torbay

For information relating to this meeting or to request a copy in another format or language please contact:

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OVERVIEW AND SCRUTINY BOARD AGENDA

1. **Apologies**
To receive apologies for absence, including notifications of any changes to the membership of the Board.
2. **Minutes** (Pages 5 - 12)
To confirm as a correct record the minutes of the meetings of the Board held on 30 November and 14 December 2016.
3. **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.)
4. **Urgent Items**
To consider any other items that the Chairman decides are urgent.
5. **Improving the quality of care homes provision in Torbay** (Page 13)
To consider the Mayor's request that the Overview and Scrutiny Board work with Healthwatch, care home providers and carers to develop a residents charter, using Care Quality Commission information on standards and other information to identify what good care homes should be like in Torbay for approval at future Policy Development and Decision Group (Joint Commissioning Team).
6. **Revenue Budget 2016/2017 - Quarter 3 Monitoring** (Pages 14 - 21)
The Head of Finance to present his report setting out the Quarter 3 position for the revenue budget for 2016/2017.

The Mayor and his Executive Leads to answer the Board's questions.

The Board to make any comments, conclusions and recommendations to the meeting of the Council to be held on 2 February 2017.

7. **Capital Plan 2016/2017 - Quarter 3 Monitoring** (Pages 22 - 33)
The Head of Finance to present his report setting out the Quarter 3 position for the Capital Plan budget for 2016/2017.

The Mayor and his Executive Leads to answer the Board's questions.

The Board to make any comments, conclusions and recommendations to the meeting of the Council to be held on 2 February 2017.

8. **Children's Services Revised Financial Plan**
The Director of Children's Services to present the draft Children's Services Medium Term Financial Strategy.

The Mayor and Executive Lead for Children's Services to answer the Board's questions.

The Board to review the document and make any comments and/or recommendations for consideration by the Council.

9. **Update of Tourism Strategy - English Riviera Destination Management Plan 2016-2021** (Pages 34 - 77)
The Executive Head – Business Services to present the draft English Riviera Destination Management Plan.

The Executive Lead for Tourism to answer the Board's questions.

The Board to consider making any recommendation to the Executive Lead on the draft Plan as part of the consultation on this Policy Framework document, taking account of the views of the Tourism Task-and-Finish Group.

10. **Exclusion of press and public**
To consider passing a resolution to exclude the press and public from the meeting prior to consideration of the following item on the agenda on the grounds that exempt information (as defined in Schedule 12A of the Local Government Act 1972 (as amended)) is likely to be disclosed.

11. **Torbay Development Agency (TDA) Draft Business Plan** (Pages 78 - 105)
Representatives of Torbay Development Agency to present the draft TDA Business Plan and to answer the Board's questions.

The Mayor to attend to also answer the Board's questions.

The Board to consider making any recommendation to the Mayor on the draft Plan as part of the consultation on this Policy Framework document.



Minutes of the Overview and Scrutiny Board

30 November 2016

-: Present :-

Councillor Lewis (Chairman)

Councillors Barnby, Bent, Doggett, Stockman, Stocks, Tolchard and Tyerman

(Also in attendance: The Mayor and Councillors Brooks, Ellery, Haddock, King, Manning, Morey, Parrott, Stubley and Thomas (D))

36. Apologies

An apology for absence was received from Councillor Bye.

37. Minutes

The minutes of the meeting of the Board held on 14 September 2016 were confirmed as a correct record and signed by the Chairman.

38. Urgent Items

The Board considered the item in Minute 39, and not included on the agenda, the Chairman being of the opinion that it was urgent by reason of special circumstances i.e. the matter having arisen since the agenda was prepared and it was unreasonable to delay a decision until the next meeting.

39. Notice of Motion - Opposing Badger Culls (Mayoral Decision)

At the meeting of the Council in October 2016, the Mayor requested that the Overview and Scrutiny Board consider undertaking a review of the issues raised within the submitted motion on badger culls and that the Board make recommendations to him.

Resolved: that the Mayor be advised that the Board does not consider the issue of badger culls to be a priority for Torbay Council and therefore is unable to allocate time to this request within its Work Programme.

40. Localised Council Tax Support Scheme 2017/18

The Board considered the report which was due to be presented to the Council on proposed revisions to the Council Tax Support Scheme. The proposed Scheme had been subject to consultation for 12 weeks until 31 October 2016. During that

time a task-and-finish group of non-executive members had met to discuss the proposals and their expected impact with the Executive Lead and officers.

Resolved: (i) that the Board thank the Mayor and Executive for taking account of the consultation results, the Equality Impact Assessment and the views expressed by the task-and-finish group; and

(ii) that the proposed changes now described in the report to the Council provide a reasonable compromise of balancing the economics of the Scheme and the needs of the population.

41. Sustainability and Transformation Plan

The Director of Public Health and representatives from local NHS organisations attended the meeting a gave a presentation on the draft Sustainability and Transformation Plan (STP). The STP covered the geographic Devon area (including Torbay and Plymouth) and involved ten statutory authorities working collaboratively on a common set of health and care challenges.

It was explained to the Board that, whilst the STP set the strategic framework for future health and care services, the Plan contained seven areas of priority and that engagement would take place as the plans around those seven areas progressed.

42. Acute and Specialised Services Review

Representatives of Torbay and South Devon NHS Foundation Trust attended the meeting and explained how the Devon-wide “case for change” which underpinned the Sustainability and Transformation plan highlighted concerns in relation to acute services. These included:

- Increased demand for treatment and care meaning longer waiting times
- The current configuration of services was designed for the historical demand model
- The acute system in Devon costing more than funded levels

It was noted that some acute services were currently classed as fragile which increased the risk of providers being required to implement short term, unplanned change.

The report presented to the Board set out the principles on which the review of acute services would be founded, namely:

- Improving the health of the population
- Improving the quality of care delivery
- Achieving better value by reducing the cost of care
- Improving the experience of staff working in the system of care and increasing the attractiveness of a career in the Devon health and social care system

The report also set out the criteria which would be used to guide the evaluation of any options against the current delivery of services.

Resolved: (i) that the Community Services Review Panel be renamed the Sustainability and Transformation Plan Review Panel;

(ii) that the terms of reference of the Review Panel be extended to include the review of the Sustainability and Transformation Plan and any proposed service reconfigurations arising from the Plan;

(iii) that the appropriate NHS organisations be requested to keep all Councillors, in particular members of the Review Panel, informed of proposed changes as early in the change process as possible to enable them to act as community leaders and ambassadors for change; such engagement to be a mix of informal and formal briefings; and

(iii) that the principles and criteria under which the Acute Services Review will be undertaken be endorsed.

43. Community Services Reconfiguration

The Board considered the draft report from the Community Services Review Panel which had been prepared following the Panel's consideration of the proposed to reconfigure community services in Torbay.

Whilst the report acknowledged that the CCG had engaged well with the local community and that the amount of time allowed had been sufficient to address the issues raised by the community, there remained concern that the detail around the clinical hubs and health and wellbeing centres had not yet been made available to the public.

The Chief Clinical Officer from the Clinical Commissioning Group (CCG) attended the meeting to provide an update on the consultation process. He explained that it would be an iterative process to determine the detail around the health and wellbeing centres.

Resolved: that subject to the following additional recommendation, the report of the Community Services Review Panel be adopted:

"There remains concern that the detail around the clinical hubs and health and wellbeing centres has not yet been made available to the public. The Board recommends that the public and partners are even better informed of plans and that, in particular, local residents in Paignton are provided with full details of changes to services before any cessations are announced."

44. Revenue Budget Monitoring 2016/2017 - Quarter Two

During its review of the Council's Priorities and Resources, members of the Board had considered the Budget Monitoring Report for Quarter 2 of the 2016/2017 financial year. The report showed a projected overspend of £2.1 million primarily as a result of expenditure pressures in Children's and Adults Services.

Resolved: (i) that the Board is disappointed that, despite receiving assurances from the previous Director of Children's Services and the Executive Lead that the proposed budget for 2016/2017 was adequate, the budget for Children's Services is still predicted to be significantly overspent; and

(ii) that the Board is also disappointed that the Children's Services Financial Strategy has not yet been made available and seeks assurance that it will be available to be discussed at a meeting of the Board to be held before the Revenue Budget for 2017/2018 is agreed.

45. Capital Plan Update 2016/17 Quarter 2

Members of the Board had considered the Quarter 2 Capital Plan budget monitoring report as part of the Review of Priorities and Resources. The report provided an update on the current position in relation to schemes within the current Capital Plan.

Chairman



Minutes of the Overview and Scrutiny Board

14 December 2016

-: Present :-

Councillor Lewis (Chairman)

Councillors Barnby, Bye, Stockman (Vice-Chair), Stocks, Tolchard, Doggett, Robson and Thomas (D)

(Also in attendance: Councillors Brooks, Carter, Darling (S), Excell, Haddock, King, Mills, Morey, Parrott, Stringer and Thomas (J))

46. Apologies

It was reported that, in accordance with the wishes of the Conservative Group, the membership of the Board had been amended to include Councillors Robson and Thomas (D) in place of Councillors Bent and Tyerman.

An apology for absence was also received from the Mayor who was represented by the Deputy Mayor, Councillor Mills.

47. Bylaws Homeless People and Begging

The Board considered the details of a call-in by five Members of the Council of the decision of the Mayor to request the Assistant Director – Community and Customer Services to commission a consultation exercise to assess opinion on the further actions the Council could take:

- to introduce bylaws or Public Spaces Protection Orders to address the problem of rough sleeping on the seafront and in town centres; and
- to provide support to, and safeguarding of, individuals with a genuine rough sleeping/street homelessness need.

In addressing the Board, the Call-in Promoter highlighted that he believed that the Mayor's decision was contrary to the Council's Policy Framework. He made reference to the Corporate Plan which included the principle that the Council's reducing resources should be used to best effect.

Members of the public who were both in favour of and against the Mayor's decision addressed the Board. In addition a statement on behalf of Torbay PATH was read out.

The Deputy Mayor and other members of the Executive were invited to respond to the points in the call-in and to the questions raised by members of the Board.

Members of the Board indicated that they were minded to agree that the decision was contrary to the Council's Budget and Policy Framework and, at that point, the Monitoring Officer and Chief Financial Officer provided advice to the Board.

Resolved: that, having listened to the advice of the Monitoring Officer and the Chief Financial Officer, the Board is of the view that the Mayor's decision is contrary to the Policy Framework as it does believe that it makes best effect of the Council's reducing resources and therefore the matter is referred to the Council.

48. Potential Helipad and Light Rail System for Torbay

The Board considered the details of a call-in by thirteen Members of the Council of the decision of the Mayor to, amongst other things, request the Assistant Director – Corporate and Business Services to consult on the principle of establishing a helipad facility in Torbay and on the long term economic benefits of a light railway system to Brixham.

In addressing the Board, the Call-in Promoter highlighted that he believed that the Mayor's decision was contrary to the Council's Policy Framework. He made reference to the Corporate Plan which included the principle that the Council's reducing resources should be used to best effect.

Members of the public who were both in favour of the Mayor's decision addressed the Board.

The Deputy Mayor and other members of the Executive were invited to respond to the points in the call-in and to the questions raised by members of the Board.

Members of the Board indicated that they were minded to agree that the decision was contrary to the Council's Budget and Policy Framework and, at that point, the Monitoring Officer and Chief Financial Officer provided advice to the Board.

Resolved: that, having listened to the advice of the Monitoring Officer and the Chief Financial Officer, the Board is of the view that the Mayor's decision is contrary to the Policy Framework as it does believe that it makes best effect of the Council's reducing resources and therefore the matter is referred to the Council.

Chairman



Minutes of the Overview and Scrutiny Board

14 December 2016

-: Present :-

Councillor Lewis (Chairman)

Councillors Barnby, Bent, Bye, Doggett, Stockman, Stocks, Tolchard and Tyerman

(Also in attendance: Councillor Morey)

49. Review of Priorities and Resources

It was noted that the Board's Priorities and Resources Review Panel had held a series of meetings in November and December 2016 to consider the Mayor's budget proposals. The draft report of the Panel was before the Board for its approval.

The Board received updates on four of the proposals and heard representations from the providers of the services affected.

Resolved: that subject to the addition of the following recommendation:

“The budget for the Young Parent support service should not be removed without reassurance that there will not be poorer outcomes for the children of those young parents with the consequent cost shunt to Children's Services.”

and the amendment of two other recommendations to read:

“The Board accept the difficult financial position faced by Children's Services but believes that the total value of savings in the Mayor's proposals should be retained. However, the Board also believes that the Director of Children's Services should, with the benefit of the work undertaken by Peopletoo, recalculate where savings can be made and may be in a position to revisit the Children's Services budget with a view to putting forward further savings before the Mayor finalises his budget proposals to the Council.”; and

“The Board recommend that a saving of £120,000 should be made to the Lifestyles Service. The Director of Public Health should be requested to review her entire budget to determine if savings can be made elsewhere to offset the cost of the Lifestyles Service in 2017/2018 with a view to £225,000 of savings being found to fund the Lifestyles Services from 1 April 2018. Furthermore, the Director

of Public Health should consider whether any of these savings can be made in the coming financial year.”

the recommendations within the report be agreed and the forwarded to the Mayor.

Chairman

Record of Decisions

Improving the quality of care homes provision in Torbay

Decision Taker

Mayor on 06 December 2016

Decision

That the Overview and Scrutiny Board be requested to work with Healthwatch, care home providers and carers to develop a residents charter, using Care Quality Commission information on standards and other information to identify what good care homes should be like in Torbay for approval at future Policy Development and Decision Group (Joint Commissioning Team).

Reason for the Decision

To advise members of the annual Market Position Statement which analyses supply of residential and nursing homes, against demand for care and the vision for integrated care in community settings rather than hospital beds.

Implementation

This decision will come into force and may be implemented on Wednesday 14 December 2016 unless the call in procedure is triggered (as set out in Standing Orders in relation to Overview and Scrutiny).

Information

The report advised that the quality of care in Torbay care homes is assured in a number of ways. The report set out benchmarking of Torbay's care home market performance against the rest of England.

Alternative Options considered and rejected at the time of the decision

None

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

6 December 2016

Signed: _____
Mayor of Torbay

Date: _____



Meeting: Overview and Scrutiny Board

Date: 25 January 2017

Wards Affected: All Wards

Report Title: Revenue Budget Monitoring 2016/17 – Quarter 3

Is the decision a key decision? No

When does the decision need to be implemented? n/a

Executive Lead Contact Details: Mayor Oliver, mayor@torbay.gov.uk

Supporting Officer Contact Details: Martin Phillips, Head of Finance,
Martin.phillips@torbay.gov.uk, 01803 207285

1. Purpose and Introduction

1. The quarterly revenue monitoring report provides a summary of the Council's revenue income and expenditure for the financial year 2016/17.
2. As at quarter three the Council's revenue budget is predicting an overspend of £2.2m primarily as a result of expenditure pressures in both children's and adults social care. The overall estimated overspend remains the same as quarter one but there has been movement within that overall figure.

2. Recommendation (s) / Proposed Decision

- 2.1 That the Board consider the current position and make any comments and/or recommendations to the Council.

3. Reason for Recommendation/ Proposed Decision

- 3.1 Report for review and information.

4. Position

4.1 Summary Position

As at Quarter 3 the Council's revenue budget is predicting an overspend of £2.2m (Qtr 2: £2.1m), primarily as a result of issues in both children's and adults social care. The overall over spend is slightly higher than Quarter 2, as the pressure from the Councils risk share on the ICO financial position has increased which has been offset in part by under spends in other services.

From October 2015, with the start of the Integrated Care Organisation (ICO), the Council now has a 9% risk share of the total financial performance of the ICO. The ICO had predicted a significant overspend in 2016/17, however in the past month the ICO have increased their forecast deficit by a further £10m, although the ICO has plans to reduce that value by £4m. Torbay's share of the estimated forecast position of the ICO is now an overspend of £1.7m (Qtr 2: £1.2m). This increase in the ICO deficit in 2016/17 is likely to impact on the ICO's 2017/18 financial position.

The ICO in late December gave twelve months notice to terminate the risk share agreement with the Council and the Clinical Commissioning Group. This was undertaken reluctantly but allows the ICO to receive an additional over £5m income in 17/18 and more in 18/19 towards its transformation programme. If the risk share does terminate then the Council will need to agree a new contract arrangement for adult social care from January 2018. Consideration of what that could look like is being given active consideration now between the three parties

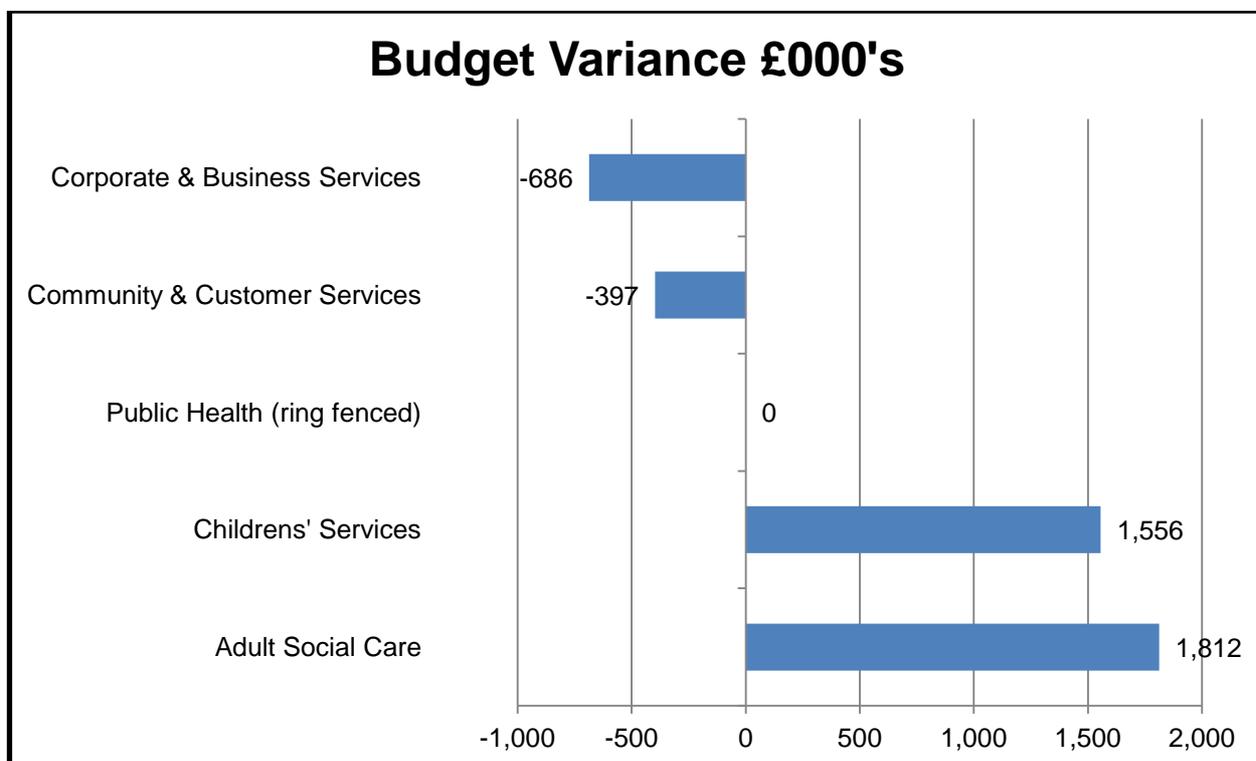
The predicted overspend on children's social care of £1.5m (Qtr 2: £1.5m) is primarily the non achievement of the anticipated placement reductions in spend linked to the children's services cost recovery plan and the fact that staffing costs, including agency staff, are above budgeted levels. These costs have been offset, in part, by in year recovery action by the Director of Children's Services. An updated financial plan for this service that identifies further options for service improvement and cost reduction was due to be presented to OSB in January.

This level of overspend is an increasing cause for concern and impacts on the Council's 2017/18 budget. In the absence of any compensating savings in other services Council will need to identify options to fund the overspend. At this stage, it is likely that the use of earmarked service reserves will be required which will be outlined in the 2017/18 Review of Reserves report.

The ongoing financial impact of the 2016/17 budget variations (based on the quarter two position) on both adults and children's social care was been included within the Mayor's 2017/18 budget proposals (November 2016).

The Council has recently been informed of two new (ring fenced) grants for 2016/17. The first is the successful bid for Homelessness funding in excess of £0.4m, and the second in excess of £0.6m from the Community Housing Fund "to support communities to deliver affordable units of mixed tenure in response to the challenges created by a large number of second homes".

A bar chart summarising the projected budget variance by service for 2016/17 is as follows;



4.2 Detailed Position

The budget position for each service is shown in the table below:

Service	2016/17 Budget- revised as at September 2016			Forecast Full Year Variance as at:-		Direction of Travel
	Expenditure £000s	Income £000's	Net £000's	Qtr 3 £000's	Qtr 2 £000's	
Adult Social Care	41,631	-1,584	40,047	1,812	1,343	R
Children's Services	77,727	-48,772	28,955	1,556	1,496	R
Public Health	11,185	-11,094	91	0	0	G
Joint Commissioning	130,543	-61,450	69,093	3,368	2,839	R
Community Services	30,662	-6,542	24,120	(140)	12	G
Customer Services	73,511	-69,694	3,817	(257)	(200)	G
AD Community & Customer Services	104,173	-76,236	27,937	(397)	(188)	G
Commercial Services	6,604	-1,773	4,831	(109)	(1)	G
Finance	19,174	-12,289	6,885	(463)	(540)	R
Business Services	8,331	-12,327	-3,996	(114)	(11)	G

Regeneration & assets	6,356	-2,050	4,306	0	0	G
AD Corporate & Business Services	40,465	-28,439	12,026	(686)	(552)	G
Total Expenditure	275,181	-166,125	109,056	2,285	2,099	R
Sources of Funding	-	-109,056	-109,056	(37)	(37)	
Net Expenditure	275,181	-275,181	0	2,248	2,062	R

A narrative of the position in each service area is as follows:

Service	Variance to Budget £m	Main Variances in 2016/17
Adult Social Care	1.8	<p>From 1st October 2015 the Integrated Care Organisation started. The Council has a 9% risk share agreement from that date based on the total financial position of the Torbay and South Devon Healthcare Foundation Trust (SDH) – a share of a total budget of approximately £379m. Financial performance of SDH is reported to its board – minutes are available on the link below:</p> <p>http://www.torbayandsouthdevon.nhs.uk/about-us/board-meetings/</p> <p>The projected overspend for the Council's share of the forecast ICO overspend is £1.7m (Qtr 1:£1.1m). This is in addition to the additional funds the Council provided as part of the Annual Strategic Agreement agreed by Council in July 2016.</p> <p>In other adult social care budgets there is a continuation of the prior year pressures on the Joint Equipment Store of £0.1m. The ICO have agreed to fund 1/3rd of the overspend on this service which has reduced the impact on the Council.</p>

Children's Services	1.5	As a result of monitoring within Children's Services a recovery action on a projected overspend has been initiated. However the service is still forecast to overspend by £1.5m (Qtr1: £1.5m) in 2016/17. The overspend is a combination of delays in the planned reduction in staffing levels and higher than forecast placement expenditure. In addition there are increased cost pressures on special guardianships and section 17 grant allocations.
Public Health	0	Ring fenced budget
Community and Customer Services	(0.4)	Community Services: Projected overspends on Housing are offset by a projected saving from the 'Energy from Waste' plant, vacancy management, the moratorium on spend, additional grant funding and recovery of Housing Benefit overpayments.
Corporate and Business Services	(0.7)	Projected savings on audit fees, grant income, "corporate" pension payments and the change in the MRP policy approved by Council in September 2016 (£0.8m), offset by a budget pressure on treasury management arising from lower rates on investments and a delay in implementing changes to some staff terms and conditions.
Sources of Funding	0	Grant higher than budget
Total	2.2	Projected overspend

4.3 2016/17 Savings

4.4 The 2016/17 budget relies on the achievement of approved budget reductions. The Council's Senior Leadership Team has been monitoring the achievement of these savings as part of the current year budget monitoring. The majority of savings are being achieved; however the main areas of variance in the financial year are, as identified above, additional pressures within social care.

4.5 Risks & Sensitivity

4.6 The predictions for the full year outturn in this report are based on six months of financial information and will be subject to changes in both assumptions and demand.

4.7 Historically the Council's overall position improves in the last quarter of the year as actual expenditure and income for the year is finalised and impact of some future year savings are realised in year.

4.8 There are a number of financial risks facing the Council. Key risks are shown below:

Risk	Impact	Mitigation
Achievement of approved savings for 2016/17	High	16/17 Budget monitoring and "saving tracker" monitored by senior staff.
Potential cost impact of the Council's 9% risk share of total ICO performance	High	Monthly information is being provided by the ICO to Council supported by "contract" meetings
Potential impact and costs of judicial review for care home fees	High	Balance of CSR reserve and 2016/17 social care contingency to fund if required.
NEW- Future of ASC contract following ICO notice to terminate current risk share arrangement from January 2018	High	High priority issue for Councils senior leadership team and close working with ICO colleagues to resolve issues
Achievement of Childrens' Services cost reduction plan	High	Regular monitoring of performance and recovery plan.
Identification, and achievement, of £21.5m of savings for 2017/18 to 2019/20 per Efficiency Plan (Sept 2016).	High	Issue identified in Medium Term Resource Plan. Four year Efficiency Plan now available which was presented to Council in September and forwarded to DCLG in October. Transformation Team set up to coordinate the implementation of potential transformation savings.
Additional demand for services particularly in childrens' social care	High	16/17 Budget monitoring, use of service performance data and recovery plan.
Ability of ICO to deliver a balanced budget in 2016/17 and to prevent further increases in expenditure in year.	High	Regular monitoring of performance and financial performance with challenge to ICO on cost improvements.

4.9 Implications on 2017/18 Budget

- 4.10 A number of 2016/17 budget monitoring issues link directly to the 2017/18 budget proposals. Where a saving has been achieved in 2016/17, if applicable, this has been reflected in 2017/18 budget proposals.
- 4.11 The ongoing impact of the 2016/17 budget variations on both adults and children's social care (as at quarter two) has been included within the Mayor's 2017/18 budget proposals (November 2016). In addition for children's social care, the financial impact on the previously projected reduced use of reserves of £1.1m in 2017/18 has been included in both the 2017/18 budget proposals and the 2017/18 Review of Reserves report.
- 4.12 The financial impact of the ICO's decision in late December to give twelve months notice to terminate the risk share agreement with the Council and the Clinical Commissioning Group is potentially significant. If the risk share does terminate then the Council will need to agree a new contract arrangement for adult social care from January 2018. In addition the recently reported increase in the ICO financial deficit is also likely to impact on and the value of the Council's 9% risk share.
- 4.13 The Director of Children's Services is continuing to review the performance of children's services with a view to presenting to Council a revised financial plan supported by a level of detail to enable performance monitoring and challenge. The impact of this plan, when appropriate, will form part of the Council's final 2017/18 budget and reserve planning for 2017/18 and future years.

4.13 2017/18 Budget Process

- 4.14 The Mayor presented his budget proposals for 2017/18 on 4th November 2016 for consultation.
- 4.15 Council approved the Efficiency Plan that was submitted to DCLG to enable the Council to accept the Revenue Support Grant (RSG) funding "offer" for the next three financial years. The Council's 2017/18 RSG was confirmed in December to be as per the "offer" at £14m, a £6m year on year reduction.
- 4.16 Other elements of the Council's 2017/18 funding are now confirmed/being confirmed to enable the Mayor to present his final 2017/18 budget proposals to Council in February 2017.

4.18 Balance Sheet issues

- 4.19 No long term borrowing was taken or repaid as at end of December 2016, so the Council's long term borrowing remained at £138m which was within the Council's approved Operational Boundary and Authorised Limit (for debt and long term liabilities as set by Council in February 2016). However the Council does have borrowing requirement linked to its approved capital plan, in particular from the investment fund, therefore the Council could be taking borrowing in the final quarter of the year.

4.20 The Council has interests in a number of companies. The financial performance for 2015/16 of these companies is included in the Council's statement of accounts (link below).

4.21 The total value of debtor write offs in the third quarter of 2016/17 was:

Service	Number of records written off	Value of write offs £000's	Number over £5,000
Council Tax	553	144	0
NNDR	27	206	8
Housing Benefit	195	87	3

4.22 Any write offs in the quarter over £5,000 are reported to Members in exempt Appendix One. (To follow).

Background Documents

2016/17 Budget digest & supporting reports, including 2016/17 Review of Reserves and the Medium Term Resource Plan.

<http://www.torbay.gov.uk/council/finance/budget/budget-201617/>

2017/18 Draft Budget Proposals and supporting financial and service information

<http://www.torbay.gov.uk/council/fit-for-the-future/>

2015/16 Statement of Accounts

<http://www.torbay.gov.uk/media/7211/soa-1516.docx>



Meeting: Overview and Scrutiny Board **Date:** 25 January 2017

Wards Affected: All

Report Title: Capital Plan 2016/2017 – Quarter 3 Monitoring

Is the decision a key decision? No

When does the decision need to be implemented? Immediately

Executive Lead Contact Details: Mayor Gordon Oliver, mayor@torbay.gov.uk

Supporting Officer Contact Details: Martin Phillips, Head of Finance,
martin.phillips@torbay.gov.uk, 01803 207285

1. Proposal and Introduction

- 1.1 The Capital Plan budget totals £130 million for the 4 year programme, with £46.2 million currently scheduled to be spent in 2016/17, including £4.6m on the South Devon Highway and potential expenditure from the Investment Fund. The Capital Plan currently requires £0.7 million from capital receipts and capital contributions over the life of the Plan.
- 1.2 The Council's Capital Plan is updated on a quarterly basis which includes any new funding announcements and allocations. It provides high-level information on capital expenditure and funding for the year compared with the last Plan update as reported to Council in December 2016, relating to Quarter 2 position.
- 1.3 The projection of capital schemes to be spent during 2017/18 within the appendix to this report will also be included as a stand alone report to enable the Council to approve a 2017/18 Capital Plan in line with the Council's Constitution.

2. Reason for Proposal

- 2.1 Quarterly reporting to both the Overview and Scrutiny Board (OSB) and to Council is part of the Council's financial management with the Council being asked to note the 2016/17 quarter three position for its Capital Plan 2016/17 – 2019/20.
- 2.2 There are a number of new capital projects and grant allocations recommended for approval.

3. Recommendation(s) / Proposed Decision

- 3.1 That the latest position for the Council's Capital expenditure and funding for 216/17 be noted and that the Board make recommendations, if required, to Council on the following proposed allocation of Government grants:

Dept for Transport – Pothole Action Fund 2017/18 allocation of £0.117m and National Productivity Investment Fund of £0.413m (to Highways Structural Maintenance)

Dept for Education – Early Years Capital (to Children's Services)

- White Rock Primary Nursery £0.235m
- Ellacombe Academy Nursery £0.541m

4 Supporting Information and Impact Assessment

- 4.1 Members of the Overview and Scrutiny Board and Council receive regular budget monitoring reports on the Council's Capital Plan throughout the year. The Council's four year Capital Plan is updated each quarter through the year. This report is the monitoring report for the third quarter 2016/17 and includes variations arising in this quarter to the end December 2016.
- 4.2 The overall funding position of the 4-year Capital Plan Budget of £130 million, covering the period 2016/17 – 2019/20, is primarily fully funded but still relies upon the generation of £1.2 million of Capital income from capital receipts and capital contributions over the life of the Capital Plan. Of this £1.2m, £0.5 million has been received by the end of December 2016, leaving a balance of £0.7 million still to be realised. It is only after this target has been reached that any capital receipts should be applied to new schemes.
- 4.3 It is anticipated some further capital resources will be achieved from capital contributions including a Community Infrastructure Levy (CIL) scheme which is expected to be approved during 2016/17.
- 4.4 The movements in the estimate of expenditure in 2016/17 on the Capital Plan between the last monitoring report at September 2016 of £31.7m and the latest budget for 2016/17 of £42.3 m are shown below.

Scheme	Variation in 2016/17	Change £m	Reason
Estimate as at Q2 2016/17		31.7	Capital Plan Update, 2016/17 Quarter 2
Joint Commissioning Team			
Adult Services			
Affordable Housing	Budget to 2017/18	(0.1)	Unlikely to spend in 2016/17
		(0.1)	
Children's Services			
Capital Repairs and Maintenance 16/17	New budget for 2016/17 Part moved to 2017/18	0.4 (0.2)	Govt. grant alloc re 2016/17
Early Years schemes at White Rock and Ellacombe	New budgets Part moved to 2017/18	0.9 (0.4)	DfE allocation of grant to support early years provision
Education Review Projects	Budget re profiled to 2017/18	(0.2)	Timing of likely expenditure reviewed
Secondary School	Part budget to 2017/18	(0.4)	Some works rescheduled to next

Places			financial year
Torbay School Relocation	Budget re-profiled to 2017/18	(0.2)	Review of expenditure
		(0.1)	
Joint Operations Team			
Community and Customer Services			
CCTV equipment	Budget moved to 2017/18	(0.4)	Delay in procurement
Empty Homes Scheme	Re profiled to 2017/18	(0.2)	Review estimated expenditure
Private Sector Renewal	Budget transfer to 2017/18	(0.1)	No requirement in 2016/17
Transport – Integrated Transport schemes	Reprofile budget	(0.5) (0.2)	Repay funds swap re LEP schemes Funds transferred to Western Corridor scheme
Transport – Highways Structural Maintenance	Increased budget	0.2	Govt. grant allocations increased
Western Corridor	Torbay match funding Budget re profiled to 2017/18	0.2 (1.8)	Increased budget from Integrated Transport Latest forecast of costs to be incurred in 2017/18.
		(2.8)	
Corporate and Business Services			
Beacon Quay Toilets	Increased budget	0.1	Increased cost estimate
Essential Capital Repairs	Part of budget allocated Remainder to 2017/18	(0.4) (0.1)	Budget allocated to Freshwater Cliff Stabilisation Not likely to be required in 16/17
Council Fleet Vehicles	Budget moved to 2017/18	(0.1)	Review of expenditure needs
Employment Site	Transfer to next year	(2.0)	Expenditure plans reviewed
Freshwater Cliff stabilisation	New budget	0.3	Budget assigned from Essential Capital Repairs
Investment Fund	Part budget brought forward to 2016/17 and allocated to potential site acquisitions	16.4	Budget increased for 2016/17 to enable potential site acquisitions
Torbay Innovation Centre Phase 3 (EPIC)	Budget moved to 2017/18	(0.6)	Minimal spend in 2016/17
Town Dock Pontoon replacements	New budget mainly phased to 2017/18	0.2 (0.2)	Harbour Committee approved funds from Harbours Reserve
		13.6	
Estimate – Quarter Three 2016/17		42.3	

5.0 Expenditure

- 5.1 The Capital Plan Budget has been updated for any further revision to both projects and timing, resulting in the latest revision attached at Appendix 1. The Plan now totals £130 million over the 4 year period of which £42.3 million relates to 2016/17 and £56.3 million relates to 2017/18.
- 5.2 The purpose of this report and the monitoring statement attached is to highlight any existing or potential issues which may affect the delivery of the major projects included in the Plan and to consider any potential effect on corporate resources.
- 5.3 Expenditure to the end of this third quarter was £6 million with a further £2 million of commitments on the Council's finance system. The expenditure of £6 million is only 14% of the latest budget for 2016/17. This compares with £12.7 million (or 56% of outturn) for the third quarter last year. It is recognised that for a number of schemes (e.g. South Devon Highway and Investment Fund), the Council will not incur expenditure until later in the year.

	2012/13 £m (%)	2013/14 £m (%)	2014/15 £m (%)	2015/16 £m (%)	2016/17 £m (%)
Quarter One	2 (11%)	4 (23%)	2 (10%)	1 (4%)	1 (2%)
Quarter Two	4 (21%)	4 (23%)	4 (20%)	4 (17%)	3 (7%)
Quarter Three	5 (26%)	3 (18%)	4 (20%)	8 (35%)	2 (4%)
Quarter Four	8 (42%)	6 (35%)	10 (50%)	10 (43%)	
Total In Year	19	17	20	23	42

5.4 **Updates to Capital Plan**

5.5 **Joint Commissioning Team**

- 5.6 Affordable Housing – budget is not likely to be allocated for specific schemes in 2016/17 so £0.1m budget moved to next year.

Affordable Housing – Community Housing Fund. Torbay has received a 2016/17 grant allocation of £0.643m to enable and boost delivery of affordable housing units through community – led housing groups in areas affected by high levels of second home ownership. The grant has initially been accounted for as revenue, however some expenditure may be capital depending on the actual allocation of the grant. Therefore the grant is noted here for information and to enable use if confirmation as capital resources is received.

- 5.7 There are a number of projects in Children's services where some expenditure has been re profiled to move funding between years to reflect latest expenditure projections:

Capital Repairs 2016/17 - £0.15m moved as some works will not be undertaken until 2017/18.

Education Review Projects – £0.2m of this budget is not expected to be required until next year, so has been transferred accordingly.

Secondary School Places – £0.4m of budget moved to 2017/18 to reflect expected expenditure profile

Torbay School Relocation – part (£0.2m) of budget reprofiled to next financial year.

Early Years provision – as detailed below (para. 8.4) the Department for Education have awarded grant to support two specific nursery projects. The details are set out in the table below:

School	Project	School contribution	LA contribution	GRANT	Total Project Cost
White Rock Primary	New 26 place nursery	£28,286	£50,000	£234,858	£313,144
Ellacombe Academy	Expansion of Little Stars Nursery from 24 to 48 places	£130,337	£50,000	£541,012	£721,349

The Council's contribution to the above schemes will come from existing Early Years resources within the approved Capital Plan so has no new resourcing implications.

5.8 **Joint Operations Team**

5.9 **Community and Customer Services**

5.10 CCTV Equipment – following delays related to the procurement of this work the £0.4m budget will not now be required until next financial year.

5.11 Empty Homes Scheme – work and plans not yet finalised so £0.2m of the budget is transferred to 2017/18.

5.12 Private Sector Renewal – there are not currently any plans for this budget so the funds of £0.1m are transferred to 2017/18.

5.13 South Devon Highway – Following contract negotiations between Devon County Council and the main contractor over cost variations a settlement has been agreed which will potentially increase Torbay's contribution to the scheme by approximately £0.1m. There are still other costs to be determined (including compensation claims) before the final cost of this major infrastructure improvement is known.

5.14 Transport – Integrated Transport Schemes – This budget covers various transport schemes including work at Fleet Walk. The main work relating to this particular project will not now take place until 2017/18. Funds are being used this year to make early reversal of a resource swap used last year to support LEP funded transport schemes. This reversal had previously been scheduled over future years. Some funds are also being transferred to the Western Corridor scheme representing Torbay's agreed match funding to the project (see also para. 5.16 below).

5.15 Transport Structural Maintenance – the Government has recently announced the latest grant allocation from the Pot Hole Action Fund for 2017/18, along with a new highways National Productivity Investment Fund allocation. Subject to Council

approval, it is intended to add this increased funding of £0.117m and £0.413m respectively, to the 2017/18 budget.

5.16 Transport – Western Corridor. – This scheme is mainly funded from Local Enterprise Partnership (LEP) grant and £0.2m has been added to the budget to reflect Torbay’s match funding for the project. These resources are transferred from the Integrated Transport block. Following a review of likely expenditure levels £1.78m of the 2016/17 budget has been moved to 2017/18.

5.17 Corporate & Business Services

5.18 Essential Repair Works – Part of the prudential borrowing of £3 million for essential capital repair works has been assigned to Freshwater Cliffs Stabilisation. Tenders have now been received for the cliff work and £0.375m budget is being allocated to the scheme. The remaining £0.1m of the profiled 2016/17 budget is unlikely to be allocated this year so is re-phased to 2017/18.

5.19 Beacon Quay Toilets - The tenders have now been returned for this refurbishment work and unfortunately the cost is higher than expected (the estimated cost is now £0.117m from £0.085m). The additional funding will be added to the original funding from the Harbours Reserves.

5.20 Council Fleet Vehicles – no vehicles likely to be procured this year, so the available budget of £0.1m has been moved to next financial year.

5.21 Employment Space – proposed works on this project are delayed and consequently the scheduled £2.0m 2016/17 budget has been reprofiled into 2017/18.

5.22 Investment Fund - a number of potential options are being considered to achieve an income stream for the Council. In view of particular opportunities at present £16.4m of the budget initially allocated to future years has been brought back into 2016/17 to provide resource cover to facilitate acquisition opportunities.

5.23 Torbay Innovation Centre Phase 3 (EPIC) – again works scheduled for 2016/17 have not progressed as anticipated with the result that £0.6m budget has been transferred to next financial year.

5.24 TEDC Capital Loan – some minor reprofiling of this financial support for TEDC capital projects has been required to match expenditure patterns.

5.25 Torquay Town Dock pontoon replacements – Harbours Committee (Dec 2016) approved capital spend of approximately £0.22m required for Torquay Harbour to carry out some essential pontoon replacement works to the Town Dock to be funded from Harbours Reserve. Whilst some costs will probably fall into the current year it is expected that the majority of expenditure will fall in 2017/18.

6 Receipts & Funding

6.1 The funding identified for the latest Capital Plan budget is shown in Appendix 1. This is based on the latest prediction of capital resources available to fund the budgeted expenditure over the next 4 years. A summary of the funding of the Capital Plan is shown in the Table below:

	2016/17	2017/18	2018/19	2019/20	Total @ Q3 16/17
	A	B	C	D	E
Funding	£m	£m	£m	£m	£m
Unsupported Borrowing	27	29	18	5	79
Grants	13	23	6	2	44
Contributions	0	1	0	0	1
Reserves	0	2	0	0	2
Revenue	1	0	0	0	1
Capital Receipts	1	1	1	0	3
Total	42	56	25	7	130

6.2 Grants

6.3 Capital Grants continue to be the major funding stream (over 56% in last 3 years) for the Council to progress its investment plans. An element of these grants result from “bid” processes from other public sector bodies. The Council used £11 million of grants in 2015/16 and is currently estimating to use £13m of grants in 2016/17 (approximately 31% of 16/17 budget).

6.4 Since the last Capital update (Quarter 2 2016/17) reported to Council in December 2016, the Council has been notified of the following capital grant allocations.

- Dept. for Transport - Pothole Action Fund 2017/18 allocation £0.117m and National Productivity Investment Fund 2017/18 allocation of £0.413m. This is a new allocation from a new national fund to improve local road networks and public transport.

Whilst both of these are not “technically” a ring fenced grant, there are conditions which require the funding to be used as directed, and in the case of the Productivity Fund commitments must be given by the Council on the use of this grant in order to receive the funding.

The allocations have therefore been added to the 2017/18 Highways Structural Maintenance budget.

- Dept. for Education – Early Years capital provision.

Following a successful bid the DfE have awarded funding for two projects to provide additional early years care at:

White Rock Primary Nursery - £0.235m
Ellacombe Academy Nursery - £0.541m

- Dept for Communities and Local Govt – Community Housing Fund

The DCLG have recently announced Torbay’s 2016/17 allocation to support delivery of affordable homes within the community. Whilst details are still awaited it is expected there will be both capital and revenue elements to enable and boost delivery of community-led housing.

6.5 Capital Receipts

6.6 The approved Plan relies upon the generation of a total of £2.7 million capital receipts from asset sales by the end of 2017/18, of which £1.4 m was held at 31 March 2016 and a further £0.6m received by the end of December 2016, leaving a target of £0.7m still to be achieved.

This target is expected to be achieved provided that -

- approved disposals currently “in the pipeline” are completed
- the Council continues with its disposal policy for surplus and underused assets and,
- no more new (or amended) schemes are brought forward that rely on the use of capital receipts for funding.

6.7 Capital Contributions – S106 & Community Infrastructure Levy

6.8 The Council’s Capital Strategy states that capital contributions are applied to support schemes already approved as part of Capital Plan and are not allocated to new schemes unless the agreement with the developer is specific to a particular scheme outside the Capital plan.

6.9 Income from Section106 capital contributions so far in 2016/17 amount to £0.4 million, but often there are conditions on the schemes that can be funded from these funds.

6.10 Following the adoption of the Local Plan in late 2015, Council has now also approved a Community Infrastructure Levy (CIL) scheme which will provide funds for infrastructure improvements linked to and in the vicinity of proposed developments. The Planning Inspectorate has provided feedback on the proposed scheme which are being assessed by officers.

6.11 The main capital project identified for CIL receipts is South Devon Highway. The South Devon Highway business case estimated external contributions including Section106/CIL payments of £2.1m to help fund the scheme (£0.142m, received since 2012).

7.0 Borrowing and Prudential Indicators

7.1 There was no borrowing taken or repaid during the quarter However the Council does have borrowing requirement linked to its approved capital plan, in particular from the investment fund, therefore the Council could be taking borrowing in the final quarter of the year.

7.2 The Council’s capital expenditure has an overall positive impact on the Council’s Balance Sheet. Expenditure in the Capital Plan on the Council’s own assets will increase the value attached to the Council’s fixed assets. As at 31 March 2016 the Council’s “Non Current Assets” were valued at £335 million.

Appendices

Appendix 1 - Capital Plan summary – Quarter Three 2016/17

CAPITAL PLAN - QUARTER 3 2016/17 - EXPENDITURE

Appendix 1

	Latest Est Scheme Cost	Expend in Prev Years (active schemes only)	Actuals & Commitments 2016/17 Qtr 3	Previous 2016/17 (@ Q2 16/17)	2016/17 Q3 Adjustments	New Schemes 2016/17	Revised 4-year Plan December 2016				
							Total 2016/17 Revised	2017/18	2018/19	2019/20	Total for Plan Period
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
ADULT SERVICES											
Adult Care											
Adult Social Care	922	0	922	922			922				922
Housing Strategy											
Affordable Housing	1,934		0	100	(100)		0	934	1,000		1,934
Affordable Housing - Community Housing Fund	643					0	0				0
Sanctuary HA - Hayes Road Pgn	500	250	0	0			0	250			250
	3,999	250	922	1,022	(100)	0	922	1,184	1,000	0	3,106
CHILDRENS SERVICES											
2 Year Olds Provision	155	130	25	123	(98)		25	0			25
Brookfield House Site	550	465	35	85			85				85
Capital Repairs & Maintenance 2014/15 (incl. Furzeham)	1,052	668	91	384			384				384
Capital Repairs & Maintenance 2015/16	106	21	171	85			85				85
Capital Repairs & Maintenance 2016/17	448		132		(150)	448	298	150			448
Childrens Centres	230	230		0			0				0
Cockington Primary expansion	3,142	3,074	67	68			68				68
Devolved Formula Capital			35	250			250				250
Early Years - Ellacombe Academy Nursery	721		4		(471)	721	250	471			721
Early Years - White Rock Primary Nursery	313				(63)	313	250	63			313
Education Review Projects				292	(202)		90	200			290
Ellacombe Primary expansion	552	469	67	83			83				83
New Paignton Primary school	9	2	7	7			7	0	0		7
Paignton Academy Places - mobiles	500	1	477	499			499				499
Secondary School places	2,092	185	240	856	(365)		491	1,216	200		1,907
Torbay School PRU Hillside	101	101		0			0				0
Torbay School Relocation	3,300	35	63	465	(200)		265	2,000	1,000		3,265

CAPITAL PLAN - QUARTER 3 2016/17 - EXPENDITURE

Appendix 1

	Latest Est Scheme Cost	Expend in Prev Years (active schemes only)	Actuals & Commitments 2016/17 Qtr 3	Previous 2016/17 (@ Q2 16/17)	2016/17 Q3 Adjustments	New Schemes 2016/17	Revised 4-year Plan December 2016				
							Total 2016/17 Revised	2017/18	2018/19	2019/20	Total for Plan Period
Torre CoE Primary expansion	1,293	1,293		0			0				0
Whiterock Primary expansion	3,999	3,574	427	425			425				425
Youth Modular Projects	409	372	0	37			37				37
	29,592	10,620	1,841	3,659	(1,549)	1,482	3,592	4,100	1,200	0	8,892
COMMUNITY AND CUSTOMER SERVICES											
Babbacombe Beach Road	70	0	0	70	(70)		0	70			70
CCTV equipment	350	0	0	350	(350)		0	350			350
Clennon Valley Sport Improvements	70		1	70			70				70
DfT Better Bus Areas	462	263	114	199			199	0			199
DfT Local Sustainable Transport Fund (Ferry/Cycle)	1,642	1,639	(1)	3			3	0			3
Disabled Facilities Grants			685	1,094			1,094		0		1,094
Empty Homes Scheme	500	39	4	225	(220)		5	456			461
Private Sector Renewal			0	113	(113)		0	113	0		113
 South Devon Highway - Council contribution	20,224	12,670	4,536	4,647			4,647	1,500	1,000	407	7,554
 Street Lighting - Energy reduction Ph1	515	496	0	19			19				19
 Street Lighting - Energy reduction Ph2	1,112	0	940	1,112			1,112				1,112
Torbay Leisure Centre - structural repairs	545	535	7	10			10	0			10
Torre Abbey Renovation - Phase 2	5,010	4,992	11	18			18				18
Torre Valley North Enhancements	127	3	19	124			124				124
Transport - Edginswell Station	4,511	511	(1)	0			0	2,300	1,600	100	4,000
Transport Integrated Transport Schemes			342	1,356	(728)		628	1,063	1,063	1,063	3,817
Transport Structural Maintenance			883	1,252	153		1,405	1,827	1,174	1,174	5,580
Transport - Torquay Gateway Road Improvements	3,875	604	523	946			946	2,325			3,271
Transport - Torquay Town Centre Access	625	208	(7)	417			417				417
Transport - Tweenaway Junction	4,775	4,775	33				0				0
Transport - Western Corridor	7,652	1,571	840	4,281	(1,580)		2,701	3,380			6,081
	52,065	28,306	8,929	16,306	(2,908)	0	13,398	13,384	4,837	2,744	34,363

CAPITAL PLAN - QUARTER 3 2016/17 - EXPENDITURE

Appendix 1

							Revised 4-year Plan December 2016				
	Latest Est Scheme Cost	Expend in Prev Years (active schemes only)	Actuals & Commitments 2016/17 Qtr 3	Previous 2016/17 (@ Q2 16/17)	2016/17 Q3 Adjustments	New Schemes 2016/17	Total 2016/17 Revised	2017/18	2018/19	2019/20	Total for Plan Period
CORPORATE AND BUSINESS SERVICES (INCL. CONTINGENCY)											
Corporate Services											
 Corporate IT Developments	1,000	0	0	250			250	250	250	250	1,000
 Essential Capital repair works	2,625	0	0	75	(75)		0	1,625	500	500	2,625
Enhancement of Development sites	278	75	41	203			203				203
Oldway Estate works	0		0	0			0				0
Payroll Project	370	346	5	24			24				24
Riviera Centre renewal	1,131	1,131	0	0			0				0
General Capital Contingency	631	0	0	0			0	631	0		631
Business Services											
 Beach Hut Acquisition/Renewal (Broadsands, Meadfoot)	2,622	2,622	1				0				0
Beacon Quay Toilets refurbishment	85	0	1	85	32		117				117
Brixham Harbour - Major repairs	123	0	150	123			123				123
 Claylands Redevelopment	10,000	0	13	0			0	8,500	1,500		10,000
 Council Fleet Vehicles	463	322	0	141	(141)		0	141			141
 Employment Space	6,644	0	0	2,000	(2,000)		0	6,644			6,644
Flood Defence schemes (with Env Agency)	686	625	30	9	(3)		6	55			61
 Freshwater Cliffs Stabilisation	375	0	346	425	(50)		375				375
Haldon Pier - Structural repair Phase I&2	3,072	3,012	(19)	60			60				60
Harbour Workboat	45	0	34	45			45				45
Hollicombe Cliffs Rock Armour	1,544	0	53	930			930	614			1,544
 Investment Fund	50,000	0	0	5,000	16,410		21,410	10,000	15,000	3,590	50,000
 NGP - Torbay Innovation Centre Ph 3 (EPIC)	7,221	696	10	620	(600)		20	6,505			6,525
Old Toll House, Torquay	150	4	0	35	(20)		15	131			146
Princess Pier Decking	363	235	129	125	3		128				128
Princess Pier - Structural repair (with Env Agency)	1,744	0	0	4			4	1,740			1,744
 TEDC Capital Loans/Grant	2,530	1,327	477	547	81		628	575			1,203
Torquay Harbour - Inner Harbour pontoons	48	0	48	48			48				48
Torquay Harbour -Town Dock Pontoons replacements	220				(195)	220	25	195			220

CAPITAL PLAN - QUARTER 3 2016/17 - EXPENDITURE

Appendix 1

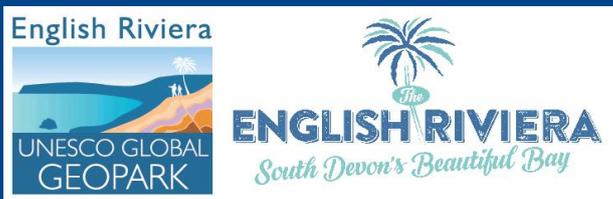
	Latest Est Scheme Cost	Expend in Prev Years (active schemes only)	Actuals & Commitments 2016/17 Qtr 3	Previous 2016/17 (@ Q2 16/17)	2016/17 Q3 Adjustments	New Schemes 2016/17	Revised 4-year Plan December 2016				
							Total 2016/17 Revised	2017/18	2018/19	2019/20	Total for Plan Period
	93,970	10,395	1,319	10,749	13,442	220	24,411	37,606	17,250	4,340	83,607
TOTALS	179,626	49,571	13,011	31,736	8,885	1,702	42,323	56,274	24,287	7,084	129,968
CAPITAL PLAN - QUARTER 3 2016/17 - FUNDING											
Unsupported Borrowing				14,138	13,214		27,352	29,507	17,671	4,708	79,238
Grants				15,825	(3,311)	1,324	13,838	22,674	5,707	2,337	44,556
Contributions				192	(262)	158	88	814	15		917
Reserves				343	(321)	220	242	1,773	0	0	2,015
Revenue				399	(150)		249	229	79	39	596
Capital Receipts				839	(285)		554	1,277	815	0	2,646
Total				31,736	8,885	1,702	42,323	56,274	24,287	7,084	129,968



2016-2021

English Riviera Destination Management Plan 2016-2021 - Draft

Pride in Place



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INTRODUCTION

A Destination Management Plan (DMP) is a concept and shared approach to effectively manage the whole tourism destination. Focussing on developing a successful visitor economy, the Plan presents clear actions and the different stakeholders involved to take the DMP and the destination forward.

VisitEngland VisitBritain sees the development of Destination Management Plans, which are increasingly being introduced across regions, as an essential tool further supporting Government policy, encouraging destination organisations to become focussed and efficient.

Having a clear and structured Plan will focus collaborative effort, reduce duplication and maximise local investment. This is therefore the right approach for the English Riviera; Making the most of available resources, working in collaboration with key stakeholders and the industry to effectively develop the visitor economy. Working in closer partnership also maximises Torbay's chances of making the most of funding opportunities to support the development of the visitor economy and importantly the development of more world-class visitor experiences.

TDA on behalf of Torbay Council has conducted a wide range of industry research to support this Destination Management Plan which can be viewed in the supporting evidence document.

EXECUTIVE SUMMARY

The English Riviera as a premier UK coastal resort faces an exciting future. Since 2010 staying domestic visitors and day visitor numbers have increased, supported by year on year visitor spend.

This new Plan, presented in a revised format as a new Destination Management Plan, aims to harness the momentum and work collectively achieved in partnership, further strengthening the English Riviera's national and international position, which has seen the following achievements since the 2010-2015 *Turning the Tide for Tourism Strategy*:



- 12% increase in UK visitors with a 8% increase in spend; 1% increase in overseas visitors and -3% in spend.¹
- Achieving UNESCO Global Geopark status, based on the English Riviera's outstanding internationally significant geological and cultural heritage.
- Charitable status secured for the Agatha Christie Festival, securing Arts Council funding for international development.
- Increasing the number of quality 5*/Boutique B&Bs – including *The 25*, which is top scoring on TripAdvisor in the Country and has also received recognition in VisitEngland's Top 100 businesses.
- Businesses continue to be awarded national Bronze, Silver and Gold Service Awards.
- Achieving and maintaining Purple Flag status for the destination's night time economy and Blue Flag and Beach Awards status.
- Official Visitor Information Service achieving Silver VisitEngland Award.
- Maintaining and securing jobs in tourism.
- The future of destination marketing secured through the establishment of the new English Riviera Tourism BID Company.
- 1.5m annual unique visitors to the official English Riviera website.
- ERTC's 'The English Riviera, South Devon's Beautiful Bay' widely adopted across the resort and by transport operators.
- Successfully delivering the 2016 International UNESCO Global Geopark conference from 63 countries.
- Partnership working with Visit Devon, South West Tourism Growth Fund, VisitEngland and VisitBritain to raise the profile of the resort and maximise opportunities for future growth.
- Private investment in product developed has increased, including the refurbishments of hotels improving the quality of accommodation from 2* to 3*.

¹ 2010:2015 English Riviera Visitor Data

- Noticeable investment in the International Language Schools accommodation.
- Development of three new Premier Inns and new 5* boutique spa beach huts.
- New high quality restaurants, cafés and bars including the popular Abbey Sands development.
- New children's GeoPlay Park on Paignton Green.
- Award-winning outdoor activity provider.
- More berths for leisure vessels in Torquay Harbour.
- New cycle routes have been introduced.

Objectives

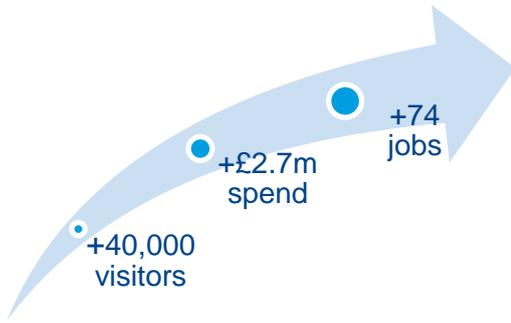
The 2016-2021 Destination Management Plan is underpinned by extensive consultation which has invited tourism stakeholders across private and public sector locally to share their views.

The overall Objectives for The English Riviera's Destination Management Plan will be to deliver a series of agreed key actions, delivered in partnership with local stakeholders, to strengthen and develop the English Riviera's tourism offer by achieving the following:



To help illustrate these Objectives, **by achieving a 5% increase in three shoulder months** we can expect to see²: 40,000 additional visitors, (average 13,330 extra visitors per month), £2.7m additional spend, (average £895,944 per month) and 74 additional jobs created/supported (mix of direct/indirect/induced).

² South West Research Company projections using 2014 visitor economy data

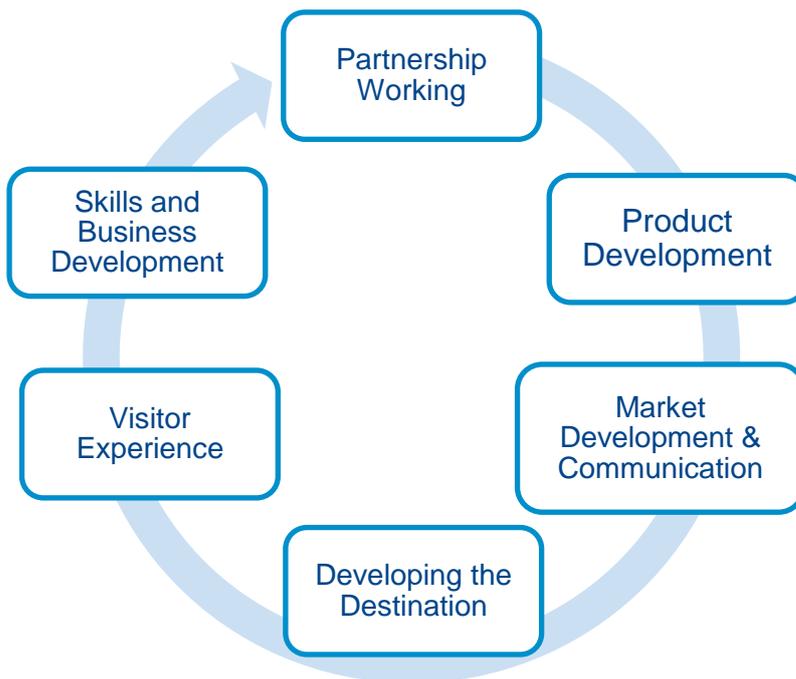


(Note: Illustrative example of 5% growth over three shoulder months).

The Future

Consumer consultation has highlighted there are six key priorities for action, which are all connected to ensure the success of the English Riviera’s visitor economy. Whilst these actions can stand alone, there is likely to be some overlap (i.e. developing the destination will also have an impact upon marketing and communication).

Outline of priorities for action:



- Priority 1: Partnership Working** – what do we need to do to deliver the Destination Management Plan? Working collectively with joint responsibility for managing the destination in a collaborative way is essential for the growth of the English Riviera’s visitor economy.
- Priority 2: Product Development** - what quality products do we need to develop to meet the needs of new and existing visitors? Strengthening the English Riviera’s all year round product, extending the season and jointly developing an increased number of compelling visitor experiences is one of

our key priorities; as well as building on the success of quality assets the UNESCO Geopark and Agatha Christie programmers to date to attract new International and UK visitors.

- **Priority 3: Market Development and Communication** - where are the new and emerging markets which present the best opportunity and how do we best communicate to existing and new visitors through destination marketing? Making the most of our existing assets and all year round destination to attract new UK and International visitors is a key focus for marketing the English Riviera.
- **Priority 4: Developing the Destination** - what needs to be done to improve the physical destination? Maintaining focus of the visitor economy to ensure the English Riviera remains an attractive destination to live, visit and work is essential to grow the visitor economy.
- **Priority 5: Visitor Experience** - what do we need to do to make sure the visitor receives the best welcome and a quality experience? Ensuring the English Riviera as a destination offers a quality experience across the whole resort, welcoming new visitors and encouraging their return is one of key priorities.
- **Priority 6: Skills and Business Development** - what do we need to do to ensure we have the right key skills, including online digital, to meet visitor needs and expectations? Supporting tourism businesses and developing skills is essential to develop the destination, working collaboratively in partnership a key focus of this priority.

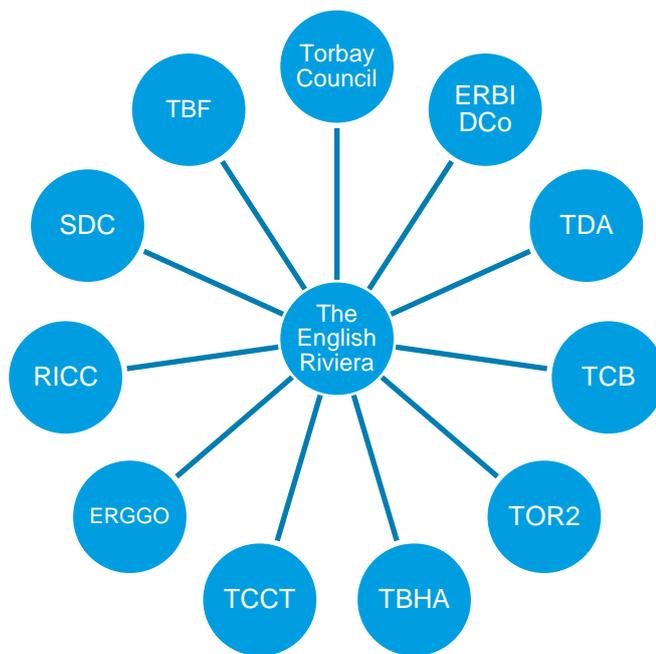
To take this Destination Management Plan forward, which is essential for future growth, the Plan recommends developing a joined up collaborative approach for tourism, working in partnership with stakeholders and the industry to develop the English Riviera’s visitor economy.

The creation of a new Destination Management Group (DMG) whose shared vision is to manage the visitor economy and to deliver the Plan’s objectives, will bring key stakeholders together across all sectors to effectively develop and promote the English Riviera tourism offer. Governance and the DMG’s Terms of Reference will need to be established and forms the basis of Priority One in the Action Plan.

Key stakeholders of the Destination Management Group include:

Torbay Council, English Riviera BID Company, TDA, Torbay Culture Board, TOR2, Tor Bay Harbour Authority, Torbay Coast & Countryside Trust, English Riviera Global Geopark Organisation, Riviera International Conference Centre, South Devon College and the Torbay Business Forum.

Whilst, these are the leading organisations, as the Plan develops additional members may be identified and invited to the Group.



As part of the collaborative working approach and the shared vision to develop the destination’s visitor economy, building effective strategic partnerships (local and regional) is essential for the future of tourism in The English Riviera.

A **Sub Reference Group** will also be established, to work underneath the DMG and who can be called upon on an ad-hoc basis to support the development of the Action Plan.

Members of the Sub-Reference Group will include private sector representatives across all sectors including retail, as well as organisations such as Torbay Licensing Forum, South Devon Chamber and Transport Operators – Stagecoach, First Great Western, local Boat Operators and Exeter Airport.

Summary

The English Riviera is a leading UK seaside destination. Marketing and promoting the destination brand, led by the new English Riviera BID Company, will ensure Torbay is first choice for visitors when choosing their next visit, whatever time of year.

This Destination Management Plan will ensure the whole destination and its tourism businesses are supported and developed. This in turn will lead to improved infrastructure and skills, increasing jobs and the improving the visitor economy for a more sustainable future, benefiting visitors, residents and businesses.

The Destination

Situated within the stunning, rolling hills of South Devon, The English Riviera covers 24 square miles, comprising of the three towns Torquay, Paignton, and Brixham. Located around the east-facing natural harbour of Tor Bay, the area includes part of the South West Coast Path, has 18 sandy beaches and is in close proximity to Dartmoor National Park.

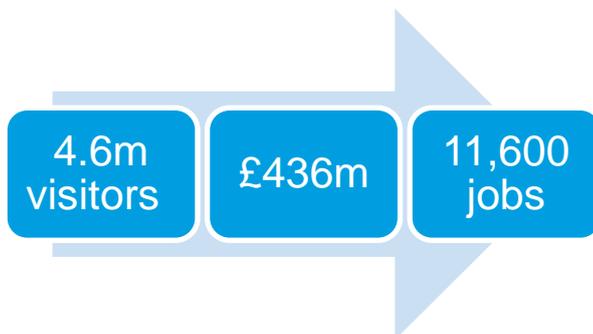
The area's attractive coastline, mild climate, recreational and leisure attractions have won the English Riviera the title of England's Top seaside destination³, and has been included in the Top 10 destinations for the past three years.

In September 2007, the English Riviera received International recognition for its rich geological, historical and cultural heritage and Torbay became a Global Geopark. The designation has full UNESCO programme status that has so far only been awarded to 120 destinations in the world.

This new English Riviera Destination Management Plan will build on the success of the *Turning the Tide for Tourism in Torbay* Strategy. Moving forward, making more use of the area's natural assets to develop and all year round offer, defining compelling marketing messages and products to reach new International and UK visitors, increasing the quality of the tourism offer and maintaining the resort's position as a leading South West coastal destination.

Current Situation

In 2015, the English Riviera attracted **4.6m visitor trips, spending £436m in the resort, employing 20% of the local population**⁴.



2015 Headline Facts⁵:

Trips

- 4,568,600 Trips were taken:
 - 1,084,000 Domestic trips
 - 95,600 Overseas trips
 - 3,389,000 Day trips

Visitor Spend

- Visitors spent a total of £436,040,000:
 - £274,410,000 Domestic visitors
 - £36,307,000 Overseas visitors
 - £125,323,000 Day visitors

Nights

- 4,595,800 Total nights:

³ TripAdvisor 2015 Travellers Choice Awards

⁴ South West Research Company 2015 Visitor Data

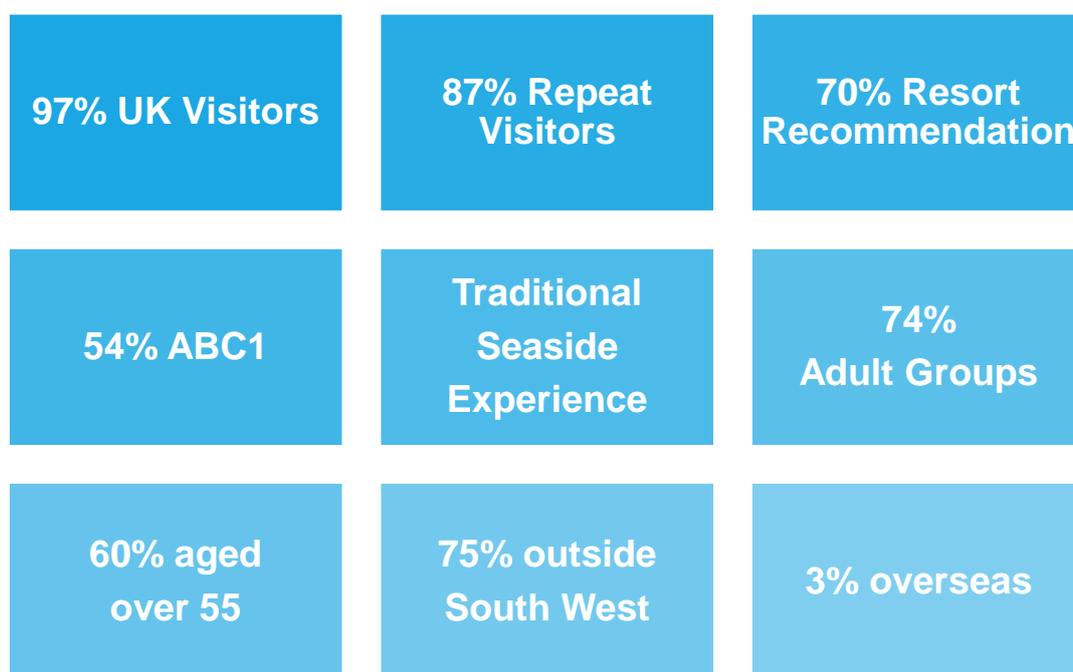
⁵ South West Research Company 2015 Visitor Data

- 4,033,000 Domestic visitors
- 562,800 Overseas visitors

This confirms the English Riviera as a popular South West seaside destination and is attracting more visitors, securing year on year growth of its visitor economy. With market trends changing, visitors are now staying for a shorter period of time. The average length of nights recorded in the official English Riviera 2015 data is 5.89⁶ nights (and 4.76 in the 2016 visitor survey).

Key Trends and Achievements

The results of the 2016 visitor survey^{*7} confirms the English Riviera continues to be a popular South West seaside destination and is highly thought of by its current visitors. There are many positives and developments which have come through the research and when comparing the findings against the last visitor surveys in 2012/13 (further analysis is detailed in the supporting evidence appendix).



Summary Points:

- The resort has a strong and loyal market attracting 97% of visitors from the UK and has an 87% repeat visitor rate.
- Resort promoters have significantly increased, reaching a high recommendation score of 70%, (increasing from 42% in 2012/13).
- The English Riviera attracts affluent visitors, with 54% of ABC1's recorded in the 2016 visitor survey (49% in 12/13).
- 62% of visitors look for a 'traditional seaside experience' and is the main reason for visiting.
- The area has a strong family market, seeing an increase in the proportion of families visiting (predominately during the peak summer months and main school holiday periods).

⁶ South West Research Company 2015 Visitor Data

⁷ English Riviera Visitor Survey 2016

- 75% of the resorts visitors surveyed in 2016 were from outside the South West region, (an increase from 66% in 2012/13).
- The majority of staying visitors are without children in adult only groups (74%).
- Torbay has an ageing visitor profile, with the majority of current visitors 60% aged over 55.
- 3% of all 2016 visitors surveyed were from overseas.

*Note - the results of the 2016 visitor surveys are indicative of the period of completion.

STRATEGIC CONTEXT

Local Context

i) Torbay Council

Torbay Council's Corporate Plan focuses on creating a prosperous and healthy Torbay. The need to ensure Torbay remains an attractive and safe place to live, visit and work is one of the key areas for focus within this plan.

The Council's Economic Strategy 2013-2018 and Local Plan sets out the need to create more employment in Torbay and the need to continue to secure investment in support of the right infrastructure for economic growth including road, rail and broadband as well as sites and premises.

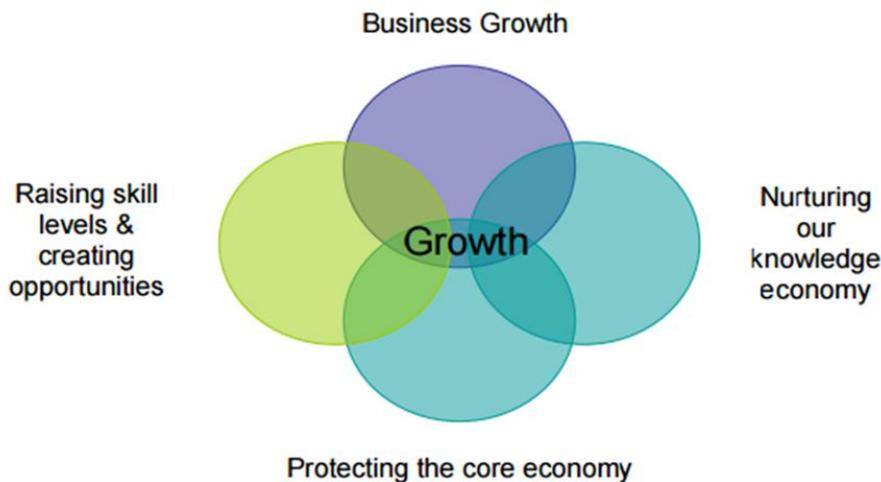
In December 2015, following extensive public engagement, Torbay Council adopted the new Local Plan. The Plan recognises that Torbay has a strong USP that is the English Riviera, with a world-class tourism offer. The Plan supports and enables enhancement of that offer.

The Local Plan provides a framework for growth, investment and planning decisions in Torbay. It includes policies for managing change and development in Torquay, Paignton and Brixham. It also includes policies for tourism – taking into account the priorities of the 2010-2015 tourism strategy. It identifies Core Tourism Investment Areas (CITAs) which are shown on the Local Plan maps. The CITAs replace and reduce the previous Principle Holiday Accommodation Areas (PHAAs). The policies provide a supportive framework for the needs of the tourism sector, whilst also recognising the changing nature of the tourism landscape. The new policies are designed to improve the quality of accommodation and facilities in the resort. The plan recognises key areas for tourism development, which includes retail and night-time economy and more specifically under Policy TO1 tourism, events and culture. Policy TO2 seeks to keep the best tourism accommodation and protect the character of CITAs. Outside CITAs there is greater scope for change, where this does not have a negative impact on Torbay's USP.

In the three years before April 2016 the Council approved 9 planning applications for completely new holiday accommodation; 29 applications were allowed which involved the loss of holiday accommodation and 9 applications were allowed for investment in holiday accommodation (additional bedrooms/new facilities).

ii) TDA

Lead by the TDA, the priorities and actions contained in the Torbay Economic Strategy are proposed to create the conditions for sustained job growth and earnings equality in Torbay; attracting inward investment and new businesses to the area, for the key sector of Tourism and for the development of skills and reduction of unemployment in Torbay.



iii) The English Riviera Tourism Company (ERTC)

The English Riviera Tourism Company holds responsibility for tourism marketing for the destination; recent arrangements for tourism management have shifted with the creation of the new English Riviera Tourism BID Company, will manage destination marketing with a new Business Plan 2017-2022. The overall requirement is for Tourism in Torbay to be effectively managed and marketed through public and private partnership arrangements to ensure the onward sustainability and effectiveness of this service.

The 2005 Tourism strategy outlined the need to improve customer service and quality; improve partnership working; need for product development to attract new customers. The 2010- 2015 tourism strategy 'Turning the Tide for Tourism in Torbay' further built on this with a greater emphasis on market led product development and the modernization of the tourism offering.

Regional Context

a) Devon

A Strategy for Growth 2013 – 2020 (Devon County Council)

Devon County Council's (DCC) Strategic Plan is focused on a 'strong, healthy and prosperous' Devon and actions to improve the quality of life for all who live, work and visit the county. The overarching vision for Devon is clearly stated in the Strategic Plan (2011-2015) 'Backing Devon': To improve the quality of life for the people who live, work and visit the county. The Strategic Plan also has a separate vision to create: A flourishing and balanced economy, with strong economic growth and high quality employment. All of these plans focus on key elements which have an effect on the wider visitor economy, such as transport, skills and investment, as well as 'tourism' sector specific activities.

This sectoral development approach was identified through SERIO⁸; to provide a coherent and evidence based rationale for supporting targeted priority sectors, as well as recognising the important economic role played by sectors such as tourism. DCC will continue to ensure that appropriate support is provided through involvement in the Devon Tourism Partnership to promote Devon as a top quality destination, as well as seeking out opportunities to market and showcase the county to its best effect. This will enhance the natural environment and events such as the Tour of Britain which provide an additional way of marketing Devon to a national audience.

⁸ SERIO, part of Plymouth University, provides specialist social, economic and market research regionally and nationally.

The former Devon Tourism Partnership (DTP) comprised Devon County Council, the English Riviera Tourism Company, Destination Plymouth, Visit South Devon, North Devon Plus, Visit Dartmoor, Exeter & the Heart of Devon, and the Devon Association of Tourist Attractions (DATA), working together to:

"To protect and promote the Visit Devon brand, enabling growth of the Devon tourism sector"

The new Visit Devon was set up following local tourism industry consultation during 2015, with businesses championing one strong and effective voice for Devon's tourism sector. The Community Interest Company (CIC) will work on behalf of the tourism and hospitality industry to promote Devon within the UK and overseas to attract new and additional visitors to the county. It will take over from the DTP which led the promotion of Devon since 2011.

Visit Devon has two primary objectives: to promote and market the county of Devon as a tourist destination and to act as an official voice for those involved in Devon's tourism industry. It is a non-profit making business with any surpluses generated being reinvested into further promoting Devon as the holiday destination of choice.

b) Heart of the South West LEP

The Heart of the South West LEP's mission statement is 'to make our area the place of choice to live, work, learn, **visit** and invest; we want to achieve sustainable and skilled jobs, improved productivity and economic growth in order to achieve prosperity'.

Central to the Heart of the SW strategy is a balanced approach to growth, which recognises:

- The need to address wider productivity barriers and maximise the benefit from specific opportunities for high growth;
 - The need to create job opportunities where opportunities are few as well as better jobs to drive up average wages;
 - The need for economic growth to benefit both rural and urban people, businesses and places.
- To ensure long-term, sustainable growth, the DMP addresses the need to get the underlying conditions right; there are a number of areas of activity which will help to address wider productivity barriers and supporting specific opportunities for high growth, which will have a positive impact on the visitor economy:
- Better connectivity through a faster, more resilient transport system – road and rail.
 - Improved digital connectivity through the Connecting Devon and Somerset programme
 - Increased business competitiveness through the expansion of our Rural Growth Network pilot and the development of GAIN (business support and advice)
 - Improved workforce skills through the investment of European Structural and Investment Funds into skills training and workforce development.

National Context

Tourism in England generates £85bn a year for the economy and employs over 2.6 million people. Latest figures⁹ for domestic overnight tourism indicate that there were over 43m holidays, 40m visiting friends and family and 14m business visits. Inbound tourism saw 12m holidays, 10.5m visiting friends and family and 7.5m business visits.

The importance of the tourism sector is recognised by Government as is the need to support the growth of the industry. The Government's 5 point plan for Tourism¹⁰ is designed to promote the UK as a GREAT place to visit; to support conditions which expand and develop the tourism offer across the country; and is focused on:

- **Tourism Landscape** – improved co-operation amongst destination organisations and simplify funding
- **Skills and Jobs** – support business growth and attract and retain talent in the industry
- **Common Sense Regulation** – continually review the regulatory framework to protect and grow the tourism sector
- **Transport** – develop closer links between the tourism industry and transport to make it easier for visitors to access venues and attractions outside of the capital
- **A GREAT Welcome** – ensure all visitors to the UK receive a warm welcome and good first impression at our Borders

In 2016, the Government published an update to the 5 point plan designed to strengthen co-ordination and collaboration across the tourism landscape:

- Establishing an inter-ministerial group on tourism to co-ordinate and oversee action across Government.
- Re-vamping the Tourism Industry Council, bringing Industry and Government together.
- Establishing a new Events Industry Board to co-ordinate and enhance the UK offer on events and exhibitions.
- Changing the governance arrangements of Visit England Visit Britain to ensure collaboration and grow tourism in England and Britain.
- Announced a new Discover England Fund to incentivise the destination organisations to join up and build world class tourism experiences and products across England.

⁹ Tourism in England – Key Facts and Trends 2015

¹⁰ Backing the Tourism Sector

Visit England / Visit Britain

Tourism is worth £126.9 billion to Britain's economy, is Britain's seventh largest export industry, and inbound tourism's economic contribution is currently valued at £26.2 billion¹¹.

VisitEngland VisitBritain* focuses on building England's tourism product, raising Britain's profile worldwide, increasing the volume and value of tourism exports and developing England and Britain's visitor economy. Their mission is to grow the volume and value of inbound tourism across the nations and regions of Britain and to develop world-class English tourism product to support our growth aspirations.

Developing world-class English tourism product: Developing and delivering the Discover England Fund, which aims to drive inbound visits and spend and support the domestic market through the delivery of world-class, stand-out, online bookable tourism products. £40m has been allocated for the Discover England over 3 years (2016/17-2018/19) and £22.8m GREAT funding for 2016/2017.

As part of Round One, the English Riviera Tourism Company (ERTC) successfully secured funding and launched in October 2016, an exciting new project from the Discover England Fund. England's Seafood Coast sets out to establish the English Riviera as an international seafood destination, complementing growing interest internationally in quality food and drink.

Collaborating globally: Connecting with a global audience across four regions - Europe, the Americas, Asia, China and North East Asia; implementing strategies which are based on customer insight, knowledge of the barriers to inbound tourism growth and solutions for addressing them. For the South West, the five key overseas target markets, as identified by the South West Tourism Fund as presenting the greatest opportunity for growth are German speaking markets, Netherlands and Belgium, USA, Scandinavia and the Republic of Ireland. Adopting this targeted approach will make the most of available marketing resources.

Inspiring the world to explore Britain: Focusing on content creation, curation and distribution for England and Britain. From 2016/17, business visits and events are a priority area for England and, at a Britain level, working across Government to deliver key industry sector events.

A trusted partner and advisor: Offering world-class market insights, trends and performance analysis across sectors, providing the industry with the research needed to build their tourism business and encourage marketing that's inspirational and relevant, alongside better targeted product development.

*VisitEngland VisitBritain are legally constituted as the British Tourist Authority (BTA) under the Development of Tourism Act 1969.

Funding for Tourism

The visitor economy landscape has changed significantly over the past 20 years, with the industry being encouraged to grow, develop and generate investment to deliver growth through a new financial landscape for destination marketing. Tourism Business Improvement Districts (TBIDs) are designed to directly support the development of the tourism sector within a specific destination, with over 100 now in place across the UK and over 1,000 in the USA.¹² The new English Riviera Bid Company Ltd will therefore manage destination marketing for the resort with a new Business Plan 2017-2022.

¹¹ VisitEngland

¹² VisitEngland

Funding opportunities for tourism need to be maximised for tourism investments (infrastructure, product development and skills) and the Destination Management Group will take a collective role to identify new funding sources, working together with industry to support the growth of the English Riviera's visitor economy.

Funding sources include:

- **Arts Council**
- **VisitEngland VisitBritain Discover England Fund**
- **Coastal Communities Fund**
- **Heritage Lottery Fund**

KEY FACTS, FIGURES AND INTELLIGENCE

Value and Volume

Torbay's key facts and figures on the value and volume of visitors are taken from the Economic Impact of Devon's Visitor Economy, using the Cambridge Impact Model.

2015 Headline facts¹³

Trips

- 4,568,600 Trips were taken:
 - 1,084,000 Domestic trips
 - 95,600 Overseas trips
 - 3,389,000 Day trips

Visitor Spend

- Visitors spent a total of £436,040,000:
 - £274,410,000 Domestic visitors
 - £36,307,000 Overseas visitors
 - £125,323,000 Day visitors

Nights

- 4,595,800 Total nights:
 - 4,033,000 Domestic visitors
 - 562,800 Overseas visitors

¹³ South West Research Company

2010:2015 Comparison

To show how visitor numbers and spend has moved on since the Turning the Tide 2010-2015 Tourism Strategy, data has been compared to show the following:

- UK Domestic Visitors have seen a 12% increase in trips from 967,000 in 2010 to 1,084,000 in 2015
- UK Domestic Nights have increased by 4% from 3,881,000 in 2010 to 4,033,000 in 2015
- UK Spend also increased from £220,433,000 in 2010 to £274,410,000, which equates to an 8% increase when compound inflation is taken into account.

Overseas Visitors

- Overseas visitor trips increased by 1% from 94,500 in 2010 to 95,600 in 2015
- Overseas nights decreased by -6% from 597,000 in 2010 to 562,800
- Overseas spend appears to have increased by 1% from £35,941,000 in 2010 to £36,307,000 in 2015, however when compound inflation is taken into account it is a decrease of -3%.

Day Visits

- 2,537,000 Day Trips were taken in 2010 increasing by 34% to 3,389,000 in 2015
- Day Trips spend overall has increased from £120,873,000 in 2010 to £125,323,000, however when compound inflation is taken into account it is a decrease of -7%.

Trips by Purpose

- The English Riviera is a popular domestic holiday destination accounting for 82% of trips in 2015 (74% in 2010)
- UK business trips accounted for 16% of visitors to the resort in 2010, decreasing to 13% in 2015.
- Visiting Friends and Relatives (VFR) accounted for 8% of visitor trips in 2010 and 6% in 2015.
- Overseas visitors to the English Riviera visiting VFR accounted for 6% of trips in 2010 increasing to 20% in 2015.

2015 Devon Data:¹⁴

- 33,886,000 trips were taken in Devon:
 - 5,290,000 domestic
 - 464,000 overseas
 - 28,575,000 day visitors
- Visitors spent a total of £1,370,934,000
- 28,575,000 day visits - spent a total of £1,013,711,000, an average of £35.48 per trip
- UK staying visitors – stayed an average of 3.98 nights, with an average spend £222.25

¹⁴ South West Research Company

- Overseas visitors – stayed an average of 7.53 nights, with an average spend £420.72.

When comparing the English Riviera to other Devon destinations we can see how well the resort is performing in 2015¹⁵:

	UK Trips	Overseas Trips	Day Visitors	Total Visitor Spend*
English Riviera	1,084,000	95,600	3,389,000	£436,040,000
Teignbridge	573,000	37,500	3,516,000	£253,484,000
Plymouth	637,000	76,000	4,252,000	£316,553,000
North Devon	937,000	26,000	2,964,000	£345,512,000

Domestic, overseas and day visitor spend

2015 South West Data¹⁶

- 170,926,000 trips were taken in the South West:
 - 20,770,000 domestic
 - 2,410,000 overseas
 - 147,746,000 day visitors
- Visitors spent a total of £11,021,990,000:
 - £4,596,910,000 domestic
 - £1,097,380,000 international
 - £5,320,770,000 day visitors
- 147,746,000 day visits - spent a total of £5,320,770,000, an average of £36 per trip
- UK staying visitors – stayed an average of 3.61 nights, with an average spend £221.32
- Overseas visitors – stayed an average of 7.92 nights, with an average spend £455.34

Comparative data South West regions:

	UK Trips	Overseas Trips	Total Spend	Day Visitors	Day Visitor Spend
English Riviera	1,084,000	95,600	£310,717,000	3,389,000	£125,323,000
Devon	5,290,000	464,000	£1,370,934,000	28,575,000	£1,013,711,000
Cornwall	4,210,000	319,000	£1,373,437,000	13,988,000	£491,755,000
Dorset	3,193,000	346,000	£886,066,000	28,575,000	£1,013,711,000
Somerset	1,818,000	167,000	£392,365,000	13,969,000	£481,656,000

¹⁵ South West Research Company

¹⁶ South West Research Company

2016 Visitor Survey

Key Findings Summary:

The 2016 visitor surveys show the English Riviera remains a popular holiday destination. It has a strong and loyal UK market attracting 97% of its visitors from the UK and has an extremely high repeat visitor rate of 87%.

Key changes since the 2012/13 visitor survey include:

- **An large increase in the recommendation score** – an increase in resort ‘promoters’ and recommendation score increasing from +42% to +70%.
- **Strong family market** - an increase in the proportion of families visiting the English Riviera, predominately during the peak summer months and main school holiday periods.
- **More affluent visitors are visiting** – the proportion of ABC1’s visiting the English Riviera has increased to 54% from 49% (in 2010/13).
- **50% of all visitors are in full time employment** - increasing from 43% (in 2012-13).
- **60% of all visitors surveyed were aged 55+**, (including 31% who were aged 65 years or older) – increasing from 44% (in 2012-13).
- **74% of adults** were visiting the resort without any children
- **62% of visitors look for a ‘traditional seaside experience’** when deciding upon their holiday destination.
- **75% of all 2016 visitors were from outside the South West region**, (increasing from 66% in 2012/13)
- **23% of visitors lived within the South West**, (compared with 31% during the 2012/13 survey),

2016 LAPSED VISITOR SURVEY

Key findings summary:

- 67% of lapsed visitors were aged 55+ years, (including 30% who were aged over 65).
- 43% were in full time employment.
- 43% of lapsed visitors also said that they would be ‘very likely’ to re-visit in the future and a further 37% would be ‘likely’.

The most sought after attributes when choosing which destination to visit included:

- Rest and relaxation (77%)
- Quality food and drink (77%)
- Traditional seaside experience (68%).

Whilst respondents confirmed that the English Riviera provided the attributes they were seeking, they had chosen not to visit because:

- a) They had chosen to visit another destination instead (63%)

The majority of businesses, 97% said they had a website and 76% said they were using social media. 72% of business said they used targeted marketing to attract a certain type of visitor.

Communication and Information:

The majority of Torbay tourism businesses recognise the importance of reviews and are engaging online; 79% of businesses read customer reviews on TripAdvisor; 63% respond to positive reviews.

On visitor enquiry, 75% of businesses provide information to visitors via their website, 69% by phone and 68% by email; 81% provide information leaflets onsite as well as in person and through their websites; and after the visit, 45% engage with visitors by email, 37% via their websites and 31% by Facebook – showing digital communication is the most commonly use format post visit.

Training:

On average, a third of all businesses said training was not relevant to their business and a third of businesses do not provide any training at all.

The majority of businesses that do provide training, use in house methods on a range of key topics:

- Customer service
- Dealing with customers with special needs
- Providing local area information
- Social media
- Website SEO and analytics
- Leadership and management
- Business planning for growth
- Market research/attracting new customers

Trading, Challenges, Trends and Business Confidence :

71% of Torbay businesses are confident for the future, responding they are very confident (19%) or fairly confident (52%) for the next five years.

61% of all business responded said they have plans to develop their business in the next five years, including plans for refurbishments; increasing bed spaces; improving the quality of their offer; Increasing direct bookings; improving customer service; increasing revenue above VAT threshold.

- The core months of trading for Torbay businesses are April – September.
- 85% of businesses were also closed in October and 81% are closed in March.
- 63% of tourism business said they are open all year.
- 36% of businesses not currently trading all year said they would consider all-year round opening if more promotion took place.

Half of all businesses (49%) said they encountered problems due to seasonal nature of tourism. Key issues stated were:

- Attracting visitors out of season
- Cash flow problems
- Off peak demand
- Profitability
- Recruitment and retention of seasonal staff

Torbay Accommodation

Supply

2015 accommodation shows a total of 20,595¹⁷ bed spaces across a wide mix of accommodation type across Torbay:

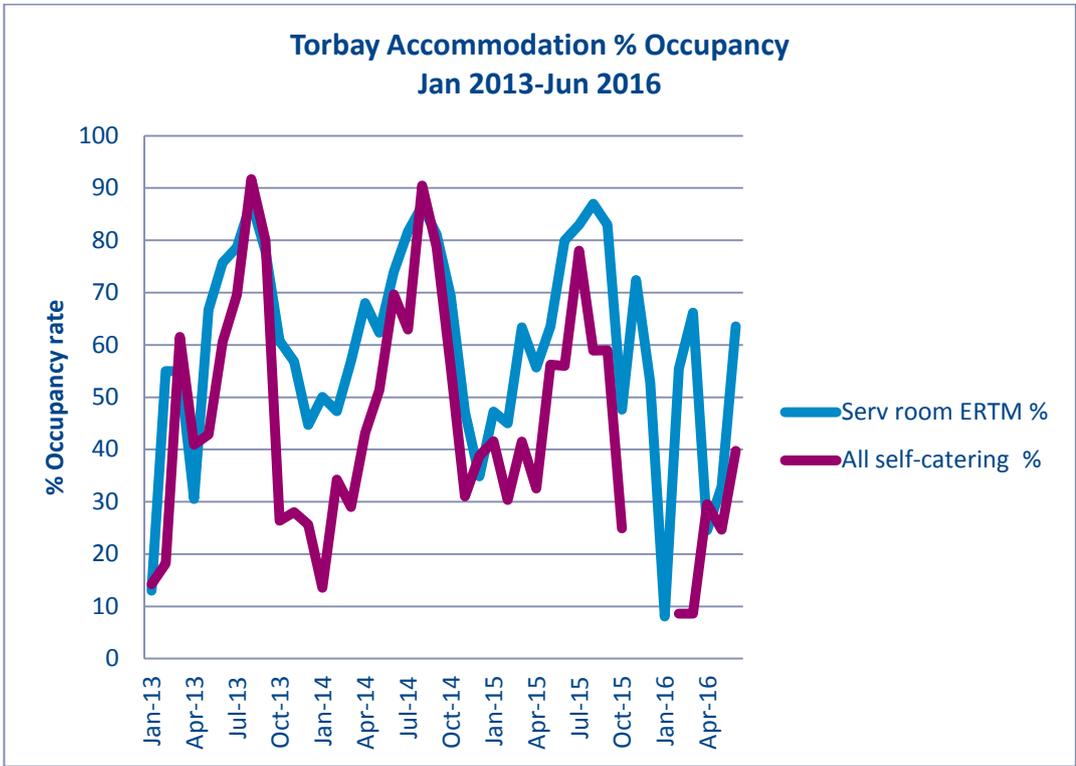
Hotels	9,404	bedspaces
Guesthouses	4,123	bedspaces
Inns	22	bedspaces
B&B	458	bedspaces
Farms	0	bedspaces
Self catering	1,127	units
Touring caravans/tents	1,286	itches
Static vans	404	itches
Holiday centres	1,336	units
Group accommodation	84	bedspaces
Campus	50	bedspaces
Second homes	1,206	units
Marinas	1,095	berths
Language schools	9	establishments

Occupancy

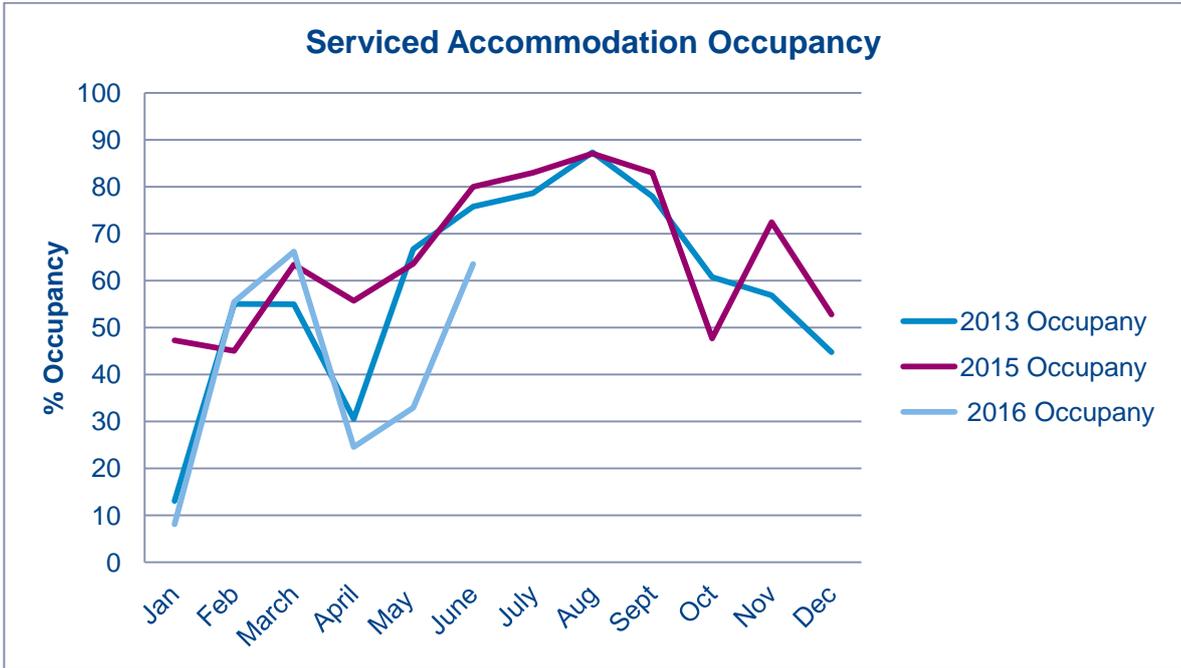
The *How's Business Surveys* were undertaken by The South West Research Company on behalf of the English Riviera Tourism Company from January 2013 - June 2016. The evidence from this research confirms Torbay's extreme seasonality during the summer months and the main school holiday periods.

The data below shows the highest occupancy rates for all accommodation providers in Torbay are during the peak summer months, reaching 87% in August 2013-15 (for all serviced accommodation); 92% in August 2013 and 90% in August 2014 (for self-catering accommodation). Lowest occupancy rates are also typical for all accommodation providers and reflective of lower demand during out of season months e.g. January 2014, January 2015.

¹⁷ South West Research Tourism Company



The chart below contrasts the uplift of occupancy for serviced accommodation over three consecutive years.



EMERGING TRENDS

TDA's industry research shows there are emerging trends which are areas of opportunity for the English Riviera to increase the number of visitors, attract new visitors and increase visitor spend. These key findings are summarised below and have been used to develop the Priorities and Action Plan.

“England’s tourism industry must deliver as much as it promises in the marketing – assuring visitors that they will enjoy great experiences in great destinations, with a warm welcome, world-class customer service and high accommodation standards whatever the budget” (VisitEngland).

Short Breaks

The trend of UK short breaks is growing, with 1-3 nights becoming more popular. April, May, September and October are key months for taking short breaks, seeing a 17% increase (2007-2012).¹⁸

Short breaks are often taken over weekends and can be last minute bookings, which are key characteristics of 25-34 year olds, the ‘pre-family/DINKS’ market (dual income, no kids). Trips research and bookings are mainly made online with trip motivators including escapism, relaxation and wellness activities. Families with pre-school aged children are also likely to visit out of the main summer holiday peak months, particularly May, June and September. This market is more likely to become repeat visitors, visiting with grandparents and choosing locations which are accessible and easy to get to.

Opportunity for the English Riviera:

The rise in short breaks presents an opportunity for the English Riviera, which is supported by industry with 75%¹⁹ of tourism businesses seeing this is an emerging trend. Consumer promotions should focus on the resort’s coastal location, the range of what there is to see, do and experience whilst on a short break all year round, to avoid being overlooked by other destinations. The English Riviera also has the opportunity to further promote how accessible it is to attract new visitors; with the improved South Devon Highway and access to the M5 and Exeter airport, it is easier than ever before to get here. This approach will also help to overcome perceived barriers from non/lapsed visitors as seen in the 2016 visitor surveys.

Staycations

Staycations, from short breaks to long stays, are growing in popularity. With the UK exiting Europe, it’s logical for this trend to increase as the cost of holidays abroad become more expensive. Furthermore, as the weaker pound makes the UK a cheaper destination, we can also expect to see an increase in international visitors. The recent Tourism Alliance’s survey also shows Brexit has prompted an increase in both inbound and domestic visits, with 21% of UK businesses seeing an increase in bookings since the referendum on 23rd June²⁰.

Opportunity for the English Riviera:

68% of tourism businesses saw ‘staycations’ as a growing trend for tourism in the 2016 English Riviera Industry Survey, supporting this opportunity to attract new visitors. Although there is still some uncertainty surrounding the economy as the UK leaves Europe, another opportunity for the English Riviera is to provide business support to help overcome industry concerns, maximise business growth opportunities throughout the year to attract new Domestic and International visitors. Encouragingly,

¹⁸ National Coastal Tourism Academy – Understanding Seasonality in Coastal Destinations

¹⁹ 2016 English Riviera Industry Survey

²⁰ National Coastal Tourism Academy

Torbay businesses *are* optimistic for the future, 71% are confident for the next five years and the majority (61%)²¹ also having development plans, including refurbishments and improving their quality of offer.

Wellness Tourism

Wellness tourism is a growing national trend and area of opportunity for seaside destinations²². In the National Coastal Tourism Academy Destination Feel Good report, the UK market is calculated to be worth in excess of £877m and is forecast to reach £1bn by 2018. Wellness activities can include any 'health-enhancing' activity, (not just spa and beauty treatments as has been in the past), such as healthy eating, fitness, outdoor activities, adventure sports, experiencing 'something new', taking 'time out' and personal or spiritual growth.

According to the NCTA report, 1 in 5 people in the UK go on a 'wellness' trip at least once a year, but that only generates 8% of all overnight coastal trips. Wellness visitors are also more likely to be AB's and look to stay in 4-5 star accommodation types.

The under 35's in particular are more likely to take a 'wellness trip', given their flexibility of when they can visit:

- 66% say health and wellness is a primary motivator for taking a trip.
- Trips tend to be short, and often multiple breaks of choice, rather than a main holiday.
- 38% of wellness trips are taken in May and June, 35% September to November
- The South West is the top UK coastal destination of choice for wellness breaks²³.

Opportunity for the English Riviera:

This new trend therefore presents and an area of opportunity for the English Riviera to attract new visitors throughout the year and by utilising the resort's natural assets, specifically UNESCO Geopark, its accessible location and quality accommodation mix in targeted promotions and packages; the English Riviera can position itself as the South West's wellness tourism destination of choice.

Culture

Cultural tourism presents an opportunity for the English Riviera, building upon its existing assets, including Agatha Christie, UNESCO Geopark and Torre Abbey; as well as local quality food/drink and big events such as The Tale (2017). By creating a more distinctive and sustainable year-round offer the English Riviera can aim to attract new domestic and international cultural visitors (Cultural Tourist, Torbay Culture Strategy Development). This trend also aligns with the Torbay Cultural Strategy 2014-2024, utilising cultural assets, local festivals/events and creative talent, further supporting the development of the destination and the visitor economy.

51% of tourism businesses in the 2016 Industry Survey said they saw festival/events as a key tourism trend, supporting this development. By working in partnership with industry to develop compelling messages and packages to attract cultural tourists, the English Riviera can develop a sustainable and stronger product to attract new visitors throughout the year. This approach will also benefit local residents, improving awareness of the cultural offer. Over time this will help to establish a cultural destination and the reason for visitors coming here. The aspirations of the Discover England Fund project, England's Seafood Coast also complements this approach, aiming to position the English Riviera as an international seafood destination, utilising the resort's quality seafood offer and visitor interest in quality food and drink, reaching international new markets of the USA, German speaking markets, Netherlands and Belgium and Scandinavia.

²¹ 2016 English Riviera Industry Survey

²² National Coastal Tourism Academy – Understanding Seasonality in Coastal Destinations

²³ National Coastal Tourism Academy – Destination Feel Good

Film and Television

The English Riviera has the opportunity to explore new ways of increasing visitor numbers and spend through innovative marketing and maximising the opportunities from TV/film production.

The South West is being used more and more for TV/film and Torbay's infrastructure, natural and cultural assets lend themselves well to becoming a filming destination of choice. Torbay can build upon the revenue opportunities and also strengthen relationships with organisations such as Creative England, who look for filming locations (and who also fund filming projects). The English Riviera can also maximise the promotional opportunities from programmes filmed in/close to the area to attract new visitors, such as recently filmed South West Coast Path series, The Coroner and Rosamund Pilcher (specifically attracting German speaking visitors).

STRENGTHS, ISSUES AND OPPORTUNITIES

The following strengths, issues and opportunities are the basis on which the Destination Management Plan has been developed and stem from the 2016 Visitor and Industry consultation and research.

This Plan sets the framework to bring together these strengths, issues, opportunities, and sets the priorities to develop the English Riviera's aspirations as the preferred South West coastal tourist destination.

STRENGTHS

- Strong UK market: 97% of visitors are UK domestic, $\frac{3}{4}$ are from outside the South West region, with large amounts of visitors coming from the M1, M6 corridors, central and north areas.
- Current visitors are happy and like what they experience - high resort recommendation score, +70%, (significant increase from +42% in 2012-13).
- 79% of visitors are staying overnight.
- Popular location for taking a leisure trip/holiday, (89% of visitors).
- High proportion of affluent ABC1s visitors (54%) and in FT employment (50%).
- Exceptional high return of repeat and loyal visitors (87%).
- The majority of staying visitors are without children and in adult only groups (74%)
- Strong family market, (predominately during school holidays), seeing an increase of groups with children and increase in group size from 2.58 to 2.64 people.
- Accessible location - highest proportion of visitors travelling by car (79%)
- Visitors feel well informed, 86% said information was easy/very easy to find during their visit.
- Strong 'traditional seaside experience', 62% of visitors as the main reason for visiting.
- High visitor satisfaction for 'resort enjoyment' (4.72 out of 5.00)
- A good range of 'things to do' with good satisfaction scores.
- Successful new developments, (e.g. Abbey Sands). The restaurants in this development are often full highlighting the fact that if a quality product is developed, people are willing to use them and spend the money.
- Strong industry confidence: 71% of businesses are confident/fairly confident for the future of their business and 61% are planning to develop and grow their business in the next 5 years.

- Strong desire for partnership and joined-up working from the Industry, for sharing of information/ events, promoting Torbay and improving the quality of offer.
- Businesses are engaging digitally.

ISSUES

- Torbay has an ageing visitor profile: 60% of all visitors are aged 55+ (31% are aged 65+)
- Low rate of first time visitors.
- Extreme seasonality, predominately during the school holidays.
- Low rate in overseas visitors.
- The average length of stay has decreased from 5.40 nights to 4.76 nights.
- The car parking offer is seen as the biggest issue, (with lowest visitor satisfaction scores: value for money 3.32, quality 3.77 and ease 3.74).
- The physical environment of the high street is seen as run down - empty retail shops and dirty streets.
- Increase presence of antisocial behavior and homeless people on the streets/open public areas.
- The proportion of business trips is declining.
- Lapsed/ non visitors do not think they can find a quality offer in Torbay, (specifically food and drink).
- Torbay is seen as a value for money destination
- No new destination related issues deterring visitors, but existing issues need to be addressed.
- Half of tourism businesses experience issues as a result of Torbay's seasonality.
- Low industry confidence in visitor demand, increased competition, the economy (Brexit), recruitment/retention of staff.
- Short supply of high-end accommodation. If Torbay is to attract a higher spending visitor, they are likely to demand better quality/ 5 star accommodation.
- Whilst there are cultural assets, there needs to be a better link between culture and tourism and how this offer is promoted to attract new visitors.
- The English Riviera is a strong brand by current visitors, (evidenced by the high return rate of repeat visitors). However, the brand can be confusing, as the area is also known as Torbay with the towns Torquay, Paignton and Brixham.

- Current visitors are on a budget and are using OTAs more to find the best deals.
- Working in the tourism industry is not perceived as a career option and has an impact on staff recruitment and retention.
- Torbay is seen as too far to travel by lapsed/non visitors.
- There are perceived delays in the development of new development projects. E.g. Torwood Street, Oldway Mansion, Pavilion.
- 1/3 of businesses feel training isn't relevant to their business on a range of key topics and 1/3 don't provide any training at all.
- April to September is the core trading period for businesses.

OPPORTUNITIES

- Promote the English Riviera as a year round destination, extending the season
- Maximise visitor's interest in the local food/drink and the outdoors - making the most of Torbay's natural assets.
- Agatha Christie provides a useful cultural offer and a marketing
- Increased UNESCO Geopark awareness with 40% of visitors wanting to find out more.
- The majority of staying visitors are without children and in adult only groups, presenting the opportunity to further develop this market to increase the shoulder season and occupancy.
- Mix of accommodation and large stock available - develop the quality offer and fill bed spaces out of peak summer months.
- Low rate of International visitors – new product development may support growth in these markets.
- Day visitors staying in other areas of Devon/South West are travelling up to 1 hour to Torbay whilst on their trips (2 hours in some cases).
- Torbay's car parking offer can be used to attract shoppers and day visitors.
- The resort can become a touring base for Devon - given the number of bed spaces and accommodation mix available.
- A higher percentage of non-visitors are looking for history, heritage and culture for a holiday and which they don't think they can find here.
- Increase use of digital by visitors to research, book and review their trips.
- New developments (E.g. Abbey Sands attracting leading restaurants) provide an

opportunity to attract similar developments to Torbay.

- 8% VFR market – this seems low, but may be the second reason for visiting.
- Increase in shorter stays –maximise the visitor spend in this market trend (Brexit/ Staycations).
- Maximise current visitor’s high recommendation scores.
- Accessibility - The new South Devon Highway has improved accessibility to the area; it brings Exeter/Bristol Airport closer in terms of travel times, potentially opening up new markets. This also brings the UK and International markets closer to Torbay and attracting visitors beyond the M25.
- High likelihood of visiting rate from lapsed and non visitors (69%).
- Non-visitors were typically younger than current/lapsed visitors.
- Scope to increase the family market who are on a budget - larger group size, length of stay, repeat visits through the generations.
- Accommodation providers can help to promote events, what’s on/things to do - given they are in direct contact with visitors before, during and after their visits.
- Opportunity to review the UK and International conference and business market.
- Successful VisitEngland Discover England Fund project, (England’s Seafood Coast) will create a strong quality food and drink offer to attract new International visitors.
- The new Tourism BID Company will provide a clear way forward for destination marketing.
- Businesses are engaging digitally, there are opportunities to help businesses to use these platforms more effectively.
- A third of businesses said training was not relevant to their business and a third do not provide any training at all - opportunity for skills, training and business support.

PRIORITIES

There are six Priority areas for the Destination Management Plan:

- **Priority 1:** Partnership Working - *what do we need to do to deliver the Destination Management Plan?*
- **Priority 2:** Product Development - *what quality products do we need to develop to meet the needs of new and existing visitors?*
- **Priority 3:** Market Development and Communication - *where are the new and emerging markets which present the best opportunity and how do we best communicate to existing and new visitors through destination marketing?*
- **Priority 4:** Developing the Destination - *what needs to be done to improve the physical destination?*
- **Priority 5:** Visitor Experience - *what do we need to do to make sure the visitor receives the best welcome and quality experience?*
- **Priority 6:** Skills and Business Development - *what do we need to do to ensure we have the right key skills, including online digital, to meet customer needs and expectations?*

Through focused and managed actions in relation to the Priorities, this DMP will aim to strengthen the English Riviera visitor economy to achieve its Objectives and the following outcomes:

- Increased visitor numbers and spend
- Extending the season beyond the school holiday periods
- Attracting new visitors
- Attracting investment and reinvestment
- Ensuring sustainable delivery of marketing activity for the destination
- Improved quality of accommodation offer
- Improved infrastructure, parking and retail offer
- Improved hotel occupancy throughout the year
- Improved visitor satisfaction results and recommendation rates across all areas
- Increased number of businesses taking up training opportunities
- Better connection with education providers and take up of apprenticeships
- Improving the perception of tourism of a career choice, retaining skills and local talent

ACTION PLAN

This section builds upon the presented Priorities and sets out a series of key actions to take the Destination Management Plan forward. It should be noted that whilst these actions can stand alone, there is likely to be some overlap (i.e. developing the destination will also have an impact upon communication).

Priority 1: Partnership Working

1. Creation of the Destination Management Group and setting the Terms of Reference, to manage the Plan and develop the English Riviera's visitor economy.
2. Creation of the Sub Reference Group to support the DMG and development of the Plan.

Priority 2: Product Development

3. Develop an all-year round seasonal product, extending the season to attract new Domestic and International visitors and overcome extreme seasonality in peak summer months. Supporting marketing and communications, promoting the English Riviera as an all year round destination, extending the season and attracting new visitors all year round.
4. Define Torbay's cultural offer to target and attract new visitors; develop new itineraries making the most of cultural assets Agatha Christie and UNSECO Geopark, and further explore opportunities in this new market; further supporting the all year round offer and attracting international visitors.
5. Develop a range of packages and experiences to exploit new opportunities and satisfy the needs of new visitor markets; Develop compelling packages and targeted marketing messages to attract new Domestic and International visitors, as well as re-engaging with lapsed/non visitors; including quality food and drink, history heritage and culture, natural assets and outdoor experiences.

Priority 3: Market Development and Communication

6. Develop an all-year round seasonal offer, extending the season, marketing the English Riviera as an all-year round destination, using Torbay's natural assets throughout the year to define and promote the offer. This should include evolving the current calendar of events/activities, making the most of big events and using key seasonal messages to attract new UK and International visitors.
7. Ensure regular market intelligence and evaluation takes place to inform effective market development - keeping the English Riviera up to date with visitor trends, emerging markets and further developing the offer.
8. Scope new opportunities and development into new UK and International visitor markets. Identifying the new trends and how to maximise the opportunities to extend the season and increase new visitors. To include increasing short breaks and the rise in 'staycations', international visitors, engaging with non/lapsed visitors, business/conference tourism and TV/film opportunities.
9. Develop the UNESCO Geopark offer to maximise visitor interest and increase new International and Domestic visitor markets. The offer should be accessible online, reflecting visitor trends, defining how both visitors and residents can benefit; further supporting product development and the English Riviera's all year round offer.
10. Build upon Torbay's digital presence - improving the quality and accessibility of visitor information, and also increasing direct online bookings with businesses through improved e-commerce websites; Working with industry for a joined up approach to cross-promote and aligning with national

VisitEngland VisitBritain campaigns which are digitally focussed, including the creation and sharing of quality content, guides, itineraries and images.

Priority 4: Developing the Destination

11. Maintain the strategic partnership focus for the development of the English Riviera's visitor economy to ensure the Plan's Objectives are achieved.
12. Align with Torbay Council's Corporate Plan, to ensure the English Riviera remains an attractive and safe place to live, visit and work. This includes ensuring services delivery, infrastructure and public open spaces accessed by visitors are maintained all-year round to support the destination's product development; as well as the review of the TOR2 Joint Venture Company arrangements and provision of public toilets (for example), to meet the needs of visitors all year round.
13. Review Torbay's retail and parking offer, as well as gateway and signage, to understand how it can be used to improve the quality of the visitor experience and overall welcome to the English Riviera; Alignment to Torbay Masterplans implementation timeframes and communication plans, further supporting product development and the quality of the visitor experience, specifically to overcome negative resort perceptions.
14. Review of Torbay Council's policy for accommodation change of use; to better understand the impact on the visitor economy, the provision of support information for businesses and the future development of good quality accommodation, to attract new visitors and meet their needs.
15. Support the re-investment and attract new high quality investments, to further develop the English Riviera's offer and to attract new UK and International visitors. Specifically, making better use of Torbay Council capital infrastructure assets, including Torre Abbey, Oldway Mansion and Broadsands Beach, improving the quality of offer, whilst also generating revenue for the visitor economy.
16. Review Torbay's digital connectivity offer - ensuring the English Riviera offers exceptional, accessible Wi-Fi across the resort and in public spaces, improving the quality of visitor welcome and experience for both residents and visitors. This further supports product development and increasing the 'visiting friends and relatives market'. We know visitors are online during their stay to access information, book restaurants/things to do, as well as leaving online reviews. This offer therefore recognises and supports this trend, whilst improving the visitor experience.

Priority 5: Visitor Experience

17. Continue to develop customer care across the resort, giving the best welcome to all visitors and maintaining high satisfaction; Providing a quality offer and visitor experience consistently all year round, attracting and maintaining visitors to a quality destination.
18. Ensure modern, well-informed parking services are provided for all visitors, as detailed in Torbay Council's Parking Strategy 2016-2021; including the adoption of clear pricing options and seasonal campaigns, increasing revenue. Further supporting the all year-round product development, providing quality, affordable and accessible parking services will meet visitor expectations and overcome negative resort experiences and improve satisfaction rates.
19. Ensure industry and local residents are well informed to provide up to date information to visitors/relatives on resort - Improving the communication and promotions of resort events/services, through a joined up approach will increase attendance, visitor spend and local awareness, improving the overall visitor experience.

20. Identify areas of opportunities to increase visitor satisfaction scores into other resort services. Overall resort recommendation is high for example from current visitors; by developing weaker areas of visitor satisfaction, such as car parking facilities, public toilets and beach services it will positively impact on the visitor experience.
21. Maximise the opportunities through awards and accreditations to raise the profile of the English Riviera as a quality destination to new markets. Promote and support businesses to enter awards and gain accreditations/recognition, including TripAdvisor, VisitEngland and Purple Flag.

Priority 6: Skills and Business Development

22. Develop the evidence base; conduct regular industry intelligence to understand the needs of industry, informing business and skills development. Ensure market-led business support is taking place, further supporting developing the destination and the visitor experience.
23. Support industry by changing perceptions for tourism as an attractive career path and retain local talent – by developing the destination and the all year round offer, it will support the industry with issues experienced by seasonality.
24. Develop an accessible and affordable programme of business support; encouraging tourism businesses throughout the resort to embrace the all year round offer. Business support to include key areas such as addressing key issues and barriers to growth, developing digital skills, increasing revenue and maximising opportunities.
25. Identify future funding opportunities for business skills development, supporting the development of the visitor economy and maximising the funding opportunities. This also supports product development and developing the destination.
26. Encourage adoption of apprenticeship schemes throughout the industry, helping to overcome the barriers of recruitment and retention of staff, an issue often seen by tourism businesses due to Torbay's seasonality.

Action Plan Table

The Destination Management Group will deliver each of the six priorities through a series of key actions. The lead organisation for each action is identified, who will work to develop and implement a focused and measurable action plan. The actions therefore represent the top ambitions for the developing the destination and are the fundamentals to drive the DMG.

Key:

- DMG – Destination Management Group
- TC - Torbay Council
- ERBIDCo - English Riviera BID Company
- TDA – Torbay Development Agency
- TCB - Torbay Culture Board
- ERGGO - English Riviera Global Geopark Organisation

Priority	Priority Headline	Key Actions	Lead Organisation	When
1.	Partnership Working – what do we need to do to deliver the Destination Management Plan?	1. Creation of the Destination Management Group and set the Terms of Reference. 2. Creation of the Sub Reference Group	TC DMG	
2.	Product Development – what quality products do we need to develop to meet the needs of new and existing visitors?	3. Develop an all-year round seasonal product to attract new visitors and overcome extreme seasonality in peak summer months. 4. Define the cultural offer and develop new itineraries. 5. Develop a range of packages and experiences to exploit new opportunities and satisfy the needs of new visitor markets.	DMG TCB ERBIDCo	

<p>3. Market Development and Communication - where are the new and emerging markets which present the best opportunity and how do we best communicate to existing and new visitors through destination marketing?</p>	<p>6. Develop an all-year round seasonal offer marketing the English Riviera as an all-year round destination, including evolving the current calendar of events/activities to support offer.</p> <p>7. Ensure regular market intelligence and evaluation takes place to inform effective market development.</p> <p>8. Scope new opportunities and development into new UK and International visitor markets.</p> <p>9. Develop the UNESCO Geopark offer to maximise visitor interest and increase visitors.</p> <p>10. Build upon Torbay's digital presence - improving the quality, accessibility of information, and increase direct online bookings.</p>	<p>ERBIDCo</p> <p>ERBIDCo</p> <p>ERBIDCo</p> <p>ERGGO</p> <p>ERBIDCo</p>
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<p>4. Developing the Destination – what needs to be done to improving the physical destination?</p>	<p>11. Maintain the strategic focus for development of the visitor economy.</p>	DMG
	<p>12. Align with Torbay Council's Corporate Plan, to ensure the English Riviera remains an attractive and safe place to live, visit and work.</p>	TC
	<p>13. Review Torbay's retail and parking offer, as well as gateway and signage, to understand how it can be used to improve the visitor experience and overall welcome.</p>	TDA (retail) TC (parking)
	<p>14. Review Torbay Council's accommodation change of use policy to support the development of good quality accommodation.</p>	TC
	<p>15. Support re-investment, attract new high quality investments and make better use of Torbay Council capital infrastructure assets for development and revenue opportunities.</p>	TC
	<p>16. Review Torbay's digital connectivity offer to provide quality Wi-Fi across the resort and public spaces.</p>	TDA

5.	Visitor Experience – what do we need to do to make sure the visitor receives the best welcome and quality experience?	17. Continue to develop customer care, giving the best welcome to all visitors and maintaining high customer satisfaction.	DMG
		18. Ensure modern, well-informed parking services are provided for visitors, as detailed in Torbay Council's Parking Strategy.	TC
		19. Ensure industry and local residents are well informed to provide up to date information to visitors.	ERBIDCo
		20. Identify areas of opportunities to improve visitor satisfaction scores into other resort services.	DMG
		21. Maximise the opportunities through awards and accreditations to raise the profile of the destination.	ERBIDCo

6.	Skills and Business Development – <i>what do we need to do to ensure we have the right key skills, including online digital, to meet customer needs and expectations?</i>	22. Conduct regular industry intelligence to understand the needs of industry, to inform business and skills development.	TDA
		23. Support industry by changing perceptions for tourism and as an attractive career path and retain local talent.	TDA
		24. Develop an accessible and affordable programme of business support.	TDA
		25. Identify future funding opportunities for business skills development.	DMG
		26. Encourage adoption of apprenticeship schemes throughout the industry	DMG



English Riviera
BID Company



Enjoy, talk, be
do,
Torbay Culture Board

TOR²
Torbay Council & Kier Group



**Torbay Coast &
Countryside Trust**



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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