



TORBAY: A PLACE TO FEEL GREAT

VISION:

We believe that arts, culture and heritage are more than just a great day out. It has the power to transform communities and change lives. All partners in this programme are hungry for change and convinced of the potential for fully networked arts, culture and heritage to make more of a difference. Our vision is that Torbay has a thriving, sustainable, valued and high quality cultural offer that is embedded in all parts of life. Culture will change the conversation across Torbay, shaping a place that is confident in its identity, ambitious for its future, a great place to live and a real destination to visit.

We do this by....

- developing partnerships to influence strategic planning and decision-making across Torbay.
- supporting creative practitioners and cultural organisations to continue their work, develop and grow.
- shouting about everything that's great about Torbay's existing arts, culture and heritage.
- focusing on legacy and sustainability in all our projects.
- sharing our learning as we work towards our vision.

The Great Place Scheme will build the foundations and infrastructure for change and help us to deliver our vision.

2020 BLUEPRINT: THE GREAT PLACE SCHEME

By the end of the Great Place Scheme programme, Torbay will be a very different place.

We'll have grown and widened audiences for arts and heritage. Residents will feel responsible for, connected to and proud of this place and visitors share our sense of what makes it unique. We'll be on the map as a great cultural centre, brilliantly communicated. We'll have a strong reputation for innovative, community-driven arts and heritage in unusual places and spaces. Our cultural venues will be thriving, however they are governed.

We'll also exemplify the power of arts and heritage to contribute to social and economic outcomes. Our strong, well-connected cultural sector will lead a sustainable creative commissioning programme supported by solid, innovative partnerships. Partners will shout about how arts, culture and heritage have supported the delivery of their strategic plans.

In order to achieve this, we'll have invested heavily in our cultural infrastructure and heritage assets; in strengthening networks and building partnerships between sectors; in skills development, especially digital and in effective, ongoing audience development, consultation, evaluation and data collection. We'll also have built on the existing arts offer and seed-funded a broader cultural programme.



The sustainability of our outcomes relies upon the people we recruit through this programme working collaboratively and sharing skills and learning generously. We will identify and develop Torbay talent as well as introducing external sources of expertise and advice. Many of our appointments will be local, some already embedded in our partner organisations and their new skills and ways of working will fundamentally change how we do things around here. Others will bring new learning to the table, to kick start our transformation of cultural delivery. Groups such as Torbay Culture and Arts Network will become self-supporting. We'll also be much smarter about different models of governance for cultural venues and ready to operate more of them effectively without the need for Local Authority funding.

Some posts funded by this grant will be mainstreamed at the end of the project if the need for them continues). Others will no longer necessary and by the end of the grant, we will have identified and be ready to implement a sustainable way forward for cultural development and delivery in Torbay. Freelance interventions will have instigated new ways of working and thinking; created models and frameworks for project delivery that can be mainstreamed and shared skills and practices that again, will become embedded during the lifecycle of this project.

We're investing in creative direction and new commissions of cultural work. This is the right thing right now because one of the biggest barriers to cultural engagement in Torbay is the need for more great cultural 'product' to amplify and celebrate our natural and built assets. We need to grow the audience base first and build our reputation for brilliant arts and heritage programming, so that our stronger cultural programme can become sustainable through ticket sales, grant income and fundraising. Our investment in great marketing and communications will support this.

Our work with health partners has already shown that investment in creative commissioning 'test and learn' activities and effective evaluation levers further funding to expand these programmes. Our seed-funding of similar initiatives with other sectors strengthens the likelihood of a sustainable, core-funded participatory practice resource consolidating its position in Torbay.

By developing THE culture of Torbay; focusing on home grown talent and skills development and transforming our reputation as a cultural centre and with all activities designed with sustainability in mind, we can be confident in Torbay's ability to maintain project outcomes.

PROGRAMME BENEFITS:

Torbay has five goals for our Great Place Scheme programme. All projects will deliver work that enables the realisation of these five "big picture" outcomes:

1. Everyone has the opportunity experience and be inspired by culture
2. Torbay is a better place to live, work and visit
3. Torbay's economy is boosted
4. Cultural and other organisations are more resilient
5. Sustainable partnerships are built with other sectors & agencies



GREAT PLACE SCHEME PROJECTS:

The Great Place Scheme runs a number of golden threads through our work, building on our vision and good practice/ partnerships to fully realise the power of arts and heritage to transform Torbay’s communities. Creative Consultation reminds us to start with our communities and to take a strategic approach to consultation and engagement. Torbay has been “done to” a lot but our plans will be so much stronger with really effective public listening. Creative Coast focuses on reconnecting our residents with their coastline and driving new tourist visits through culture. Our spectacular natural and built assets will only change lives if brought to life themselves. Creative Commissioning uses arts and heritage to deliver social and economic outcomes, maximising the instrumental value of cultural engagement to increase community wellbeing. Everything we do must have a focus on sustainability and long-term impact.

The work that we will do as part of the Great Place Scheme in order to deliver the blueprint and strive towards our vision is divided into 13 projects spanning 4 themes:

A: SHAPING PLACE

“Shaping Place” delivers work that is designed to animate, improve, reimagine and regenerate different spaces and places across Torbay. Our key strategic partners in this area include TDA, Torbay Council and the English Riviera BID Company.

The “Shaping Place” Great Place Scheme projects are:

1. Cultural Programme
2. Town Centre Development
3. Destination Management
4. Creative Industries Baseline Study

B: CHANGING LIVES

Through “Changing Lives”, we are working with a growing range of commissioners and communities in Torbay to help residents lead healthier, happier lives. We are testing new ways of building artistic practices into the day-to-day work of other sectors to help them meet their own objectives and to embed creativity into the lives of those who can benefit the most.

The “Changing Lives” Great Place Scheme projects are:

1. Creative Commissioning 1 – arts, health and wellbeing
2. Creative Commissioning 2 – extending into new sectors (care home +)
3. Creative Development in the Community Sector

C: ENGAGING AUDIENCES

Through “Engaging Audiences” we grow the number and range of people participating in and attending arts, culture and heritage in Torbay. We are gaining insight into our audiences and barriers to engagement, helping to celebrate and develop the offer as something for everyone, and ensuring that everybody is invited.

The “Engaging Audiences” Great Place Scheme projects are:

1. Marketing and Audience Engagement
2. Cultural Volunteers
3. Audience Data Baseline

D: BUILDING RESILIENCE

Our “Building Resilience” work focuses on the needs of the local cultural sector to enable it to play a full role in Torbay’s bright future. We work with organisations and individual practitioners to ensure that they have the skills, support and infrastructure they need to deliver the best work possible, in a way that’s sustainable for the long term. We share our own learning from the Great Place Scheme and other programmes to ensure that our investment leaves a lasting legacy. The “Building Resilience” Great Place Scheme projects are:

1. New Models of Governance
2. Skills Development
3. “Great Place” Evaluation

Full details about each project can be found in the corresponding Project Summary sheet.

PROGRAMME MANAGEMENT PHASES

June 2017	Permission to start granted
July – September 2017	<p>Programme start-up</p> <p>Appointment of Project Manager, Marketing & Audience Development consultancy</p> <p>Action Plan drafted</p> <p>Financial processes set up</p> <p>Initial project delivery underway in key areas (projects B1, B2, C1, C2, D1)</p>
September 2017 – February 2018	<p>Year One Action Plan approved</p> <p>Year One delivery, first 6 months</p>
March – August 2018	Year One delivery, second 6 months
July – August 2018	Evaluating Year One and planning for Year Two
September 2018 – August 2019	Year Two delivery
September 2019 – March 2020	Year Three delivery
April – June 2020	Programme close-down and evaluation



PROGRAMME GOVERNANCE

Torbay adopted a new ten year cultural strategy in 2015 (www.torbayculture.org/cultural-strategy) and partners across the Bay are working with Torbay Culture Board to transform cultural provision and engagement in the region. With support from Arts Council England and our Great Place Scheme award (www.greatplacescheme.org.uk), we are investing heavily in our cultural infrastructure and heritage assets to ensure that everyone living, working and visiting Torbay has the opportunity to experience and be inspired by arts and culture, and that culture is shaping the local area by placing it at the heart of local vision.

Arts Council England's investment to date has significantly increased Torbay's capacity to deliver a programme of this scale, intricacy and impact. We have created an infrastructure in which cultural partnerships can thrive, with a committed Culture Board and experienced Executive Director supported by a Cultural Strategy Working Group and wider 'Forum' of engaged supporters, artists and practitioners. Our increased sectoral coherence and Cultural Commissioning Locality Project status has already resulted in stronger relationships with all bid partners. We are ready to hit the ground running.

We will use this infrastructure to deliver our Great Place Scheme programme across the Torbay partnership. The Executive Director: Torbay Culture Board will have overall responsibility for the project, overseen by the Culture Board and supported by a small core team including a new Project Manager to lead on the day to day management of the project. The Cultural Strategy Working Group will expand to incorporate all Great Place Scheme strategic partners and will further support the Board and Executive Director in the management and delivery of the project.

To deliver the work, we will grow capacity to manage Torbay as a cultural tourism destination through investment in destination co-ordination and increase our ability to engage Torbay's communities through a Creative Communities Builder within Torbay Community Development Trust.

Partners have committed significant staffing resources in-kind. For example, Torbay Council's Strategy and Project Officer – Spatial Planning, Jim Blackwell, will be heavily involved in the delivery of place-based creative interventions and two Senior Commissioners within the authority's Partnerships, People and Housing team will support our care home collaboration. Artists and creative practitioners within the Torbay Culture & Arts Network (TCAN) and Torbay Art for Action have also confirmed their intent to work with the core team to ensure the project's success.

We will also bring in support, expertise, advice and ideas through a series of commissions. Key tasks include the creative direction of our 'creative coast' programme; the co-ordination of cultural tourism products (e.g. bookable itineraries) and our expanded arts, health and well-being programmes and the transformation of our digital communications. Between them, partners have excellent contacts with many local, regional and national individuals, consortia and organisations and we are confident of our ability to recruit timely and effective support.

PARTNERSHIPS & STRATEGIC FIT

Our Great Place Scheme bid has strong political and community support, evidenced by the quality and range of partners in place. We differentiate between strategic partners, who will engage with the whole programme and delivery partners, who focus on particular aspects of the scheme. All have a history of working collaboratively and a passion for arts, heritage and culture.



As lead partner, TDA has an excellent track record in leading cultural and place-shaping partnership initiatives across Torbay. TDA commissioned Torbay’s ten year cultural strategy in 2015 and led the development of a new, five-year Destination Management Plan (DMP) in partnership with the English Riviera BID Company in 2016. TDA is also responsible for economic development; town centre regeneration; skills and business development across the region and represents the LEP in Torbay.

Culture Board members bring extensive additional public, private and voluntary sector experience to the project as well as excellent grass roots networks. Chair Paul Woolnough has 10 years’ experience in partnership development, management and evaluation at the University of Exeter. Other members include the directors of Play Torbay, who lead ground-breaking play, heritage and cultural projects and architects/urban designers Kay Elliot, currently producing a Townscape Investment Strategy for Torbay.

Other partners are similarly experienced and embedded in Torbay’s communities. We have relevant strengths in asset-based community development (Torbay CDT), place-making (English Riviera BID Company; Torbay Council Spatial Planning team), innovative service design and delivery (Torbay and South Devon NHS Foundation Trust) and creative consultation/commissioning (Torbay Culture and Arts Network). Torbay Council’s Strategy and Project Officer – Spatial Planning has a background in conservation management, planning and urban design and previously chaired Worcester’s Public Art Panel.

Our objectives are increasingly woven into Torbay’s strategic thinking. Torbay Council’s Corporate Plan acknowledges culture’s role in supporting a prosperous and healthy Torbay; the Local Plan seeks to celebrate and enhance Torbay’s cultural and heritage assets; the Economic Strategy states the importance of heritage in supporting economic development and the DMP advocates market growth through cultural tourism. The new Torquay and South Devon Sustainability and Transformation Plan (STP) and Integrated Prevention Strategy stress the importance of ‘maximising the potential of Torbay’s developing cultural sector to develop innovative new approaches to prevention and supporting well-being’. Torbay has three neighbourhood plans in production by the community through Neighbourhood Forums. They are at different stages of consultation and submission. All three include policies recognising the community value of art, heritage and culture. Once made, these documents will help shape the future of our towns.

GOVERNANCE ARRANGEMENTS AND PARTNER ENGAGEMENT

Torbay’s ten year cultural strategy is already dependent for its delivery on a strong and joined up infrastructure for cultural development across the Bay. Our utilisation of this infrastructure will ensure the appropriate governance and oversight of our Great Place Scheme project.

The infrastructure comprises three linked elements, supported by an Executive Director post:

- Torbay Culture Board
- Torbay Cultural Strategy Working Group
- Torbay Culture Forum



The Executive Director provides leadership and direction for the implementation of the Torbay Cultural Strategy and its delivery plan. There is enormous synergy between the objectives of the strategy and the desired outputs of the Great Place Scheme and great merit in expanding the post holder’s remit to encompass the scheme. The Executive Director will therefore be ultimately responsible for Great Place Scheme project implementation, overseen by the Board with financial and administrative support from TDA. Delivery will be driven on a day-to-day basis by the new Great Place project manager.

The Board was established at the end of January 2015 to oversee strategy delivery and drive key cross sector initiatives beyond the remit of any one organisation. It meets quarterly, with local and regional policy partners, funding agencies, local stakeholders and residents’ representatives regularly attending. Eight of ten available places have been filled through an open recruitment process and the remaining two will be advertised shortly, with a focus on augmenting skills and experience relevant to our Great Place Scheme programme.

Board objectives include:

- Maximise opportunities for the cultural sector to play its full part in Torbay’s sustainable development
- Provide strategic advocacy for the cultural sector in Torbay
- Promote and enable innovative and joined-up working across the cultural sector, across the Bay and with other sectors.

We will add to this list the requirement to agree and record changes and oversee the delivery of Great Place Scheme project outcomes.

Torbay Culture has appointed an experienced Project Manager to lead on the delivery of the Great Place Scheme. Anna Matthews joins from Libraries Unlimited, where she was Project & Programme Manager. In this role Anna was responsible for strategic development, business change and service development projects, managing multi-million pound projects including capital schemes, major funding bids and contracts (including achieving NPO status for the organisation and winning the tender to run Torbay Council’s libraries), innovation projects including Arts Council’s “Libraries Opportunities for Everyone” and setting up Libraries Unlimited. Anna is qualified to practitioner level in PRINCE2 and MSP and will apply this robust approach – along with her local knowledge and experience as a Clore Fellow and Trustee of the Bike Shed Theatre – to the management of the Great Place Scheme to ensure timely delivery, strong partnerships and value for money.

We have effective relationships in place with all bid partners and extensive experience of collaborative project delivery. Strategic project partners and key delivery partners will join the Cultural Strategy Working Group, comprising the Culture Board Chair, senior officers and councillors with responsibility for culture, to meet quarterly to support the Executive Director in the delivery of the Great Place programme.

The Torbay Culture Forum supports meaningful connections and purposeful partnerships across and beyond the cultural sector. The Forum is for anyone with an interest and stake in cultural development in the Bay. Forum events currently take place four times a year, ensuring the cultural strategy and its delivery remain grounded and the Board stays focused on its work. Each event also includes a particular focus or topic linked to strategy aims and objectives. 2016 events informing this bid have included Cultural Tourism, Creative Commissioning, Creative Industries and Creative Coastline. Further Forum events will promote the engagement of partners and a wider stakeholder group in the aims, objectives and delivery of the Great Place Scheme, with a move towards more of a workshop style to facilitate shared learning. Regular links into the Torbay Culture & Arts Network will enhance the dialogue with Torbay’s practitioners. The following diagram illustrates our governance arrangements.

SPONSORING GROUP: TORBAY CULTURE BOARD

Holds the mandate for and definition of the programme (the bid), sets strategic context for the programme, holds relationship with HLF/ACE, authorises any changes, leads by example the values implied by the Great Place scheme, continuous commit to and endorse the objectives.

PROGRAMME BOARD: TORBAY GREAT PLACE WORKING PARTY

Through their networks, position and influence, facilitate successful delivery of the programme & its benefits; embedding the outputs and outcomes to lever change; own the risks, resolve issues & blockages; make 'match' resource available; manage impact of change; refer decisions to Sponsoring Group as necessary; advocate for the project's objectives and values

STRATEGIC PARTNERS:

Torbay Culture board

TDA, Economic Strategy, Regeneration

Torbay creative practitioners (Torbay Culture & Arts Network)

Torbay Council

Voluntary & community sector – Torbay Community Development Trust

Tourism & business sector (BID)

Health sector (TBC)

Education (TBC)

PROJECT SPONSOR

PROJECT MANAGER

PROJECT SUPPORT TEAM

KEY DELIVERY LEADS:

Torbay Culture

Torbay Council spatial planning

Torbay creative practitioners

Marketing and audiences (Wonder Associates)

Creative Director, GPS (TBC)

Other delivery leads when required/as progress dictates

A. SHAPING PLACE PROJECTS†

1. Cultural Programme
2. Townscape Development
3. Destination Management
4. Creative Industries Baseline Study

A. CHANGING LIVES PROJECTS†

1. Creative commissioning 1 (arts, health & wellbeing)
2. Creative commissioning 2 (care homes +)
3. Creative development in community sector

C. ENGAGING AUDIENCES PROJECTS†

1. Marketing & audience engagement
2. Cultural volunteers
3. Audience data baseline

D. BUILDING RESILIENCE PROJECTS†

1. Models of governance
2. Skills development
3. "Great Place" evaluation

†Each project to be led by a project manager with a steering group which oversees the successful delivery (where appropriate), reporting to the GPS Project Manager and Programme Board. Each theme to have a named Torbay Culture Board link.

APPENDIX A: PROGRAMME ACTIVITY PLAN – YEAR 1

ACTIVITY: DETAILED DESCRIPTION	AUDIENCE	BENEFITS FOR PEOPLE	OUTCOME (Great Places)	RESOURCES	COSTS IN PROJECT BUDGET	TIMETABLE	TARGETS & MEASURES OF SUCCESS	METHOD(S) OF EVALUATION
A1: CULTURAL PROGRAMME								
<p>Dev't and delivery of a bay-wide, year-round cultural programme</p> <p>Commissioning a range of new, high quality, game-changing work from practitioners, orgs and venues that have a local, national or international reputation, as well as from local emerging practitioners</p> <p>Commissioning a new pop-up arts hub</p>	<p>Torbay residents</p> <p>Torbay's creative</p> <p>Torbay visitors/ tourists (current and potential)</p>	<p>Raised aspirations for culture in Torbay; local perceptions of place and identity are challenged; sense of pride built amongst residents; arts become part of people's everyday lives; residents re-engage with the towns and coast</p> <p>Torbay's reputation as a cultural centre cemented, attracting new tourists to the area</p> <p>Torbay's existing cultural offer is integrated and enhanced, cohesion built across the sector locally, new relationships with practitioners from outside the local area are empowered, emerging local artists are more established</p> <p>The ambition and potential of Torbay's cultural assets is realised, including venues, festivals, landscape and the intangible heritage.</p>	<p>1, 2, 3, 4</p>	<p>Specialist creative director consultancy Artist commissions Meetings with creative practitioners and venues Marketing</p>	<p>£445,708 (inc. capital £24,000)</p>	<p>YEARS 1-3</p>	<p>Increased levels of engagement in arts, heritage and culture by residents – target to increase to national average</p> <p>Increase in residents' pride and sense of place – target to increase percentage of residents who feel optimistic about the future of Torbay from 66% to 75%</p> <p>Increased profile of Torbay as a cultural centre measured via increased media coverage of culture in Torbay – target three major articles per year by end of programme</p> <p>Sustainability of programme – target to increase ticket sales/ grant income by average of 15% during life of programme</p> <p>Increase in cultural tourist visits (target tbc Destination Management Group)</p>	<p>Initial audience study to establish baseline level of arts engagement, repeated at end of programme (see Project C3)</p> <p>Monitoring of regional/ national media coverage</p> <p>Repeat of LGA Peer Review 2016 resident survey (planned by Torbay Council, date tbc)</p> <p>Taking Part survey 2019/20</p> <p>Establishment of baseline ticket sales/grant income at three sample events/venues – Grinagog festival; Torre Abbey; International Agatha Christie Festival – repeated at end of programme.</p>

TORBAY CULTURE

BECAUSE IT MATTERS | EST. 2015

ACTIVITY: DETAILED DESCRIPTION	AUDIENCE	BENEFITS FOR PEOPLE	OUTCOME (Great Places)	RESOURCES	COSTS IN PROJECT BUDGET	TIMETABLE	TARGETS & MEASURES OF SUCCESS	METHOD(S) OF EVALUATION
A2: TOWN CENTRE REGENERATION								
<p>Two high quality public realm schemes, developed and delivered in accordance with RIBA Stage process, on time and on budget</p> <p>Stakeholder consultation</p> <p>Creative public engagement</p> <p>Designs and drawings (commissioned from a design team that includes a lead artist)</p> <p>Constructed physical regeneration scheme</p> <p>Artistic commissions integrated into the scheme</p>	<p>Residents of Torbay</p> <p>Visitors to Torbay</p> <p>Local businesses including tourism industry</p> <p>Creative practitioners and cultural venues</p> <p>Investors</p> <p>Torbay Council</p>	<p>Increased civic pride through shared positive place-based identity (through the coast, heritage, culture, etc.)</p> <p>Increased vitality and vibrancy in Torquay Town Centre, as a result of further investment</p> <p>Increased income to the Council, including via additional business rates and council tax as a result of new developments that come forward as a result of improved market confidence</p> <p>Attraction of additional visitors and spend to Torbay as a cultural destination, boosting local business and the economy</p> <p>Higher profile for local arts and cultural practitioners and greater sense of cultural value at strategic and grassroots level.</p>	<p>1, 2, 3, 4, 5</p>	<p>Specialist consultancy advice and support via design team</p> <p>Staff time attending meetings</p> <p>Venues for public meetings</p> <p>Plans to date and learning from past projects.</p>	<p>£182,500</p>	<p>YEARS 1-2</p>	<p>Increase in residents' pride and sense of place – target to increase percentage of residents who feel optimistic about the future of Torbay from 66% (LGA Peer Review resident survey 2016) to 75%</p> <p>Economic impact of interventions (target to be confirmed by TDA Regeneration Programme Manager)</p>	<p>Repeat of LGA Peer Review 2016 resident survey (planned by Torbay Council, date tbc)</p> <p>Economic impact study 2019/20</p>

TORBAY CULTURE

BECAUSE IT MATTERS | EST. 2015

ACTIVITY: DETAILED DESCRIPTION	AUDIENCE	BENEFITS FOR PEOPLE	OUTCOME (Great Places)	RESOURCES	COSTS IN PROJECT BUDGET	TIMETABLE	TARGETS & MEASURES OF SUCCESS	METHOD(S) OF EVALUATION
A3. DESTINATION MANAGEMENT								
<p>New strategic Destination Management Group to manage the English Riviera as a whole destination and implement DM plan</p> <p>Cultural tourism products and itineraries</p> <p>New English Riviera website and social media for increased digital presence</p> <p>New cultural tourism marketing collateral and communications, for new website etc</p> <p>Other work to develop skills/ business/ destination/visitor experience.</p>	<p>Torbay's tourism sector</p> <p>Tourists/ visitors</p>	<p>Robust infrastructure for effective, joined up working on destination management, with increased impact by the sector as a whole</p> <p>A strategically effective, respected and well-supported Destination Management Group</p> <p>Successful implementation of years 1-3 of the Destination Management Plan</p> <p>Torbay's cultural offer is defined to target and attract new visitors (including international visitors) and support a year-round offer</p> <p>The appeal of Torbay as a visitor destination will be broader and of higher quality and the visitor experience will be better.</p>	<p>1, 2, 3, 4, 5</p>	<p>Destination Mgmt Plan</p> <p>Destination Co-ordinator</p> <p>Destination Mgmt Group</p> <p>Specialist consultancy for marketing collateral</p> <p>Specialist consultancy for cultural tourism products</p> <p>English Riviera website and social media.</p>	<p>£201,566</p>	<p>YEARS 1-3</p>	<p>An early task of the new Destination Management Group will be to set SMART targets for:</p> <p>Increased visitor numbers and spend</p> <p>Extending the season beyond the school holiday periods</p> <p>Attracting new visitors</p> <p>Attracting investment and reinvestment</p> <p>Ensuring sustainable delivery of marketing activity for the destination</p> <p>Improved quality of accommodation offer</p> <p>Improved infrastructure, parking and retail offer</p> <p>Improved hotel occupancy throughout the year</p> <p>Improved visitor satisfaction results and recommendation rates across all areas</p> <p>Increased number of businesses taking up training opportunities</p> <p>Better connection with education providers and take up of apprenticeships</p> <p>Improving the perception of tourism of a career choice, retaining skills and local talent</p>	<p>Repeat of 2016 South West Research Company baseline study (date tbc).</p> <p>Economic impact assessment 2019/20.</p> <p>Monitoring of Visit England/ Visit Britain trend data e.g. Tourism in England – Key Facts and Trends</p>

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A4: CREATIVE INDUSTRIES BASELINE								
<p>A baseline study on current creative and digital industries in Torbay</p> <p>Options appraisal for creative and digital industry growth in Torbay</p>	<p>Torbay's cultural practitioners and org.</p> <p>Wider creative and digital industries in Torbay TDA (remit for economic dev't in Torbay)</p>	<p>The impact and potential impact of creative and digital industries is more widely understood</p> <p>The case is made for investment in the creative and digital industries</p> <p>TDA have new routes for progressing the economic dev't of Torbay</p>	<p>2, 3, 4, 5</p>	<p>Specialist consultancy advice and support</p>	<p>£10,000</p>	<p>Years 2-3</p>	<p>To be defined in Year 2 action plan</p>	<p>To be defined in Year 2 action plan</p>

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B1: CREATIVE COMMISSIONING 1 – ARTS, HEALTH & WELLBEING								
<p>4 initial arts & health and wellbeing 'test and learn' programmes inc. evaluation</p> <p>Agreed next steps for implementing learning</p> <p>Presentations at stakeholder meetings</p> <p>Advocacy materials to promote cultural commissioning to health sector and partners</p> <p>New arts, health and wellbeing programmes, depending on evaluation of initial 'test and learn' programmes and CCG priorities.</p>	<p>Torbay health sector</p> <p>Torbay's cultural practitioners</p> <p>Torbay residents and patients</p>	<p>Programme participants experience improved physical and mental health and well-being and reduced isolation. Existing and new health sector partners have new, cost-effective routes to deliver the New Model of Care through arts, culture and heritage, and know how and why to commission creative practitioners</p> <p>Creative practitioners are commission-ready and have new routes to be commissioned to deliver their work in the health sector</p> <p>New, self-managed cultural commissions from the health sector, and potentially other sectors, will be possible</p> <p>Residents/patients are able to access effective health and wellbeing interventions through arts, culture and heritage.</p>	<p>2, 4, 5</p>	<p>Arts & health programme manager</p> <p>Arts & health senior programme manager</p> <p>Creative practitioners</p> <p>Advocacy materials</p>	<p>£175,000</p>	<p>YEARS 1-3</p>	<p>Separate evaluation framework designed by project team</p>	<p>Separate evaluation framework designed by project team</p>

TORBAY CULTURE

BECAUSE IT MATTERS | EST. 2015

ACTIVITY: DETAILED DESCRIPTION	AUDIENCE	BENEFITS FOR PEOPLE	OUTCOME (Great Places)	RESOURCES	COSTS IN PROJECT BUDGET	TIMETABLE	TARGETS & MEASURES OF SUCCESS	METHOD(S) OF EVALUATION
B2: CREATIVE COMMISSIONING 2 – CARE HOMES +								
<p>Care homes initial 'test and learn' activities x 2</p> <p>Agreed next steps for implementing learning from the care homes 'test and learn'</p> <p>Options appraisal for developing future commissioning partnerships in new sectors</p> <p>Standard framework for setting up and managing commissions</p> <p>New creative commissioning programmes, depending on evaluation of initial 'test and learn' and partner priorities.</p>	<p>Torbay care homes sector</p> <p>Torbay's cultural practitioners/orgs</p> <p>Torbay care home residents and family members</p> <p>Torbay residents</p> <p>Other Torbay public sector orgs</p>	<p>Care home residents are empowered to engage in creative activity; care home residents and staff have stronger, trusting relationships and agreement on what 'good care looks like'; standard of care in homes across Torbay increases.</p> <p>Partners have new, cost-effective routes to deliver their outcomes through arts, culture and heritage, and know how and why to commission creative practitioners.</p> <p>Creative practitioners are commission-ready and have new routes to be commissioned.</p> <p>Self-managed cultural commissions from the care home sector, and other sectors, will be possible.</p> <p>Torbay residents receive public services through meaningful creative practice.</p>	<p>1, 2, 4, 5</p>	<p>Torbay Council commissioners' time</p> <p>Creative practitioners</p> <p>Steering group meetings</p> <p>Materials produced during 'test and learn' activities, including Residents' Rights Charter</p> <p>Care home sector programme advisor</p> <p>Advocacy materials</p>	<p>£61,500</p>	<p>YEARS 1-3</p>	<p>Separate evaluation framework designed by project team.</p> <p>Aim to forge strategic creative commissioning partnerships with two further sectors by end of programmes, as well as ensuring current partnerships become sustainable.</p>	<p>Separate evaluation framework designed by project team.</p>

TORBAY CULTURE

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ACTIVITY: DETAILED DESCRIPTION	AUDIENCE	BENEFITS FOR PEOPLE	OUTCOME (Great Places)	RESOURCES	COSTS IN PROJECT BUDGET	TIMETABLE	TARGETS & MEASURES OF SUCCESS	METHOD(S) OF EVALUATION
B3: CREATIVE DEV'T OF COMMUNITY SECTOR								
<p>Connect the cultural sector into existing community sector engagement models</p> <p>Stimulate opportunities for creative projects</p> <p>Support the communities and cultural sector to co-design sustainable arts activity.</p> <p>Support creative practitioners to provide a clear offer for referrals through 'guided conversations'</p> <p>Support community builders to ensure that a cultural offer is available to individuals through their 'guided conversations'.</p>	<p>Torbay's residents, with a focus on age 50+</p> <p>Torbay's community and voluntary orgs delivering 'guided conversations'</p> <p>Torbay's cultural practitioners</p>	<p>Vulnerable residents are able to receive effective health and wellbeing interventions through arts, culture and heritage</p> <p>Community and voluntary sector orgs know how and why to refer vulnerable residents to creative practitioners</p> <p>Creative practitioners have new routes to deliver their work in communities through partnerships with community and voluntary sector workers.</p>	<p>1, 2, 4, 5</p>	<p>Agency/ individual to lead the work</p> <p>Staff time attending planning meetings</p> <p>Participants attending training and dev't activities.</p>	<p>£23,000</p>	<p>YEARS 1-3</p>	<p>25% increase in community-driven cultural projects and/or referrals to activities involving culture through Ageing Well Torbay 'guided conversations' scheme</p>	<p>Establish baseline; reassess at end of programme.</p>

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C1: MARKETING AND AUDIENCE ENGAGEMENT								
<p>Digital engagement strategy to make Torbay's cultural offer easily accessible</p> <p>Campaigns to make the most of milestone cultural 'moments'</p> <p>Digital culture magazine</p> <p>Cultural collateral, advocacy materials, on-going digital content, editorial guides</p> <p>'Culture panel' of current & potential audience members for deep insight</p> <p>Definitive database of Torbay's audiences</p> <p>Sustainable means of continuing this work</p>	<p>Torbay residents – existing cultural audiences and people who don't currently engage with culture</p> <p>Torbay's cultural practitioners and orgs</p> <p>Visitors and potential visitors.</p>	<p>More residents feel that arts, culture and heritage is 'for them'</p> <p>Residents and visitors are able to find out about quality arts and culture in Torbay more easily</p> <p>High quality Torbay arts, culture and heritage is more widely known and increases its reach in terms of audience numbers and audience diversity</p> <p>Cultural practitioners gain new insight into local audiences.</p>	1, 2, 4	<p>Specialist consultancy advice and support</p> <p>Collateral, materials and products developed during the project</p> <p>Torbay Culture website and social media channels and any new platforms brought on board during the project.</p>	£108,000	YEARS 1-3	<p>Engagement in digital communications (target to increase by 100% on first three month baseline by end of programme)</p> <p>Increased levels of engagement in arts, heritage and culture by residents – target to increase to national average (77.4% of adults, 2016/17 Taking Part survey) by end of programme</p> <p>Increased profile of Torbay as a cultural centre measured via increased local, regional and national media coverage of culture in Torbay – target three major articles per year by end of programme</p> <p>Sustainability of expanded marketing and audience dev't – target to ensure on-line digital magazine is self-supporting by end of programme</p> <p>Increased cultural tourist visits (target tbc Destination Management Group).</p>	<p>Baseline digital engagement assessment, repeated at end of programme</p> <p>Initial audience study to establish baseline level of arts engagement, repeated at end of programme (see Project C3)</p> <p>Monitoring of regional/national media coverage</p> <p>Taking Part survey 2019/20</p> <p>Establishment of baseline ticket sales/grant income at three sample events/venues – Grinagog festival; Torre Abbey; International Agatha Christie Festival – repeated at end of programme.</p>

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C2: CULTURAL VOLUNTEERS								
<p>Cultural volunteering 'test and learn' programme</p> <p>Cultural Ambassadors Scheme, based on learning from 'test & learn':</p> <ul style="list-style-type: none"> • framework for the recruitment, training, dev't and deployment of local people as volunteers and advocates for culture in Torbay, in person and online • training & dev't activities 	<p>Existing volunteers and potential volunteers</p> <p>Torbay residents</p> <p>Torbay's cultural practitioners and orgs</p> <p>External cultural partners working in Torbay</p>	<p>An increase in quality, networked cultural volunteering opportunities</p> <p>Residents and visitors are able to find out about quality arts and culture in Torbay more easily</p> <p>Torbay's cultural sector has a go-to volunteering resource for our events and festival organisers, venues and practitioners, to ensure that their work is delivered in sustainable and resilient ways</p>	<p>1, 2, 4</p>	<p>Specialist consultancy advice and support</p> <p>Existing volunteer database</p> <p>Existing toolkits and reports on cultural volunteering</p> <p>Marketing and communications support for recruiting volunteers.</p>	<p>£58,400</p>	<p>YEARS 1-3</p>	<p>Numbers of actively engaged volunteers, target to maintain current number (90).</p> <p>Sustainability of scheme beyond life of programme – target to become self-supporting or adopted by alternative organisation.</p>	<p>Count number of volunteers</p> <p>Scheme extends beyond life of programme</p>

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C3: AUDIENCE DATA BASELINE								
<p>Impact study for Situations' The Tale</p> <p>Baseline study, analysis and insight on current levels of cultural engagement</p> <p>Audience profiling</p> <p>Repeat of the baseline study at the end of the Great Place Scheme (as a minimum) to measure progress.</p> <p>Introduce Audience Finder at key cultural venues and orgs (potentially via peer support/dev't programme – see project D2) to ensure continued insight.</p>	<p>Torbay's cultural practitioners and orgs</p> <p>Torbay residents including those who feel culture is not 'for them' Torbay tourism industry.</p>	<p>Creative practitioners and orgs have a good understanding of current audiences and the barriers preventing others from attending</p> <p>Creative practitioners and orgs are able to make more informed decisions about their operations and activity</p> <p>Creative practitioners and orgs increase the reach and impact of their work</p> <p>Residents and visitors benefit from arts, culture and heritage activity that is tailored to their needs.</p>	<p>1, 2, 4</p>	<p>Specialist consultancy advice and support</p> <p>Existing audience data</p> <p>Skills training and dev't (through project D2)</p>	<p>£25,000</p>	<p>YEARS 1-3</p>	<p>All Torbay creative practitioners/orgs understand the importance of ongoing audience research/evaluation by end of programme</p> <p>All cultural programming/ planning decisions in Torbay informed by good understanding of current and potential audiences' needs and wants by end of programme</p> <p>All Torbay creative practitioners/orgs understand the impact of their activities on audiences by end of programme.</p>	<p>Survey of key cultural orgs and practitioners at beginning and end of Great Place Scheme</p>

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D1: NEW MODELS OF GOVERNANCE								
Support to: <ul style="list-style-type: none"> • Paignton Picture House (business planning; Board dev't) • Palace Theatre (new CIC to run venue) • Brixham Town Council (Town Hall heritage complex) • Doorstep Arts (transition to NPO status) • Torbay Culture and Arts Network (sustainable self-mgmt) • Torbay Culture (future models of governance) • other cultural orgs seeking to work in new ways to become sustainable Resources on alternative models. 	Torbay's cultural orgs	Torbay's cultural orgs are more sustainable. Torbay's cultural sector is more resilient as a result. Torbay residents and visitors benefit from a flourishing cultural infrastructure.	1, 2, 4	Specialist consultancy advice and support. Staff time attending board and other meetings. Use of Torbay Culture website to share learning.	£26,000	YEARS 1-3	Years 1-3 Torbay Culture & Arts Network membership grows from 26 to 40 by end of programme; has members from a range of arts & culture sectors – currently primarily participatory practitioners; target to have representation from all art forms Doorstep Theatre – successful transition to NPO status by April 2018 Palace Theatre – successful transition to CIC (target date tbc) Paignton Picture House Trust – effective business and fundraising plans in place, along with appropriate support infrastructure to implement, target Sept 2018 Brixham Town Hall – business plan in place, target Sept 2018 Torbay Culture and resources targets/measures to be set in Years 2/3.	Survey of Torbay CAN members Surveys and interviews with orgs' leaders/boards Survey and interview with consultants.

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D2: SKILLS DEVELOPMENT								
<p>Tailored skills development for Torbay's arts, culture and heritage 'workforce', both those working within orgs and independent practitioners. Informed by conversations with stakeholders, learning from past projects and other projects within the Great Place Scheme.</p>	<p>Torbay's cultural practitioners and orgs</p>	<p>Torbay's cultural practitioners have the skills they need to be effective in their roles</p> <p>Torbay's cultural practitioners and orgs are able to offer peer-to-peer support</p> <p>Torbay's cultural sector is more resilient.</p>	<p>1, 2, 4</p>	<p>Specialist consultancy advice and support.</p> <p>Co-ordination support for Torbay CAN.</p> <p>Staff time attending planning meetings.</p> <p>Use of Torbay Culture website to share learning.</p> <p>Participants attending training and dev't activities.</p>	<p>£40,000</p>	<p>YEARS 1-3</p>	<p>Years 1-3 Torbay CAN is effectively self-managed/ funded by end of programme</p> <p>Key skills gaps within Torbay cultural sector identified and addressed by end of programme</p>	<p>Skills audit of key cultural orgs, stakeholders and practitioners at beginning and end of Great Place Scheme</p> <p>Survey of those participating in skills development activity before and after</p> <p>Survey and interview with consultants.</p>

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D3: "GREAT PLACE" EVALUATION								
<p>Overall evaluation of Torbay's Great Place Scheme and the sharing learning.</p> <p>A. Shaping Place: Economic impact study 'Pride of Place' study</p> <p>B. Changing Lives: Social impact study</p> <p>C. Engaging Audiences: Data and insight gathered through the Audience Data Baseline project (C3)</p> <p>D. Building Resilience: Audit of key cultural orgs/venues 'health' and resilience.</p>	<p>Torbay's cultural practitioners and orgs</p> <p>Torbay strategic decision-makers</p> <p>Funders</p>	<p>Torbay's cultural practitioners share in the learning from the Great Place Scheme and have resources for ongoing advocacy for the sector</p> <p>Torbay's strategic decision-makers understand the impact of arts, culture and heritage in shaping the local area and their outcomes</p> <p>Funders understand the impact of their investment in Torbay.</p>	4, 5	<p>Specialist consultancy advice and support</p> <p>Existing data and reports</p>	£10,000	YEARS 1-3	<p>Performance against Great Place Scheme objectives understood and widely disseminated by end of programme.</p> <p>Torbay's strategic decision makers understand the contribution that culture is making towards achieving Torbay's strategic objectives and continue to support the maintenance and development of a strong cultural infrastructure.</p>	Partner/stakeholder survey

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D3: "GREAT PLACE" EVALUATION								
<p>Start-up, delivery and oversight of the Great Place Scheme. Posts/ roles/support:</p> <ul style="list-style-type: none"> • Executive Director • Great Place Scheme project manager (full time, fixed term October 2017 to June 2020) • Comms support • Business administration support • Office/management overheads • Working Party • Torbay Culture board. <p>Outputs include:</p> <ul style="list-style-type: none"> • Job descriptions • New roles • Contract briefs • Project plans • Budgets • Meetings • Progress reports. 	<p>Torbay Great Place Scheme stakeholders</p>	<p>Great Place Scheme investment is well-managed, for maximum impact and value for money.</p>	<p>N/A</p>	<p>Staff time, meeting rooms, office/desk space and equipment</p>	<p>£212,359</p>	<p>YEARS 1-3</p>	<p>Successful delivery of projects within stated timescale and budget.</p>	<p>Staff appraisals</p> <p>Delivery of contract outputs/ milestones</p> <p>Feedback from Great Place Scheme funders.</p>