

Title	<b>Torquay Pavilion Options Appraisal Brief</b>
Project	<b>TORQUAY PAVILION RESTORATION &amp; REUSE</b>
Commissioner	TORBAY COUNCIL
Contract period	September 2025 – February 2026
<b>Closing date for submissions</b>	<b>Midnight, Sunday 31<sup>st</sup> August 2025</b>
Client contact	Dr Rachael Kiddey: <a href="mailto:rachael.kiddey@torbay.gov.uk">rachael.kiddey@torbay.gov.uk</a> / 07350 376730

## 1. Introduction

### 1.1 Torbay's Cultural & Heritage Development: Torquay Pavilion Restoration & Reuse

Torbay Council wishes to recruit a consultant to undertake an Options Appraisal for its Grade II listed Torquay Pavilion. The Pavilion is one of Torbay's most treasured listed buildings, cherished by residents and admired by visitors alike. Built in 1910, the Torquay Pavilion was not intended to still stand, over a century later, but its rich history and special place within Torbay's cultural identity recently led the Council to take the building back, as an architectural keystone in delivering culture and heritage-led regeneration across Torbay. While significant interest in the Pavilion has been received from several commercial operators, the Council wishes to commission an Options Appraisal to explore and evaluate a variety of self-sustaining end-uses which prioritise long-term sustainability, commercial viability, public access, and enjoyment.

There is a maximum budget of £30,000 for this work. Funds for this Options Appraisal have been made available by Heritage Fund, Arts Council England, and Torbay Council.

### 1.2 Background

We want to strengthen and support Torbay's cultural and heritage sector and increase public access and participation. This heritage focused scheme would build upon previous success to deliver a vibrant cultural and heritage offer across Torbay, including the Cultural Development Fund from the Department for Digital, Culture, Media & Sport (DCMS) for Paignton, the National Heritage Memorial Fund and Arts Council MEND grants for Torre Abbey (Torquay), and the National Lottery Heritage Fund resilience grant for Oldway (Paignton). Finding long-term, sustainable uses for these and other heritage assets complement our ambition to celebrate and increase engagement, from residents and visitors, with our UNESCO Global Geopark designation (one of only 255 in the world).

Applicants are strongly advised to consult [Torbay Council's Community & Corporate Plan](#), together with the [Torbay Heritage Strategy](#), which offers eight publicly chosen themes through which our unique heritage may be explored. These include:

- Geology
- Early humans

- Monastic and mediaeval
- Agricultural life
- Napoleonic
- Trawling
- Golden age of the reports
- Dame Agatha Christie CBE and Writers on the Riviera

## 2. Scope of Work

To undertake an Options Appraisal for future sustainable redevelopment of the Torquay Pavilion.

Three main themes for investigation are:

- **Desirability** - the degree to which each option meets the strategic objectives and priorities of stakeholders (listed below).
- **Viability** - the degree to which each option is financially viable, sustainable in the long term, and appropriate for architectural heritage of this calibre, especially given the Council's desire for a high degree of public access and enjoyment.
- **Feasibility** - the degree to which each option can be implemented and the model of public/private partnership working necessary to achieve the aim.

The Options Appraisal should include:

- **Market analysis** of the wider context in which the future delivery model will sit within the context of Torbay.
- **Development of a set of criteria** which allow each option to be consistently tested and a clear understanding of how important each criterion is, with a well-defined scoring mechanism.
- **Stakeholder Engagement** with local resident and community groups, key Council officers and Councillors (tasked with renovating and regenerating Torquay Pavilion), the Torbay Place Board and the Torquay Place Board, the International Agatha Christie Festival Board, the English Riviera BID company, Doorstep Arts (an NPO that works with young people), the Destination Management Group, the Culture & Heritage Forum, the Creative Industries Steering Group, the Heritage Places working group, the Artizan Collective staff and community participants (leading on a creative programme of public engagement around the Pavilion), the Save the Pavilion community group, and the Victorian Society (which has named Torquay Pavilion among its top ten endangered buildings, 2025). On awarding this contract, the successful consultant will be given details of the commercial proposals received by the Council and engagement with these proposals is required.
- **A shortlist of no fewer than five options** with the top three options developed in detail for deeper consideration.
- **Objective Scoring:** Each of the top three shortlisted options must be scored against criteria, by a group of stakeholders (identified above) with different perspectives, to ensure neutrality to the process. Comments and points of discussion during the scoring exercise must be recorded and given to the Council as an appendix to the final report.

- **Identify the preferred option:** following the objective scoring and discussion, each of the top three options will have an overall score. The single top scored option must be further developed and a rationale provided for why it is the preferred option.
- **Recommendations to be taken forward as a business case**

### 3.1 Key Deliverables

- Market analysis
- Stakeholder engagement activities and interviews (in person and online)
- Development of scoring criteria
- List of at least five options
- Shortlist of top three options to be undertaken in public or recorded and made public, to include individuals and/or organisations with different perspectives
- Final Report: Top scoring option to be further developed, with rationale provided for why it is the preferred option; to include recommendations for model of delivery, necessary partnerships, and data useful in furthering a strong business case.

### 3.2 Outcomes

- A viable and sustainable business plan for the restoration and repurposing of Torquay Pavilion, which will improve the overall cultural and heritage tourism offer of Torbay Council

## 4. Fee and contractual requirements

Our maximum budget for this contract, including expenses, is **£30,000** inclusive of VAT. The fee would be paid at intervals according to an agreed delivery plan on receipt of invoices. The Contractor is required to have relevant insurances in place including Professional Indemnity and Public Liability Insurance to the value of £5,000,000 and, if appropriate, Employers' Liability Insurance as required by law. On appointment, the contractor will need to provide a statement about how they manage personal data to GDPR standards. Please note, if they are unable to perform the services themselves, the successful contractor will be expected to provide (at their cost) a suitably skilled and qualified substitute to perform the services on their behalf to comply with the terms of the contract. The substitute must be able to meet all the criteria of this brief and be approved in writing by Torbay Council.

## 5. Outline project timeline - *dates are given as a guide only and may be subject to change*

Activity	Description	Dates (estimated)
Contract start date	Inception meeting	September 2025 (exact date TBC on appointment)
Contract delivery	Activity will take place, timings to be determined in consultation with partners	September 2025 – February 2026

Review meetings	Regular review meetings with Torbay Council's Strategic Lead for Culture & Heritage, Rachael Kiddey	To take place monthly
Activity conclusion	Activity on the ground scheduled to conclude Summary report for Torbay Council and partners	December 2025  January 2026
Contract concludes	Final report to Torbay Council (copied to Arts Council England and the Heritage Fund)	February 2026

## 6. Submission and selection process

### 6.1 How to apply

Please submit proposals of maximum 5000 words to Torbay Council's Strategic Lead for Culture & Heritage, Dr Rachael Kiddey – [rachael.kiddey@torbay.gov.uk](mailto:rachael.kiddey@torbay.gov.uk) - by midnight on Sunday 31<sup>st</sup> August 2025.

Proposals should include:

- details of how this work would be approached and undertaken
- evidence of having undertaken Options Appraisals previously and ideally, in locales with similar demographic and socioeconomic challenges to Torbay
- evidence of having excellent knowledge of the challenges and opportunities related to listed heritage buildings
- a timeline to delivery
- budget, broken down into separate work packages and time allocated to each part

#### Documents to consult:

- Torbay Council's Community & Corporate Plan
- Torbay Council's Heritage Strategy, 2020-2026
- English Riviera Destination Management Plan
- Local Plan for Torquay
- Torquay Harbour Conservation Area Appraisal

### 6.2 The application will be scored as follows:

Evidence of relevant experience and ability to undertake evaluation	40%
Indication of capacity and flexibility to meet the needs of the brief	40%
Value for money, indicated by budget and approach	20%

### 6.3 Selection process and timetable – this may be varied by mutual consent if required

Activity	Description	Dates
Brief issued		15/07/2025

Closing date for submissions	Applications to be sent by email to <b>rachael.kiddey@torbay.gov.uk</b>  Please state ' <b>CONFIDENTIAL – Torquay Pavilion Options Appraisal</b> ' in the title of the email	Midnight, Sunday 31 <sup>st</sup> August 2025
Shortlisting	Submissions will be evaluated against the brief and shortlisted by a panel tbc	By 10 September 2025
Interview	Shortlisted applicants may be invited to interview via MS Teams.	During the week of Monday 15-19 September 2025
Contract award and kick-off meeting		Expected in late September 2025 - date to be finalised



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