

English Riviera Destination Management Plan 2017-2021

Destination Management Group

Terms of Reference

1. Background

The English Riviera Destination Management Plan 2017-2021 *Delivering a Prosperous and Healthy Torbay*, replaces the previous Tourism Strategy and aims to provide a shared approach between key stakeholders to effectively manage tourism for the whole destination.

Focussing on developing a successful visitor economy, the DMP presents clear priorities and actions for the different stakeholders involved to take the destination forward. The Plan aligns collaborative effort, reducing duplication and maximising local investment. This collective effort and shared responsibility is an approach supported by VisitBritain VisitEngland.

2. Purpose

To take the DMP forward, the Destination Management Group (DMG) has a joined-up approach for tourism, working in partnership for the destination with the shared vision to develop the English Riviera's visitor economy.

The DMG will collectively drive the DMP forward to ensure the Plan's overall Objective is achieved:

To strengthen and develop the English Riviera's tourism offer.

More specifically to:

- Increase year round growth in visitor numbers (UK and International)
- Extend the current season beyond the school holidays
- Attract new visitors (UK and International)
- Increase visitor spend
- Attract investment and reinvestment
- Ensuring sustainable delivery of marketing activity for the destination
- Raise level of skills in the sector

By working in partnership and maximising linkages between partners, the DMG work's to achieve the Plan's outcomes through a series of targeted actions and priorities.

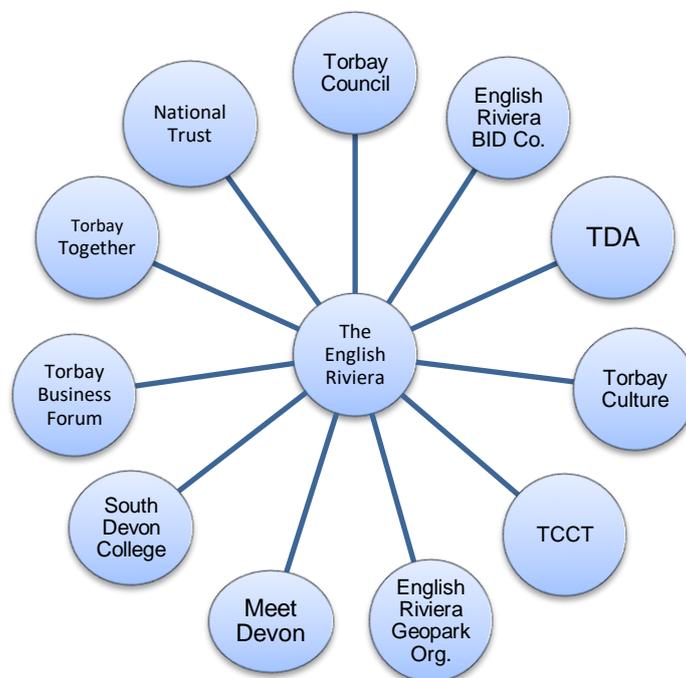
Lead partner organisations will hold responsibility for developing and implementing focused and measurable plans to achieve their lead action of responsibility.

Working collaboratively, the DMG are the custodians of the destination setting out how we can respond to challenges facing industry and responding to and influencing government policy.

The DMG will take a collective role to identify new funding sources for tourism, working together with industry to support the growth of the visitor economy. The DMG links with 'Torbay Together' and will feed into this group, strengthening the collective voice to develop the visitor economy.

3. Membership

Members of the DMG will bring organisations together across all sectors, representing the whole destination to effectively develop and promote the English Riviera. The leading partner organisations are:



Partner Organisation	Representative
Torbay Council (including Tor Bay Harbour Authority and TOR2)	<ul style="list-style-type: none"> Kevin Mowat, Director of Place Adam Luscombe, Strategy and Project Management Spatial Planning
Torbay Council, Executive Lead for Tourism	Cllr Swithin Long
English Riviera BID Company	Carolyn Custerson, CEO
TDA	<ul style="list-style-type: none"> Alan Denby, Director of Economic Strategy Rebecca Davies, Senior Economic Development Officer (DMG support)
Torbay Culture	Martin Thomas, Director (DMG Vice Chair)
Torbay Coast & Countryside Trust	<ul style="list-style-type: none"> Damian Offer, CEO Alan Tyerman, Chair Board of Trustees
English Riviera Global Geopark Organisation	Nick Powe, Chair ERGGO
Meet Devon	Nicky Harding, Director
South Devon College	Lynn Stephens, Head of Sport, Leisure and Hospitality (DMG Chair)
Torbay Business Forum	Steve Reynolds, Chair TBF
Torbay Together	Jim Parker, Chair TT
National Trust	Gary Calland, General Manager

The DMG is a collective partnership, all partner organisations are required to attend all DMG meetings. Should a representative be unable to attend a meeting, they must send a deputy in their place. If a partner organisation is absent from three meetings, their membership will be reviewed by the Chair.

Note: Additional members may also be identified and invited to join the DMG as the Plan develops.

4. Outcomes and Monitoring Progress

Through focused and managed plans, DMG partners will work to achieve the Plan's Outcomes:

- Increased visitor number and spend (UK and International)
- Extending the season beyond the school holidays
- Attract new visitors (UK and International)
- 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 as a career choice, retaining skills and local talent

Monitoring and measuring progress will be recorded and co-ordinated by TDA.

5. Support

To facilitate the Plan and enable new collaborative relationships, support for DMG partner organisations is available from TDA. This will include developing action plans, one to one meetings, collating and measuring progress and co-ordinating DMG meetings.

6. Authority

The DMG is a strategic collective group with a shared vision and interest in the management of the destination to develop the visitor economy. The group has no executive powers, other than those responsibilities designated in the Destination Management Plan.

When decisions are needed to be made, the DMG will reach them by a consensus vote. Where required, the Chairperson will have the casting vote.

A Chairperson and Vice-Chair will be reviewed annually and will be independent of Torbay Council.

7. Frequency, Venue and Nature of Meetings

During Covid-related times the DMG will meet on a six weekly basis (reviewed ongoing), where actions and progress will be discussed. The meetings will be hosted online and documents will be shared to encourage efficient ways of working.

The meetings are an open platform for partners to discuss opportunities, barriers and sharing of best practice in a safe environment.

Consideration will be given to other meetings/memberships which partners may be involved with, so not to overlap or duplicate, but to enhance involvement.

8. Review of Terms of Reference

The terms of reference will be reviewed and agreed on first meeting; and annually thereafter.