

**Meeting: Overview & Scrutiny**

**Date: 10 October 2018**

**Wards Affected:**

**Report Title:** Destination Management Plan 2017 - update

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## **1. Purpose and Introduction**

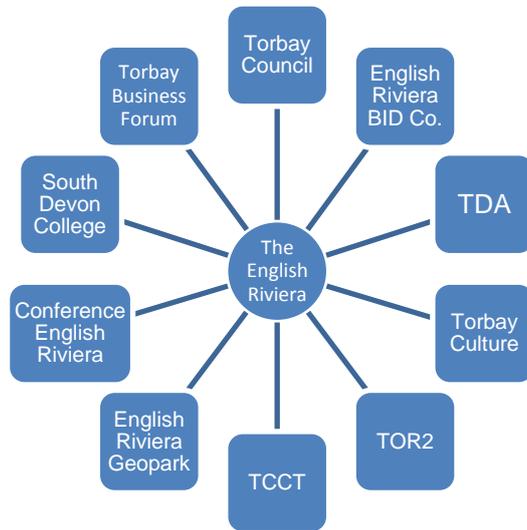
1.1 The English Riviera Destination Management Plan (DMP) 2017-2021 *Delivering a Prosperous and Healthy Torbay*, replaces the previous Tourism Strategy 2010-2015 and aims to provide a shared approach between key stakeholders to effectively manage tourism for the whole destination.

1.2 The Plan seeks to align collaborative effort from partners across public and private sectors by setting out a series of agreed actions, to be delivered with local stakeholders through the new Destination Management Group (DMG). The DMG has the shared vision to develop the English Riviera's visitor economy by achieving the Plan's outcomes:

- Increasing visitor numbers and spend
- Extending the season beyond the school holiday periods
- Attracting 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 of a career choice, retaining skills and local talent

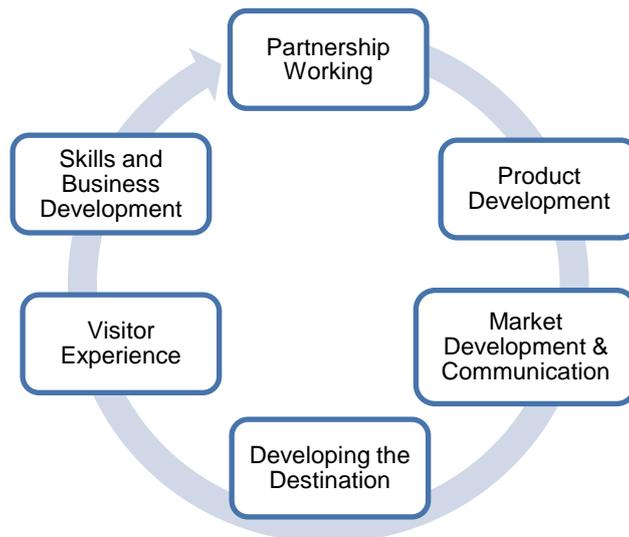
## **2. Destination Management Group**

2.1 Taking the DMP forward, the new 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 ten leading partner organisations are:



Partner Organisation	Representative
Torbay Council (including Tor Bay Harbour Authority)	Kevin Mowat
Torbay Council, Executive Lead for Tourism and Harbours	Cllr Nicole Amil
English Riviera BID Company	Carolyn Custerson (Chair)
TDA	Alan Denby
Torbay Culture	Kate Farmery
TOR2	Pete Woodhead
Torbay Coast & Countryside Trust	Damian Offer
English Riviera Global Geopark Organisation	Nick Powe
Conference English Riviera	Nicky Harding
South Devon College	Matt Burrows
Torbay Business Forum	Steve Reynolds

2.2 By working in partnership and maximising linkages between partners, the DMG will work to achieve the Plan’s outcomes through a series of targeted actions and priorities. The Plan’s six priorities are all connected to ensure the success of English Riviera’s visitor economy:



2.3 Lead partner organisations will hold responsibility for developing and implementing focused and measurable plans to achieve their lead action. An example of a project currently being developed by TDA, in partnership with the ERBIDCo, is the provision of business support for tourism businesses (action 25). Through a targeted campaign commencing in September, we are promoting the benefits of a free ERDF funded programme, focusing on developing digital skills to enable business growth. The campaign will launch with an event at the Riviera International Conference Centre on 26<sup>th</sup> September, followed by tailored workshops and one to ones.

2.4 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 also 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 the strategic partnership 'Torbay Together' and will feed into this group, strengthening the collective voice to develop the visitor economy.

### **3. Progress**

3.1 The Destination Management Group is now established. Supported by TDA, providing resources to co-ordinate and facilitate the Plan's implementation, conducting one to one meetings to develop action plans, identifying opportunities and forging new working partnerships. This summary reflects the work undertaken March-June 2018.

- First DMG meeting held on 7<sup>th</sup> June, Terms of Reference have been agreed and the Chair elected for the next 12 months.
- Quarterly meetings are scheduled for the year ahead: 20<sup>th</sup> Sept, 6<sup>th</sup> Dec 2018, 14<sup>th</sup> March and 6<sup>th</sup> June 2019.
- The format and structure of meetings will focus on strategic issues, maximising opportunities and linkages with partners.
- One to one meetings have been held with all ten DMG Partners to re-engage with the Plan, its objectives, approach and commitment required.
- Introductions have been made for new partnerships and working collaborations opportunities. E.g. business and cultural tourism.
- Three action plans are in place and project work underway (business support programme, cultural tourism offer and apprenticeships), a further three action plans are expected to be in place over the next quarter.
- Creation of a new benchmarking spreadsheet bringing together what data is available to us, from a variety of sources, to help measure success against the DMP outcomes. This is a complex cross referencing document which will be reviewed by the DMG.
- Prioritisation and action plan review will be agreed at the next (Sept) DMG meeting.

### **4. Partnership working**

4.1 As stated throughout, partnership working and making the most of our resources is essential for the Plan's success and developing the visitor economy. Working together collaboratively to deliver the DMP is an ongoing key focus and priority of TDA and the DMG. This proactive approach of one to one meetings, establishing new collaborations and quarterly DMG meetings will ensure we effectively take the Plan forward.

## **Appendices**

Destination Management Plan with Action Plan

Destination Management Group Terms of Reference