

# 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 new Destination Management Group (DMG) will have 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 will work 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.

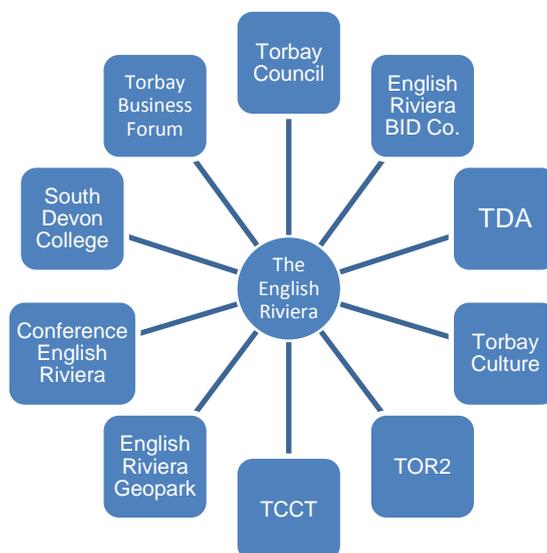
Working collaboratively, the DMG are the custodians of the destination setting out how we can respond to challenges facing industry and responding to and influencing government policy.

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)	Kevin Mowat
Torbay Council, Executive Lead for Tourism and Harbours	Cllr Nicole Amil
English Riviera BID Company	Carolyn Custerson
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

The DMG is a collective partnership and 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 will be chosen at first meeting (initially chaired by Torbay Council) and will be independent of Torbay Council, and reviewed annually.

## **7. Frequency, Venue and Nature of Meetings**

The DMG will meet on a quarterly basis, where the actions and progress will be discussed. The venue, where possible will rotate around Partner locations.

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.