

## Commissioning Brief

Title	Cultural Tourism: Destination Management		
Project	Great Place Scheme - Destination Management	Project reference	A3
Commissioner	Torbay Culture		
Contract period	July 2018 – March 2020		
Deadline for submissions	1:00pm, Monday 9 July 2018		
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### 1. Background

Torbay adopted a new ten year [Cultural Strategy](#) in 2015 and partners across the destination are working with [Torbay Culture](#) to transform cultural provision and engagement in the region. With support from Arts Council England and a recent grant of £1.2m from the new [Great Place Scheme](#), we are investing heavily in our cultural infrastructure and heritage assets to ensure that everyone living, working and visiting the English Riviera 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.

We believe that arts, culture and heritage has the power to transform communities and change lives. This is the vision of the Great Place Scheme, that Torbay has a thriving, sustainable, valued and high quality cultural offer that is embedded in all parts of life. ‘Shaping Place’ is one of the four strands of Torbay’s Great Place Scheme, delivering work that is designed to animate, improve, re-imagine and re-generate different spaces and places across the destination. Destination Management is one of four projects within the ‘Shaping Place’ strand.

In 2017, Torbay adopted a new, [English Riviera Destination Management Plan 2017-2022](#). The DMP adopts a shared approach between key stakeholders to effectively manage tourism for the whole destination and sets the framework for the ongoing development of the English Riviera visitor economy. The Plan aligns collaborative effort by setting out a series of agreed actions, to be delivered in partnership with local stakeholders through the (new) Destination Management Group.

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

Our tourism industry is worth £450m and provides 21% of our jobs. Yet the DMP highlights an over-reliance on repeat visitors (87%) and a sharp drop off in visits outside of peak season. The Plan identifies the need to expand our visitor base (UK and International), with cultural tourists as a key new market. To do this, we must address the gap between what people *want* and what they *expect* to find in the English Riviera. We know that two thirds of non-visitors seek heritage, history and culture, but only half think they will find it here (South West Research Company 2016). As a coastal destination, we need to grow and widen audiences for arts, culture and heritage, sharing with visitors what makes the destination unique. For example, Agatha Christie has global literary appeal, how can we make the most of this asset? The English Riviera UNESCO Global Geopark is fairly well known by visitors (approximately a third of all visitors in the 2016 survey), yet people still don't know what this means with 40% wanting to find out more - how can we maximise this interest?

We also have a rich heritage of significant figures across literature, arts, scientific discovery and exploration – yet potential cultural visitors do not associate the area with this heritage. Equally, the area's internationally significant geological landscape, coastline and its potential for leisure pursuits and well-being are underexplored. We need our products to be better defined, giving new life to them. How do we best do this?

## **2. Key outputs and activities**

We are seeking to appoint an individual/organisation to support us in developing the English Riviera's cultural tourism offer, helping us to develop an all year round destination and attract a new type of visitor (domestic and international).

This piece of work will support Torbay Culture, TDA and the English Riviera BID Company in delivering actions of responsibility within the Destination Management Plan. With cultural tourism being a wide market, we are looking for practical, realistic and sustainable recommendations to help us identify what we have that is of interest to the cultural tourist; making us more visible and appealing, which will also benefit existing visitors and residents (we want to complement and enhance, not alienate); how can we best package these assets and attract a new type of cultural visitor to the destination.

Whilst we want to have a flexible approach, we would like the following to be considered as a structure for the work:

1. An audit and review of the current situation to identify what the English Riviera has to offer the cultural visitor – i.e. a mapping exercise of the destination's cultural and heritage tourism products/assets; to then identify where the opportunities and also where the gaps are (particularly outside of peak season). This audit should identify products, places, resources, people and themes, to capture all of our assets (informed by destination management research, Creative Tourist Consults' 2016 study, theshorely.com and our own developing 'cultural wheel').
2. Who is our cultural visitor? Help us to identify, define and measure who our cultural tourist is and how we can better engage with them; how we can match what we have to meet their needs; how can we differentiate ourselves from other cultural destinations.
3. Make recommendations for how we can best use our existing assets to attract new cultural visitors. This can include reference to best-practice, aspirational coastal destination case studies from comparable destinations that have achieved significant impact and growth of cultural tourism. We would like to hear about exciting, innovative and sustainable solutions to enable us to maximise our cultural tourism opportunities, putting us on the cultural visitors' map!
4. Working with partners to create a new framework of at least 10 English Riviera cultural tourism products, this can be re-packaging/re-imagining of our existing assets or from the creation of new products, including:
  - immersive experiences
  - trails – people, place, themes
  - itineraries
  - guides
  - events (this connects into another thread of the Great Place Scheme, led by our Creative Director)

Available resources, funding, distribution/promotion, potential partners and other opportunities to further develop destination products should be considered, given there is no additional budget.

We would like to develop products that have both domestic and international appeal with international markets, specifically to include German, Dutch and the US (Mayflower 2020), aligning with the ambitions of the [English Riviera BID Business Plan 2017-2022](#).

We recognise the need to present 'suggestions' for the cultural visitor and what they can do and experience here – getting the 'hook' right and making the most of digital opportunities on the [English Riviera website](#) and [The Shorely.com](#). We would recommend on how we can best present products to attract new cultural visitors and maximise opportunities on partner

websites. For example, exploring the following approach ‘top 5 hidden gems you must see’, ‘Top 10 culture spots to see/do’, ‘36 hours on the English Riviera...go!’, ‘the ultimate Geopark trip’ etc.

### 3. Objectives and outcomes

Cultural tourism development is a key part of the Great Place Scheme and Destination Management Plan, this work will specifically support the delivery of actions and achieving the outcomes of the DMP:

- Define Torbay’s cultural offer to target and attract new visitors; develop new compelling itineraries making the most of cultural assets including Agatha Christie and UNESCO Geopark, and further explore opportunities in this new market; further supporting the all year round offer and attracting international visitors. (Action 5)
- Develop a range of itineraries and experiences to exploit new opportunities and satisfy the needs of new visitor markets; Develop compelling new itineraries and targeted marketing messages to attract new Domestic and International visitors, as well as re-engaging with lapsed/non visitors; including quality food and drink, history heritage and culture, natural assets and outdoor experiences/activities. (Action 6)
- Develop the UNESCO Geopark offer to maximise visitor interest and increase new International and Domestic visitor markets. The offer should be accessible online, reflecting visitor trends, defining how both visitors and residents can benefit; further supporting product development and the English Riviera’s all year round offer. (Action 10).

### 4. Key Relationships

The appointed individual/organisation will work closely with other members of the Great Place project team, notably the [Destination Management Co-ordinator](#), [Creative Direction](#) Lead, [Marketing and Communications](#) Lead and [English Riviera BID](#) Company Chief Executive.

To deliver this programme of work, we expect the contractor to have credible knowledge and experience of cultural tourism with a creative approach.

Please note: in order to comply with the terms of the contract, the successful contractor will be expected to provide (at their cost) a suitably skilled and qualified substitute to perform the services on their behalf in the event that they are unable to perform the services themselves. The substitute must meet all of the criteria of this brief and be approved in writing by the TDA.

### 5. Great Place Scheme goals

Ultimately, this element of the Great Place Scheme will contribute to three of the five Great Place goals:

- 1) Everyone has the opportunity experience and be inspired by culture
- 2) Local area is a better place to live, work and visit
- 3) Local economy is boosted

## 6. Outline project timeline

To be presented in proposals, to be delivered within the Great Place Scheme project timeframes and by March 2020.

## 7. Fee

Our total budget for this piece of work is £22,500 (including VAT and expenses). The agreed fee would be paid in phased installments, to be agreed at the outset. Note that on receipt of invoice, TDA has a 30-day payment policy.

## 8. Submission and selection process

Applicants should apply to [rebecca.davies@tda.uk.net](mailto:rebecca.davies@tda.uk.net) detailing over no more than three sides of A4;

- Their approach and how they can meet the requirements of the brief
- Relevant examples of previous work experience
- How they will plan and deliver the work
- How they will work with others
- Their capacity to meet the brief and deliver
- Outline of costs
- Name of applicant, role/position, company name, company address, company registration number (where applicable) and company legal form. Please state clearly whether a limited company, partnership, sole trader trading under own or another name, etc.

Please also supply a company/individual CV. Please note that applications will be judged primarily on quality and value to the project, price being a secondary (though important) consideration.

## 9. Selection process and timetable

Activity	Description	Dates
Brief issued	By email	25 <sup>th</sup> June 2018
Closing date for submissions	Applications to be sent by email to <a href="mailto:rebecca.davies@tda.uk.net">rebecca.davies@tda.uk.net</a>	1pm, 9 <sup>th</sup> July 2018
Shortlisting	Submissions will be evaluated against the brief and shortlisted by a panel	w/c 9 <sup>th</sup> July 2018
Presentations	Shortlisted applicants are invited to present to the selection panel in Torbay and respond to questions from the panel.	w/c 16 <sup>th</sup> July 2018
Contract award		By 19 <sup>th</sup> July 2018

These dates are given as a guide only and may be subject to change by Torbay Culture/TDA.