

THE MARINE TOURISM DEVELOPMENT GROUP

TERMS OF REFERENCE

23rd February 2016

1. PURPOSE

The **Marine Tourism Development Group** (MTDG) was formed in 2014 to bring together key figures from the private and public sectors to drive collaboration and alignment across the marine tourism sector. It is principally charged with developing and delivering an industry-led strategy for the marine tourism industry in Scotland (Awakening the Giant) but the group also performs a number of other inter-related leadership functions. These include:

- Strategic - to articulate a vision for the sector; develop, implement and monitor an industry strategy including the setting of industry growth aspirations and measuring performance.
- Tactical - to help manage immediate opportunities and challenges.
- Communication and engagement – with wider industry; within sub-sectors and across the marine tourism sector.
- Collaborative - to foster networking and pursue alignment with collaborative working across industry, academia, and other public sector agencies.
- Advisory – with deep current knowledge of the sector; a global perspective; and significant input to the evidence base.

2. REMIT- The MTDG will focus upon:

- Supporting the ongoing development, delivery and maintenance of a robust forward-looking strategy for the marine tourism industry in Scotland with a focus on transformational change and which includes a clear vision, objectives for growth and a set of quantifiable outcomes and impacts.
- Ensuring industry ownership of - and input to - the strategy with identification of the actions required to deliver the strategy and the respective roles of industry and Government.
- Regular monitoring and review of the strategy objectives, outcomes and impacts (growth targets).
- Maintaining a robust national/international perspective, informed by a strong sense of global trends, issues and niche opportunities where the industry in Scotland can develop competitive advantage.
- Ensuring it has the ability to engage with (and be a voice for) the wider industry.
- Articulating a clear link between the sector's ambition and the National Tourism Strategy (TS2020) and the Government Economic Strategy.
- The MTDG is not a delivery body nor a body that can sanction, endorse or represent the interests a specific proposed project or development.

3. DEFINITION

The marine tourism industry is defined as detailed in the Awakening the Giant Scottish Marine Tourism Strategy published March 2015, namely:

Marine Tourism includes those recreational activities which involve travel away from one's place of residence and have the marine environment or inland waters/waterways as their host or focus.

It is important to note that this definition includes both tourists (overnight) and visitors (day trip). As a consequence a parallel definition for coastal tourism also emerges, where coastal is described as the land that abuts the above definition of marine tourism; and a key element of the Strategic Framework will be to ensure and maximise the linkages with coastal tourism to maximise the visitor offering and experience, and the economic impact of marine tourism.

Coastal Tourism includes those recreational activities which involve travel away from one's place of residence which have the land that abuts the marine environment or inland waters as their host or focus.

Established

- Cruising
- Sea angling
- Marine wildlife watching
- Day Boat Trips

Core

- Sailing (yacht & dingy)
- Motor boating
- Emerging
- Sea kayaking
- Coastal Rowing

- Surfing
- Windsurfing

Other examples

- Canal boats
- SCUBA diving
- Water-skiing
- Kite-surfing

4. STRUCTURE

The SMTDG will have a structure with the following parts:

- MTDG (industry leadership and overall strategy)
- Sub Groups or approved lead body as agreed by the MTDG (to drive delivery in priority areas)
- Project Manager to co-ordinate and when appropriate represent and lead on the development of key themes and priorities.

The MTDG will have between 10 and 15 members with high level industry involvement and will have the following characteristics:

- Represents the marine tourism industry in Scotland
- Has access to international experience through individual experience

- Has close links to influential trade, regulatory and skills bodies
- Manages industry, stakeholder and partner expectations
- Promotes its role widely across the industry to increase awareness
- Has sufficient resources to deliver and coordinate key actions
- Meets frequently with implementation / topic groups meeting frequently
- Encourages equitable membership by gender, race, disability and age
- Can articulate present and future industry demands
- Chaired or co-chaired by an industry leader
- Has a good spread of representation across the business sectors within marine tourism and spatially across Scotland
- The MTDG and Project Manager are not delivery bodies in themselves.
- MTDG and will have appropriate representation of public sector bodies in the workings of the group and Sub Groups.

Sub Groups

The MTDG may appoint Sub Groups as is seen to be necessary to drive delivery in priority areas and to undertake specific tasks on behalf the MTDG. These groups will be responsible for considering, advising on and/or implementing specific opportunities, proposition and activities. Each Sub Group will report directly to the MTDG. The composition of, appointments to and the remit of each Sub Group will be determined and documented by the MTDG.

Likewise the MTDG may appoint a lead body/representative organisation to lead on its behalf on a specific initiative if it is seen to be the most effective vehicle to progress the aims and interests of the MTDG and the Strategy.

Project Management and Secretariat

A Project Manager (PM) will be appointed whose role will be to co-ordinate, progress and report upon an agreed delivery programme against the objectives set within the Strategy. The PM will report to the CEO of the Scottish Tourism Alliance and or chair of the MTDG. The prioritisation of time and resource will be determined by the MTDG with the final sanction resting with the chair.

The PM will liaise with the STA National Strategy Co-ordinator and other key individuals within the overall TS2020 delivery mechanisms.

A Secretariat will provide secretarial and administrative support to the MTDG and will be provided by staff members of the STA Ltd. Secretariat to any individual Sub Groups will be determined and agreed on a case by case basis having regard to the nature and purpose of that Sub Group and availability of resource, and may be provided by STA Ltd.

The current membership of the MTDG is attached as Appendix B.

5. EXPECTATIONS OF MEMBERS

Representative bodies/organisations recognised as eligible members of the MTDG will hold one place on the MTDG. There will be provision for alternate members or for deputies to attend meetings when private sector members are unable to attend. Such alternative attendees should be advised to the chair as early as possible prior to MTDG meetings. Industry members are appointed as representatives of companies or organisations. Any alternate representatives should hold a senior level position within a Scottish based organisation involved in the marine tourism industry.

Members would be expected to:

- regularly attend over 75% of MTDG meetings
- act as ambassadors for their sector
- on occasion represent the MTDG at key meetings or events.

Communications

Members will at times be asked to comment on marine tourism matters. The preferred course of action is that such comment is passed to the Project Manager or the Chair to co-ordinate and respond to on behalf of the MTDG. Should the occasion require an immediate response the member should do so on a personal basis and not on behalf of the MTDG.

Minutes of MTDG meetings will be posted, after approval, to the STA website at <http://scottishtourismalliance.co.uk/marine-tourism/> Other documents of relevance to the work of the MTDG and Strategy will be also be posted to this page. Each member should signpost to this page whenever possible when referring to their work as a member of the MTDG.

6. APPOINTMENTS AND TERM OF OFFICE

Chair

The position of chair will be mutually agreed by the MTDG members. Whilst carrying out the role of chair the person must maintain a neutral position of interest in terms of sectors within the marine tourism industry. The chair must also have a wide understanding of Scottish policies, strategies, the wider tourism industry, and external influences affecting the marine tourism industry.

Industry Members

Membership of the MTDG will be by invitation of the chair or through request from a sector within the definition of marine tourism (section 3). Any such request will be fully considered by the chair and members of the MTDG.

Tenure

MTDG members will be appointed for the term of the current Strategy to 2020. Members may be re-appointed by the Chair for further terms.

7. DIVERSITY

The MTDG recognises the importance of diversity. It is accepted best practice that an organisation's senior management should reflect the constituents it serves as only then will the needs of its clients be fully reflected in the development and implementation of its services. In addition, there is also evidence to show that the more diverse the MTDG is then the more innovative will it be in its decision making.

8. CONFLICTS

Whilst the MTDG has no decision-making or approval powers and, as such, its members would not be expected to incur any conflict of interest, members are guided by the Principles set out by the Code of Conduct for Standards in Public Life. Under the terms of this it is Members' personal responsibility to ensure they comply with the provisions of the Code of Conduct and it is therefore for individual members to raise any potential conflict. Normal practice would be to review any conflict of interest declared (in the context of the non-decision making powers of the MTDG) and should it be felt that there was a risk of a potential conflict, the MTDG member(s) would not take part in the discussion on the relevant subject.

APPENDIX A: MEMBERSHIP CRITERIA

List of skills required to maintain a balanced group

Generic skills that all group members have:

Skills	Essential	Desirable
1. Strong leadership skills and the ability to take an analytical and strategic view	✓	
2. Knowledge and understanding of Scotland's economy and competitive position nationally or internationally	✓	
3. Ability to work as part of a team and constructively challenge within a Board environment	✓	
4. Effective interpersonal skills	✓	
5. Willingness and ability to develop relationships with key partners and other boards	✓	
6. Integrity and discretion.	✓	
7. Current experience of the industry and understanding of business demand (positions should be filled to enable a balance of all relevant sub sectors; balance between understanding large and small company issues; and ensuring a geographic balance which reflects the sector).	✓	

APPENDIX B: MTDG CURRENT MEMBERSHIP as at 23.2.16:

1. Industry Representatives

- Fred Moore, British Marine Scotland
- Sarah Brown, Firth of Clyde Forum
- James Allan, RYA Scotland
- Daniel Steel, Sail Scotland
- Marc Crothall, Scottish Tourism Alliance (Chair)
- Caroline Warburton, Scottish Tourism Alliance
- Alan Rankin, Scottish Tourism Alliance

2. Public Sector Representatives

- Paul Bancks, Crown Estate
- Richard Miller, Scottish Canals
- Steven Dott, Highlands & Islands Enterprise
- Chris Taylor - Highlands & Islands Enterprise
- Scottish Development International
- David Adams McGilp, VisitScotland
- Leon Thompson, VisitScotland

3. SUB GROUPS

Yet to be defined as at 23.2.16