

**Submission for a
Local Enterprise Partnership
for the
Visitor Economy in Southern England**

**made by
Tourism South East
on behalf of
Partners and Stakeholders
in the Visitor Economy**

6 September 2010

the Beautiful South

Opening Statement from Partners and Stakeholders

We were delighted to hear the Prime Minister endorse the potential of the tourism industry to lead economic recovery in his speech in August 2010. Together with the appointment of John Penrose MP as the first Minister for Tourism and Heritage, there can be no doubt that this Government, from the very top, is taking the tourism sector seriously and recognises the opportunities associated with the London 2012 Olympic and Paralympic Games, less than two years away. We believe that this proposal for an industry led Visitor Economy Local Enterprise Partnership (LEP) submitted by Tourism South East will make a significant contribution to the Government's ambitions for the growing tourism sector.

The Government's proposal to disband the Regional Development Agencies (and thereby statutory responsibility for tourism) and to encourage the formation of Local Enterprise Partnerships, to drive economic growth and think beyond boundaries provides a new and exciting opportunity for tourism. But equally, it creates a challenge, in that it sweeps away a major support structure for an industry that, due to its fragmentation and diversity, is prone to market failures. In addition, local authorities, that have traditionally been significant supporters of the industry, are under intense pressure to be more cost effective and tourism as a non-statutory function will become less of a priority. Tourism South East, on behalf of its many public and private sector partners and stakeholders (see Appendix 1), has assessed the Government's new approach and made contact with all the emerging LEPs in the region to identify their respective approaches to tourism support.

As a result, we believe that a LEP for the visitor economy specifically addressing sector needs and with statutory powers would make a significant contribution to the Government's ambition. The proposal not only complies with the parameters outlined in the letter of 29 June 2010 from the Secretaries of State for Business, Innovation and Skills and Communities and Local Government but also enables the transition in an 'orderly' fashion and 'working to a clear timetable' specifically referred to in the same letter. It will be a force for coordination, economies of scale and a bridge between national tourism bodies and local delivery.

"Surrey County Council values the support that Tourism South East provides to our business-led Area Tourism Partnership (Visit Surrey). I would endorse Tourism South East in continuing to provide tourism-based sector support through LEPs in the region. I acknowledge that a sector-based business support organisation can provide the emerging Local Enterprise Partnership's with sector-specific services, business support and industry engagement that will bring economies of scale and strategic direction at a local level."

Dr Andrew Povey,
Leader, Surrey County Council

"Should your expression of interest be successful, The Bournemouth Tourism Management Board in association with Bournemouth Tourism would like to be considered as a potential partner in a tourism sector wide Local Enterprise Partnership for Southern England. Being on the cusp of the South East and South West England regions, Bournemouth and its surrounding areas has a strong association with a Southern England Tourism offer."

James Eels, Chairman of Bournemouth
Tourism Management Board
Jon Weaver, Marketing and Events Manager,
Bournemouth Tourism

"Tourism South East has actively supported local area tourism partnerships, bringing the private and public sectors together under a shared agenda, achieving economies of scale and driving key strategic objectives such as collective marketing, achieving quality, skills development, market research and industry representation. As a hotelier with two award winning properties I wholeheartedly endorse the concept of providing sector based specialist support to the emerging local enterprise partnerships across the Southern region."

Manny Sawhney, Managing Director,
Asperion Group

"As a major international hotel group with a significant footprint in Southern England, we acknowledge the importance of having a co-ordinated strategic support function for the visitor economy at a sub-national level. The support that TSE has given the new operators of London Gatwick Airport in terms of access to customer service training and local industry engagement have been invaluable. We acknowledge their assistance with our Gatwick Diamond LEP bid and endorse the concept of specialist sector specific support for LEP's across the region."

John Donaldson, Executive Director,
Arora Hotels Ltd

The small business sector will be at the heart of the LEP, which will also engage and support local LEPs, local authorities and other agencies that influence the visitor experience. It will address sector needs across a flexible boundary stretching the length of Southern England potentially drawing in new strong coastal brands such as Bournemouth, all of the Cotswolds and joining up the primary 2012 venues in the South – Weymouth and Eton Dorney. We estimate that visitor expenditure in this part of the UK is already in excess of £15 billion, underpinning 370,000 jobs. There is also potential for stronger engagement with London and East of England creating a partnership which would account for 70% of the UK's tourism economy.

Ultimately, we believe that such an approach will produce the significant economic growth and associated increases in jobs, business start ups and investment that are the *raison d'être* of LEPs. It will specifically reach out to rural and coastal pockets of deprivation where tourism is often the only lifeline for disadvantaged groups. Above all we believe that it will help create the world class visitor experience needed to fulfil the huge growth potential of tourism so enthusiastically articulated by the Prime Minister.

Whilst the concept of a LEP for the visitor economy has been designed with the particular circumstances of Southern England, the largest region for tourism in England after London, it also delivers a model for other parts of England.

We hope that our submission is received favourably and we look forward to further discussions in the near future.

"From a small guest house perspective, a tourism sector-based specialist support service helps us make representations to large organisations and have greater influence than we could achieve individually. The special member services they provide such as credit card processing and access to training help us become more profitable and resilient to economic conditions. I support their submission for sector-based support and hope the emerging local enterprise partnerships acknowledge the economic importance of tourism."

Fiona Stimpson,
Proprietor Rosemead Guest House,
Member Gatwick Guest House Association

"Denbies as England's largest vineyard, a major visitor attraction, accommodation provider and local economic driver recognise that tourism is often overlooked as a strategically important sector in the UK economy. If local enterprise partnerships are to truly deliver what is intended they must engage with and understand the importance of the sector; therefore we support the concept that each local enterprise partnership should through a sub-national organisation such as Tourism South East receive sector-based specialist services, advice and engagement."

Chris White, General Manager,
Denbies Vineyard.

1. Executive Summary

Tourism is a vital component of the national economy and one of the few sectors to see significant growth during the recession.

The jobs of around 1.4 million people in the UK (5% of workforce) are dependent on the £52 billion of direct expenditure it generates – an equivalent amount is generated through the supply chain creating a total expenditure of £115 billion.

The staging of the Olympic and Paralympic Games in London in 2012 provides unprecedented opportunity to maximise the growth potential of this sector.

In a speech on 12 August 2010 the Prime Minister stressed how the industry is:

After London, the South East is the UK's most important tourism economy generating over £13 billion per annum in visitor expenditure.

Directly or indirectly, 300,000 jobs are dependent on tourism - around 6% of the workforce.

London and the South East are the power house of the UK's tourism economy representing circa 70% of visitor expenditure.

Bordering areas such as Dorset, Wiltshire and the Cotswolds would add another £2.5 billion in visitor expenditure and nearly 70,000 jobs.

“fundamental to the rebuilding and rebalancing of our economy” and is “one of the best and fastest ways of generating the jobs we need so badly in this country.”

The RT Hon David Cameron MP, Prime Minister

However, the full potential of the tourism industry to lead UK economic growth is unlikely to be realised without intervention and support. It is a highly fragmented sector comprised primarily of small, independent businesses, but also international corporations, charitable organisations and local authorities that manage public facilities but also have responsibilities for whole destinations. As a consequence, tourism is prone to a number of market failures which can only be addressed by coordinated and collective approaches, particularly to marketing, skills provision and product quality.

In 2003, the Regional Development Agencies (RDAs) took over the statutory responsibility for tourism at a regional level and established a network of sub-national tourism support organisations that, to varying degrees, have brought together the public and private sectors and achieved coordinated approaches to tourism. The Government's decision to disband RDAs and encourage the formation of Local Enterprise Partnerships (LEPs) to drive economic growth provides a new and exciting opportunity to rethink the way that this vital coordination is delivered.

In shaping this submission we recognise that tourism will not have the same priority across all LEPs and, hence, may suffer wide disparities in support and opportunities for encouraging growth will be missed. Equally, not all LEPs will want to be 'burdened' with the statutory delivery of tourism strategy and support, whilst at a local authority level, budgetary pressures will force increasing withdrawal from tourism services.

To extract the maximum economic potential from the tourism sector in Southern England – already the most important generator of tourism spend and jobs outside London – the proposal is to create a sector specific LEP for the visitor economy. It would take responsibility for the statutory delivery of tourism strategy, ensuring a coordinated approach to delivery across multiple LEPs. Acting as a bridge between national tourism bodies, LEPs and local authorities, its coverage would flex to accommodate partnerships based on tourism economy and destination brand logic. Indeed, a more fluid and evocative brand was adopted recently to represent the broader region – **the Beautiful South**. It would build on the strengths of the existing support structure with its extensive industry networks and engagement but would also represent an altogether new way of delivering tourism economic growth through a private sector led, cross LEP partnership.

2. The Economic Context

Tourism – The Hidden Giant of the UK's Economy

A recent Deloitte study commissioned by VisitBritain found that visitor economy delivers a significant direct contribution to the economy of £52 billion directly supporting around 1.4 million jobs in 2009 – equivalent to 5% of the workforce. In addition there are significant indirect impacts through its interaction with other businesses in the supply chain taking the total to £115 billion. Moreover, the study forecast that the visitor economy could grow to create an additional £35 billion direct contribution by 2020 and over 150,000 new jobs, given appropriate public sector support.

Few other sectors are as labour intensive or create as many opportunities for women and young people, both disadvantaged by the current economic situation.

After London, the South East is the UK's most important tourism economy generating over £13 billion per annum. 300,000 jobs are dependent on tourism – around 6% of the workforce. Bordering areas such as Dorset, Wiltshire and the Cotswolds would add another £2.5 billion in value and nearly 70,000 jobs. It is a golden thread that runs through urban, coastal and rural areas and one of the few sectors that has shown growth through the recession. Small increases in tourism translate into large increases in employment – every additional £50,000 spent by visitors creates one new job. Thus, it has the potential to lead economic recovery.

The 2012 Olympic and Paralympic Games will have particular significance for Southern England given its proximity to London. The 2012 Games Visitor Economy Strategy for the South East published in 2008 estimated that the staging of the games in London could, over an eight year period, generate an additional £1 billion of visitor expenditure in the region. Good progress has been made on delivering the strategic delivery plan which is being coordinated by Tourism South East, but with the squeeze on public finances there is a real danger that this momentum will be lost and with it much of the economic benefit.

The Wider Economic Context

Contrary to the stereotype of the South East as a region of great prosperity there are also significant pockets of deprivation. More than 240,000 children in the region – some 15 per cent of the total – live in what are described as income deprived households. That is nearly twice as many as live in the North East and also considerably higher than regions such as the East Midlands. The region is also home to more people claiming income support, in absolute terms, than regions such as Wales or the West Midlands, which are often thought of as being less prosperous. In the headline national Index of Multiple Deprivation (IMD), the South East has 458 Lower Level Super Output Areas (LSOA) in the most deprived quartile of LSOA locations in England. These include communities in coastal areas such as Thanet, Brighton & Hove, Portsmouth, Hastings, Swale, Medway, Southampton and Shepway. Within the next most deprived quartile the South East has a further 1,086 areas.

Oxford, Hastings and Canterbury are amongst the top ten English districts for dependency with more than 40% of their workforce in the public sector. These districts along, with Eastbourne, Worthing and coastal parts of Dorset account for nearly 25% of areas in the UK forecast to have the highest job losses by 2016.

Also EU designations identify most of Southern England as eligible for assistance describing the area as having 'the presence of pockets of deprivation in disadvantaged urban areas, in struggling neighbourhoods and in some rural and coastal areas'. Some of these same areas are highly dependent on public sector jobs and will disproportionately feel the impact of budget cuts in the years ahead. It should be noted that, outside London, the South East has the second highest number of public sector workers of any existing region.

Tourism has proven to be a potent stimulus for job creation and regeneration in such areas. A coordinated approach to supporting tourism growth would make a significant difference to the fortunes of deprived parts of Southern England soaking up jobs lost in the public sector – the majority (65%) accounted for by women. Tourism is also a sector that lends itself to entrepreneurialism, again providing opportunities for women and young people.

3. Building on Success

We are not building a new LEP for the visitor economy from scratch. There is already an effective sub-national tourism organisation in place which would form the foundations. Tourism South East is an entrepreneurial, not for profit organisation that exists to maximise the potential of the visitor economy in the current South East region. It is a business led organisation (see Appendix 1) with over 2,000 industry partners and over two-thirds of local authorities in the South East are stakeholders. It delivers a broad range of services including marketing, training, research and business support as well as having a lead strategic role.

Through its ability to facilitate partnerships with the public and private sector, Tourism South East transformed core funding of £2.1 million in 2009/10 into a support programme totalling an expenditure of over £5.3 million.

Tourism South East aligns with the national tourism bodies, VisitBritain and VisitEngland but delivers locally through a network of Area Tourism Partnerships (ATPs). Each of these is a private sector led group that connects Tourism South East to businesses and local authorities on the ground and determines local priorities. They are a mechanism for reducing duplication, pooling resources behind common agendas and achieving economies of scale.

The support structure in the South East has evolved to meet the needs of the tourism industry and local authority partners to whom it is accountable. It has proven highly successful in addressing market failures inherent in this diverse and fragmented industry. The abolition of RDAs and the eventual removal of most of the business support structures that they fund is likely to create a vacuum which LEPs will struggle to fill in the short term. The tourism sector is particularly reliant and will soon begin to lose momentum if there is a lack of coordination.

We share the determination expressed in Vince Cable's and Eric Pickle's letter of 29 June 2010:

“that the transition from the existing RDAs be orderly, working to a clear timetable.”

The RT Hon Dr Vince Cable MP and The RT Hon Eric Pickles MP

A visitor economy LEP retains and builds on the strengths of the existing support structure and would safeguard expertise, industry commitment and continuity of service. If this capability is lost, it will be difficult to regain.

Transformation into a sector specific LEP would be an extremely cost effective way of capitalising on the strengths of Tourism South East and associated ATPs and would ultimately offer the best hope of delivering the Government's ambitions for tourism economic growth.

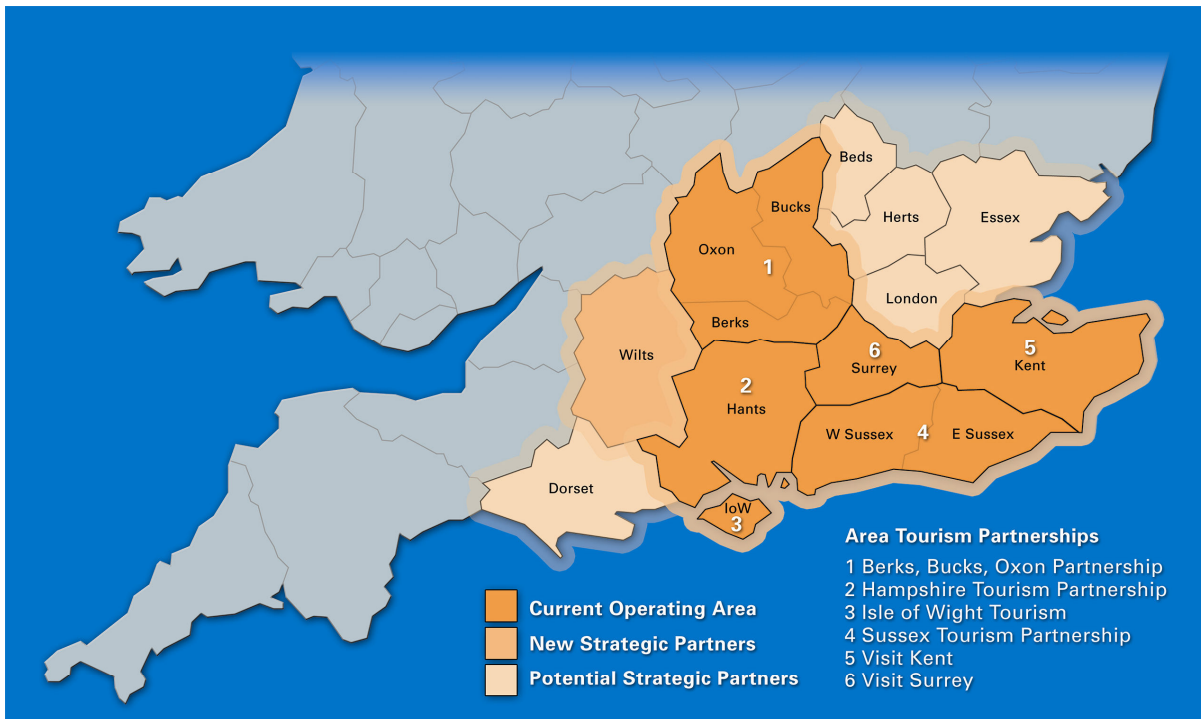
4. The Proposal

The dismantling of the Regional Development Agencies, Business Link and cultural support agencies such as the Museum, Libraries and Archives Association (MLA), not only creates a vacuum but also presents an opportunity for fresh thinking about how tourism support can be delivered in diverse geographic areas like Southern England.

Added impetus 'to do things differently' has been provided by the introduction of LEPs. Tourism South East has been in discussion with most emerging LEPs in Southern England to emphasise the importance of tourism in their submission and gauge reaction to the concept of a sector specific LEP for the visitor economy. Overall, responses have been extremely positive.

Our proposal conforms to the basic criteria of a Local Enterprise Partnership but is specifically designed to meet the needs of the tourism sector. A key principle is that a LEP for the visitor economy would adopt a flexible boundary and would seek to work with all LEPs and local authorities with an affinity with Southern England. The map below shows the current territory covered by Tourism South East and the prospective operating areas.

It is proposed that in order to best serve the needs of the visitor economy and achieve the ambitions outlined by the Prime Minister in August 2010 that a sector specific LEP is the most effective way forward.



the Beautiful South

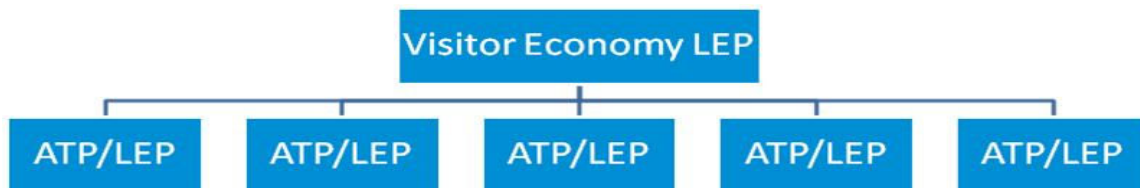
A Local Enterprise Partnership for the visitor economy in Southern England would operate on the following key principles:

1	A not for profit company with a Board dominated by private sector partners – building on the successful business led structure currently used by Tourism South East.
2	A flexible boundary under the established ‘the Beautiful South’ brand – a breathe in and breathe out approach as need dictates, working in partnership with LEPs that are prioritising tourism growth. Dorset, Wiltshire and the Cotswolds all have strong affinities with the South East and potential partners in those areas are amongst the most fervent supporters of the concept. This introduces the prospect of connecting two key Olympic and Paralympic venues – Eton Dorney and Weymouth.
3	Attention on vulnerable areas where job creation is most needed, in particular rural areas and coastal towns. Rural areas are most likely to be omitted from LEP coverage and so a visitor economy LEP would seek to gap-fill through its interventions.
4	The statutory powers currently devolved to the RDAs, reinforcing the seriousness of the Government’s ambitions for the industry. While its focus will be on championing local delivery with and through LEPs, it will provide a bridge to national bodies (VisitEngland and VisitBritain) and a conduit through which national strategy can be communicated and delivered.
5	A centre of high level tourism expertise and specialist services that LEPs and local authorities could otherwise not provide for themselves. It would be seen as an ‘Intel inside’ model of horizontal working across boundaries and also delivering specialist tourism services and projects for LEPs and local authorities. The menu of its services would be customised for the capability, needs and architecture of the LEPs.
6	Develop themed tourism programmes that engage multiple LEPs encouraging the pooling of resources to achieve maximum impact and economies of scale. The 2012 Visitor Economy Strategy is a perfect example of the type of programme that the new sector specific LEP would coordinate across multiple geographies with LEP partners.
7	Serve the business community engaged in the visitor economy through an ‘open registration scheme’ with the potential for over 10,000 partner businesses. This will include both quality and non-quality assessed accommodation businesses and cultural facilities of all kinds.
8	Encourage entrepreneurialism and innovation. Tourism is a sector with few barriers to entry and is a rich source of new business start ups. Partnering with some of the leading academic tourism institutions in the UK (Surrey, Brighton, Bournemouth and Oxford Brookes universities) a visitor economy LEP would seek to accelerate business start ups and improve survival rates amongst new businesses particularly those initiated by economically disadvantaged groups such as women and young people.
9	Ensure that the industry significantly increases its engagement in the skills agenda, driving up productivity and competitiveness. There is an important coordinating job to be done with employers willing to offer the first step into employment and working with other agencies to ensure economically disadvantaged groups are ‘work ready’.
10	Work closely with authorities responsible for tourism delivery in London and the East of England exploiting the vast potential of the visitor economy of Southern England. It is an area accounting for roughly 70% of the UK’s visitor expenditure so the prize for coordinated support is potentially huge.

5. Governance Structure

The Governance structure of the proposed LEP would ensure that the organisation would be both dynamic and flexible whilst at the same time being fully accountable to its private and public sector partners.

It is envisaged that the LEP would be a not-for-profit model but with a main Board of Directors chaired by the private sector. The other Directors would be drawn from both the public and private sectors including representatives from the Federation of Small Businesses (FSB) and the Chambers of Commerce (CoC). This would be supplemented at local LEP level by Area Tourism Partnerships (ATPs) that would mirror the LEP structure across Southern England. Each ATP would be a mixture of public and private sector representatives (including local FSB and CoC where appropriate) that would act as a sector specific support and monitoring body for the respective LEPs. The chair of each ATP would then sit on the main Board ensuring effective two-way communication between the main Board and the local LEP structures.



6. Funding for a Visitor Economy LEP

To be sustainable in the longer term, a LEP for the economy of Southern England would need to generate revenues from a variety of stakeholders. It is envisaged that at least 50% of the funding would come from the private sector or other commercial sources. One of the most important funding streams would be LEP and local authority partners for project contracts and service level agreements in return for specialist support. As public sector budgets are squeezed, LEPs and local authorities will be looking for alternative ways of delivering services such as destination marketing and information provision. A new LEP with specialist skills would offer economies of scale that deliver significant savings for partners and yet be in a position to maintain or improve the quality of provision.

Private sector leverage would be raised from paid for specialist marketing, research and training services for the commercial sector, reducing reliance on public sector support and ensuring financial stability in the longer term.

A sector specific LEP would use its expertise to construct major partnership programmes which will be eligible for funding from sources such as Rural Development Programme for England and the EU Interreg Programme. It would seek to cover its costs through programme delivery. In his recent speech, the Prime Minister also recognised that the new Regional Growth Fund ‘creates an opportunity for the tourism sector to bid for support for its most creative ideas’. The intention would be to make an early application to the Fund for a significant programme across Southern England to release the potential of the visitor economy using the inspiration of the 2012 Games. This would:

Deliver a package of business support and training projects aimed at increasing jobs, creating new businesses and improving profitability of existing businesses.	Support LEPs and local authorities on making wise investments in tourism development through the provision of effective research and advice.
Increase domestic and international visitor volumes and value.	Ensure the delivery of key services to visitors such as TICs and digital information.
Leverage additional funding on a 3:1 ratio.	Initiate projects to boost cultural, sports and green tourism.

7. LEP Outcomes

A sector specific LEP for the visitor economy in Southern England has the potential to make a significant contribution to the Government's growth targets for tourism. Much will depend on funding and how programmes develop with industry, local authority and LEP partners as well as those in London and the East of England. However, over a two year period in the lead up to the 2012 Games and assuming a successful bid to the Regional Growth Fund the LEP would expect to deliver:

Significant private sector leverage for support programmes equivalent to at least 3 times potential RGF support.

Support for Government in securing a lasting legacy from the London 2012 Olympic and Paralympic Games for Southern England.

Direct engagement with over 10,000 tourism businesses across Southern England.

Service Level Agreements with all LEPs and the majority of local authorities.

Leading to a step change in:

Domestic and international visitor spend.

New tourism business start ups.

New jobs created particularly in deprived areas.

The number of economically inactive people trained.

People engaged in the visitor economy up skilled.

8. Contact Details

For further information relating to this submission please contact:

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Tel: 023 8062 5401

Mobile: 07977 481064

Email: mbedingfield@tourismse.com

9. Appendix 1

Key Commercial Partners and Stakeholders include:

Apollo Hotel Group	Eurotunnel	Mid Hants Railway
Arundel Castle	Exbury Gardens & Steam Railway	National Maritime Museum
Ascot Racecourse	Farnborough International Airport	New Forest Hotels
Ashmolean Museum	First Great Western Ltd	Nutfield Priory
BAA Southampton	Flybe	Paradise Park
Beaulieu Enterprises	Four Pillars Hotels Group	Passenger Boat Association
Bedgebury Pinetum	Foxhills Resort	Paultons Park
Birdworld	Glyndebourne	Port Lympne
Blenheim Palace	Go-Ape!	Portsmouth Historic Dockyard
Blue Reef Aquarium	Grand Hotel, Brighton	Ramada Hotels (Brighton, Chichester, Dover, Milton Keynes, Chatham, Farnham, Maidstone)
Blue Water Shopping Centre	Gunwharf Quays	Red Funnel Group
Bodleian Library	Hampton Court Palace	RHS Garden Wisley
Brands Hatch Hotel	Hever Castle	Romney, Hythe & Dymchurch Railway
Brighton Dome and Festival	Heythrop Park	Scotland and Bates
Brighton Marina	Highclere Castle and Gardens	Sea France
Brighton Pier	Hilton Hotels (Dartford, Maidstone, Milton Keynes, Reading)	Shepherd Neame
Brooklands Museum Trust	Historic Dockyard Chatham	Sir Christopher Wrens House
Butlins Skyline Ltd	Historic Sussex Hotels	South Eastern Trains
Campanile Hotels	Hoburne Limited	Sussex Coaches
Camping and Caravanning Club	Holiday Inn Hotels	Sussex Past
Canterbury Cathedral	Jurys Inn, Southampton	The Aviator Hotel
Cavendish Hotel	Leeds Castle	The Brighton Centre
Chatsworth Hotel ,Worthing	Lego Land	The National Trust
Chessington World of Adventure	Lion Hotels	The Royal Pavilion, Brighton & Hove
Continuum Group	London Gatwick Airport	Theatre Royal Brighton
Cotswold Wildlife Park	Macdonald Botley Park	Thorpe Park
Crowne Plaza, Marlow	Marriott Hotels (Newport Pagnell, Lingfield Park, Bexley Heath, Goodwood Park, Maidstone)	Waddesdon Manor
Denbies Wine Estate	Marwell Wildlife	Wakehurst Place
Devere Venues	Melville Hall	Wightlink
Dickens World	Mercedes Benz World	Windsor Castle
Didcot Railway Centre	Merlin Entertainment Group	
Dinosaur Isle		
English Heritage		
Epsom Downs Racecourse		
Eurostar		

Strategic Destination Partners and Stakeholders include:

1066 Country

Bournemouth Tourism

Visit Brighton

Visit Buckinghamshire

Canterbury

Visit Chichester

Visit Dover

Visit Eastbourne

Gosport

Visit Hampshire

Isle of Wight

Heart of Kent

Visit Kent

Visit London

Tour Maidstone

Visit Medway

Destination Milton Keynes

The New Forest

Visit Oxford

Visit Oxfordshire

Visit Portsmouth

Reading UK

River Thames

South Downs

Visit Southampton

Visit Surrey

Visit Sussex

Sussex by the Sea

Towncentric Gravesend

Visit Tunbridge Wells

Visit West Berkshire

Visit Wiltshire

Visit Winchester

Windsor & Maidenhead

Visit Worthing

Current Management Board

Chairman

John Williams – co-founder and former chairman, Fishburn Hedges Public Relations

Area Tourism Partnership Representatives:

Kevin Lorimer – General Manager, The County Club, Guildford
Representing Visit Surrey Partnership

Lyn Bibbings – Senior Lecturer in Tourism, Oxford Brookes University, Oxford
Representing Berkshire, Buckinghamshire and Oxfordshire Area Tourism Partnership

Steven Munn – Commercial Director, National Car Museum, Beaulieu
Representing Hampshire Tourism Partnership

John Metcalfe – Director, Isle of Wight Council, Isle of Wight
Representing Isle of Wight Area Tourism Partnership/Chamber of Commerce

Sally Ann Lycett – Head of Communications, De La Warr Pavillion, Bexhill
Representing Sussex Tourism Partnership

Sandra Matthews-Marsh – Chief Executive, Visit Kent
Representing Visit Kent

Other Sector-Specific Representatives:

Bill Ferris – Chief Executive, Historic Dockyard, Chatham
Representing major visitor attractions

Sandra Barnes-Keywood – Proprietor Chapel Ford Bed & Breakfast, Nr Chichester
Representing small accommodation providers, green tourism and sustainability

Alan Blenkinsopp – former General Manager, Coppid Beach Hotel, Bracknell
Representing large hotels

Ken Robinson CBE – Tourism Consultant, Chair Tourism Alliance
Representing wider industry engagement with Government

Greg Dawson – Director Corporate Communications, Virgin Atlantic
Representing transportation and tour operators

Viv Williams – Proprietor, Hollybank House, Chichester
Representing small hotels and guest houses

Eloise Appleby – Assistant Director (Economic Prosperity), Winchester City Council
Representing South East destination managers

Cllr Therese Evans – Leader of Liberal Democrat Group on Winchester City Council
Tourism Council Member representing Local Authorities

David Phillip – Director, Finance and Enterprises, National Maritime Museum, Greenwich
Co-opted Chair of Audit Panel