



Visit Herefordshire Local Visitor Economy Partnership Terms of Reference for the Advisory Board

What is the Visit Herefordshire Local Visitor Economy Partnership (LVEP)

Visit Herefordshire LVEP is part of a national programme led by VisitEngland/VisitBritain to strengthen local tourism. It supports Herefordshire's £773 million tourism economy (STEAM 2024) by working with public and private partners to grow and improve the sector.

Visit Herefordshire LVEP Aims:

- Boost Herefordshire's profile as a top visitor destination
- Grow the economy to grow to over £1 Billion by 2035
- Deliver a 10-year Destination Management Plan (DMP)
- Increase visitors & overnight stays
- Improve accessibility of our tourism offer
- Support local businesses to grow and adapt
- Expand marketing to drive increased bookings
- Reach new audiences
- Use data smartly to track tourism trends
- Enhance the visitor experience focusing on quality, sustainability, and local pride
- Find new income sources to support the DMP

The LVEP Advisory Board will be a high-level leadership group, representative of the sector. It will bring together private and public sector leaders to provide support for the sector's development and assess its impact on wider economic growth. Members are expected to take a strategic role, prioritising the overall benefit of the Herefordshire Visitor Economy rather than acting solely in the interest of their individual sectors or businesses.

Purpose and Objectives of the Advisory Board

The Advisory Board will support the delivery of the Visit Herefordshire LVEP Destination Management Plan (DMP). The Board provides insights to help shape and implement Herefordshire's tourism strategy.

Its role includes:

- Guiding the direction of the DMP
- Reviewing and challenging plans to ensure effective delivery
- Industry engagement to build strong relationships with stakeholders
- Addressing key issues in the tourism sector
- Supporting sustainable growth and commercial opportunities

- Review Information on how tourism is performing and its impact on the local economy and community, jobs, skills, and future growth and monitor trends, risks, and opportunities affecting the Visitor Economy.
- Identify Opportunities: Spot investment opportunities to grow the sector, encourage partnerships that boost productivity, jobs, and skills, suggest new projects or initiatives to support economic development, highlight funding sources to support growth and generate ideas and campaigns to promote Herefordshire locally, nationally, and internationally.

Benefits of the LVEP Advisory Board - These benefits support the growth of Herefordshire's Visitor Economy, helping increase visitor numbers, overnight stays, and the region's goal of becoming a £1 billion tourism economy by 2035.

- Strong Leadership to help guide and unite public and private sector efforts in the local Visitor Economy
- Access more focused and effective support for tourism businesses
- Connect with national-level initiatives/ opportunities through Visit Herefordshire LVEP
- Collaboration & learning to share ideas and best practices
- Take part in major VisitBritain/VisitEngland activities like marketing, press trips, and trade events
- Strengthen applications for national grants with LVEP backing
- Tap into expert advice on accessibility, sustainability, training, and marketing
- Be part of a respected national network, boosting your influence and visibility

Administration and Management

Herefordshire County BID will manage the secretariat function of the Visit Herefordshire LVEP. The Board's responsibilities include:

- Progress Tracking: Monitor and update the Destination Management Plan (DMP) and Growth Plan in partnership with VisitEngland.
- Board Support: Facilitate communication and collaboration among Advisory Board members.
- Issue Resolution: Identify and address challenges in implementing LVEP strategies.
- Meeting Management: Provide secretariat support, including sharing meeting action points before each meeting.

Budget

- Budget: Capped at £10,000 (October 2025 – December 2026)
- Supplier of Budget: Herefordshire County BID

Membership, Roles and Responsibilities

- The Advisory Board will be made up of a minimum of 4 voting representatives and a maximum of 9
- Permanent Members are chosen by the nominating bodies
 - The Herefordshire County BID will be represented by 2 nominated voting representatives
 - Herefordshire Council will be represented by 2 nominated voting representatives
- CEO of Herefordshire County BID and an officer level representative from Herefordshire Council will be Observers at each meeting.
- VisitEngland will be represented by the Regional Lead – Northwest and West Midlands
- Members will:

- Commit to attending three meetings per year. With the potential for a small number of additional ad hoc meetings during the year depending on project need.
- Recognise the promotion of diversity and the elimination of discrimination and adhere to equality, diversity and inclusivity policies.
- Be representative of the key sub-sectors relating to the Visitor Economy
- Maintain high standards of governance at all times.
- Any issues of attendance must be addressed with the secretariat ahead of the meeting.
- Advisory Board positions are not remunerated.
- The meetings will be chaired on a rolling basis. Each meeting will be chaired by a different permanent member organisation.
- Meetings will have a set agenda giving partners time to feedback on their organisations/ projects
- Uphold high standards of conduct and confidentiality.
- Ambassadorial Role for the Herefordshire Tourism Economy
- Collaborative Spirit: Share insights for the collective good of the County.
- Accountability:
 - Follow Board protocols and confidentiality.
 - Maintain respectful, professional behaviour (including online).

Partnership Dissolution and Exit Protocol - This clause governs the process by which any partner may withdraw from a formal partnership arrangement, ensuring continuity, transparency, and minimal disruption to delivery.

Triggering Conditions - Withdrawal may be initiated under the following circumstances:

- Strategic misalignment or irreconcilable differences.
- Breach of agreed governance principles, contractual or funding obligations.
- Voluntary exit due to organisational restructuring or capacity limits.
- External factors rendering the partnership unviable.
- A minimum of 30 days' written notice must be provided. During this period, all parties shall engage in good faith mediation facilitated by an independent third party.

Asset and Responsibility Allocation

- Jointly held resources shall be evaluated and distributed equitably.
- Outstanding commitments (e.g. grants, reporting, community engagement) shall be reassigned or concluded collaboratively.
- Intellectual property developed during the partnership shall be subject to negotiated licensing or retention agreements.
- Continuity and Transition - The remaining partner(s) shall have the right to continue the partnership's activities, subject to renegotiation of terms and reallocation of responsibilities.
- Confidentiality and Non-Disparagement - All parties agree to maintain confidentiality regarding the terms and circumstances of the dissolution and refrain from public or private disparagement.

Public Communication and Confidentiality

A joint statement shall be issued to stakeholders and beneficiaries. All parties agree to maintain confidentiality and avoid public disparagement.