

## **Strategic Implementation Group Terms of Reference**

The SIG's role is to act as guardian and champion for Edinburgh 2020, through a strong collective leadership structure made up of people with a real passion for the city and a stake in growing the tourism industry.

### **It does this through:**

- Championing the strategy at a senior level;
- Aligning the strategy and member organisations' activity to be inclusive, complimentary and mutually supportive;
- Agreeing the Edinburgh 2020 Action Plan and overseeing its delivery;
- Securing resources to support the delivery of the Action Plan;
- Implementing strategic level collaboration and communication across the industry;
- Providing a mechanism for discussing and resolving key issues and challenges as they arise;
- Reviewing progress against the objectives.

### **SIG's guiding principles:**

1. Central to the delivery of the strategy is the principle of bringing everyone involved in tourism to work to a common and shared agenda that will deliver greater success for Edinburgh as a tourism destination than organisations acting independently.

Three growth objectives have been established:

- Generate an additional 1.12 million visits (equating to 4.15 million additional visitor nights) per annum;
  - Increase visitor expenditure by £485 million per annum, from £1.015 billion to £1.5 billion per annum;
  - Achieve 50% of additional visits during October to March, reducing the seasonality split from 40:60 to 43:57;
2. Decisions by the SIG are made for the benefit of the tourism sector in Edinburgh.
  3. The Action Plan will be agreed by the SIG and delivered through Action Groups. These will be set up with clearly defined terms of reference and comprise of industry representatives who can bring specialist knowledge and expertise to inform projects, supported by the appropriate level of resources. The SIG commits to support and monitor the Action Groups and to ensure that they align with the overall strategy.
  4. In taking forward Edinburgh 2020, the members of the SIG will communicate with and consult with their own respective members, as well as amongst themselves, the Action Groups and any other ad hoc working groups convened.
  5. The Action Plan and Action Groups must always demonstrate additionality to the tourism sector as a whole, building synergies with delivery organisations and avoiding duplication of effort. However it should also be recognised that from time to time different sectors of our industry may have differing priorities and that whilst the wish is to work collaboratively, there may be instances where this can't happen.

**The SIG working practices:**

1. The SIG is chaired by Sue Bruce, CEO, City of Edinburgh Council.
2. The SIG will meet 3 times a year. Proposed timing is February, June and October.
3. The secretariat will be provided by ETAG.
4. The SIG agenda is constructed by its secretariat in consultation with the Chair. Prior to meetings, all SIG members will be invited to contribute to the agenda.
5. The SIG meetings are held in private, however in general, meeting papers, including meeting notes may be shared with stakeholders once they are in final agreed form.
6. The SIG is constructed so as to contain senior level leaders from organisations which represent key constituents of the Edinburgh tourism industry and have a significant leadership or delivery role in terms of implementing the Strategy.
7. Members are entitled to discuss possible changes of policy or practice without implying the approval of their companies, ministers, etc.
8. Named members attend each meeting unless an exceptional circumstance arises. In these cases, members may send an observer in their stead.
9. The SIG will give strategic direction to the work of the Action Groups and support them as necessary.
10. The SIG will publish an annual implementation plan, highlighting the priority, short-term and longer-term actions and taking into account market changes, progress to date and longer-term shifts in the global environment.
11. The SIG will monitor the performance of the Action Groups and publish an annual status report on the delivery of Edinburgh 2020.
12. The SIG will agree common communication messages in relation to the strategy and be consulted on press releases and communications in relation to SIG activities.
13. SIG members commit to inputting the activity their organisations are planning (that has implications for the strategy) to the secretariat in order to give an industry-wide view and aligned approach.

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