



Tourism Management Institute

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*[www.tmi.org.uk](http://www.tmi.org.uk)*

**CORPORATE PLAN  
2007 to 2012**

# **TMI CORPORATE PLAN, 2007-2012**

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## **PREFACE**

This is the Corporate Plan for the Tourism Management Institute for the five financial years April 2007 – March 2012, as agreed at the Annual General Meeting of the Institute on 5 September 2007.

The preparation of the plan took over 12 months.

A first draft was reviewed and amended by the TMI's Council of Management in December 2006 and was then sent as a consultation document to all members, together with a questionnaire. In particular, members were asked to give approval to elections at the AGM being organised in line with the new arrangements, even though the plan would not be finally ratified until the start of the AGM.

The responses to the consultation were considered by Council of Management at their meeting in March 2007. The overwhelming majority of members who responded agreed to accept the broad direction of the plan, bearing in mind the opportunity that remained to amend the fine detail at the AGM.

Acceptance of the plan required significant changes to the Memorandum and Articles of Association of the Institute, as well as to its By-Laws – managed by TMI's Honorary Secretary, Cathy Guthrie. Legal advice was provided in this respect by the law firm, Dickinson Dees. These changes were also approved at the AGM on 5 September 2007.

Through the approval of the Plan by the AGM, the TMI Council of Management that oversaw its preparation no longer exists. It has been replaced by a smaller Executive Board, complemented by a new National Council, as set out in Section 4.

Paul Hemphill  
President, 2006/8  
Tourism Management Institute

## SECTION 1: MEMBERSHIP

First and foremost, the Tourism Management Institute is an organisation for individuals and its structure, activities and benefits are designed primarily to serve its individual members.

### Individual Membership

The specific criteria for TMI membership categories are under regular review and cannot be detailed in this Corporate Plan.

However, the core category – Member of the Tourism Management Institute – has a specific set of requirements in terms of training and experience that defines the principle form of national accreditation and recognition for Destination Managers. Full Members may use the letters MTMI after their name and are by far the largest category of membership.

The main purpose of this Corporate Plan is to set out the activities and services provided for its members, and the routes by which members may get involved in managing and delivering the Institute's various activities.

The core principle of the Tourism Management Institute is:

***The Tourism Management Institute is an organisation for individuals engaged in Destination Management in which the members themselves are the principal deliverers of the Institute's policies and activities***

Individual membership is also open to Destination Managers who are actively working towards full Member status, students and individuals who are primarily interested in the Institute's networking and communication benefits and/or who wish to benefit from the lower costs of attending TMI events.

### Affiliated Membership

There are two main types of affiliated organisations in membership of the TMI:

1. Suppliers / companies that provide professional services and products to Destination Managers. The key benefit of affiliation is inclusion in the TMI suppliers register, together with networking and communication benefits. Several suppliers take up further promotional opportunities by sponsoring TMI events or other activities.
2. Educational and advisory bodies.

## SECTION 2: MISSION, VISION, VALUES AND AIMS

### The Mission

The mission of the Tourism Management Institute is:

***“Supporting and Developing Professionals in Destination Management”***

### The Vision

The 2012 Vision for the Tourism Management Institute is:

***“Destination Management is recognised as a profession  
and TMI is the acknowledged membership institute  
working towards chartered status”***

### The Values

The Tourism Management Institute espouses these corporate values:

***Accountability (to its members)  
Excellence (in its activities)  
Independence  
National Focus with an International Outlook  
Professionalism  
Sustainability / Viability (of the Institute)  
Visibility (within the tourism sector)***

The Tourism Management Institute seeks to ensure that its members are:

***Competent  
Connected  
Engaged  
Represented  
Respected  
Supported***

## The Aims

The 18 aims of the Tourism Management Institute for the life of this Corporate Plan are grouped under five main themes. The Institute should not be involved in any activities or expenditure that do not meet at least one of these 18 aims:

### Theme 1

#### POLICY AND ADVOCACY

- Aim 1.1 To work with members and partner organisations to identify and promote the Institute's key policies and views, and to advocate the importance of destination management.
- Aim 1.2 To respond to all relevant national consultations in a timely manner, giving all members the opportunity to contribute towards the response.
- Aim 1.3 To appoint representatives of TMI to serve on national and regional bodies and Working Groups, and to use the reports of those representatives to guide future policy and advocacy work.

### Theme 2

#### CONTINUING PROFESSIONAL DEVELOPMENT

- Aim 2.1 To provide all TMI members with access to a personal section of the TMI website that will help them to identify appropriate training, development and mentoring opportunities, and give them a facility to record and accredit their subsequent CPD activities.
- Aim 2.2 To work with a range of training providers to increase the availability of accredited university, college and on-line training opportunities for TMI members.
- Aim 2.3 To develop the link between members' CPD activities and their membership status.
- Aim 2.4 To work with partners to develop and maintain the Institute's Destination Management Handbook as part of a regularly updated national Tourism Online Resource.
- Aim 2.5 To encourage universities to research best practice in destination management and to disseminate the results of such research to members

### **Theme 3**

#### **EVENTS, INNOVATION AND EXCELLENCE**

- Aim 3.1 To deliver the Institute's national events programme, including a major annual convention, to inform and inspire members
- Aim 3.2 To consider requests from partner organisations for TMI support, including joint-branding, for other events (including regional events) of relevance to destination managers.
- Aim 3.3 To explore methods and ideas for complementing the TMI's national events with smaller regional events

### **Theme 4**

#### **COMMUNICATIONS AND MEMBERSHIP ENGAGEMENT**

- Aim 4.1 To interpret and communicate the Institute's brand values, develop the Institute's brand identity and manage the Institute's brand
- Aim 4.2 To maintain and increase membership through excellent customer relationship management
- Aim 4.3 To enable and stimulate active communications with and between members and stakeholders – in effect developing "on-line communities"

### **Theme 5**

#### **EFFICIENCY AND VIABILITY OF THE INSTITUTE**

- Aim 5.1 To maintain sound financial management of the Institute, including the submission of audited annual accounts to Companies House
- Aim 5.2 To keep good written records of the Institute's meetings and Working Groups in compliance with the Institute's objects and procedures set out in the Memorandum and Articles of Association.

Aim 5.3	To review and monitor membership categories, eligibility criteria and membership fees on the basis of advice from the CPD Working Group (Aim 2.3) and the Communications and Membership Engagement Working Group.
Aim 5.4	To work together with other tourism and destination management organisations on joint initiatives and projects where this is in the best interests of TMI members.

## **The Annual Action Plan**

In each financial year of the life of plan, an annual Action Plan is prepared, linked to the annual budget, setting out the measurable actions that will be delivered against each of the 19 Aims of the Institute.

The Institute's four Portfolio Holders and the Vice-President are responsible for drafting the five chapters of the Action Plan (one for each of the five themes) whilst the Honorary Treasurer is responsible for preparing the budget forecast, amalgamated from the five thematic areas of activity.

The final draft of the Action Plan is approved by the Executive Board in February for final amendment and approval by the National Council in March. Also in March, the National Council receives a report on the outcome of the previous year's Action Plan and an indicative review of the final accounts for the preceding year. The full audited accounts are put before the National Council / AGM in September.

## **SECTION 3: ALLIANCES WITH OTHER TOURISM ORGANISATIONS**

### **Introduction**

The TMI places great value on the unique set of services it delivers for destination managers. However, it also shares many of its policies and goals with other UK tourism organisations, and the Institute's Aim 5.4 states that it will work on joint activities with other organisations where this is in the best interests of TMI members. TMI recognises that over the course of the Corporate Plan, its services may be better or more cost-effectively delivered through increasing partnership with one or more of these other organisations, possibly even including a formal merger or mergers. Continuing delivery of current TMI services within any new merged organisation would, however, be a pre-requisite of any such new arrangement.

### **Joint Activities with other Organisations**

The key organisations with which the TMI will seek to build its relationships or to agree joint activities are our partner organisations in Tourism Together (see below). There is a particularly strong affinity between TMI and the Tourism Society as both are organisations that serve individual members, rather than organisations. TMI will also hope to develop its relationships with associations for related professions such as Town Centre Management, Conference Destination Management (BACD), or Event Management.

As a precursor to developing further partnership working, TMI is currently involved in two major partnership organisations. These are "Tourism Alliance" and "Tourism Together".

### **The Tourism Alliance**

The Tourism Alliance was established in 2002 in the wake of the Foot & Mouth epidemic to provide a single voice to government on behalf of the Tourism and Hospitality industry. It has almost 50 member organisations, ranging from Visit Britain and the Regional Tourist Boards to private sector membership organisations representing hoteliers, pub owners, major tourist attractions and key suppliers to the industry.

TMI strongly values its involvement in the Tourism Alliance and sees it as the primary route through which it will seek to directly influence relevant government departments.

### **Tourism Together: Remit and Branding**

There are a small number of organisations that are much closer to TMI in terms of their aims and membership than many of the private sector organisations that belong to the Tourism Alliance. TMI is proud to have been a founder member of "Tourism Together", a partnership established in 2006 to create stronger links between five of these organisations: the TMI, Tourism Society, British Resorts and Destinations Association, Destination Performance UK, and the Institute of Sport, Parks and Leisure.

These five membership organisations are each involved in various aspects of tourism, destination and resort management and performance. Collectively the organisations have over 3,500 individual members and 200 public sector agencies and partnerships in

membership. The five organisations have formed a strategic partnership to create a collective voice in policy and lobbying activity. The organisations are also committed to working together on specific projects such as a new Online Resource and planning national events. Each organisation has strength and expertise in different areas.

Tourism Together is branded as:

**“Tourism  
Together”**

The Strategic Partnership of Tourism Organisations

### **Tourism Together Priorities**

The priorities of “Tourism Together” are:

#### **Theme 1: POLICY AND ADVOCACY**

- To alert each other to policy consultations from national government and national tourism organisations
- To respond in a co-coordinated and shared manner
- To highlight areas of common agreement where appropriate
- To maintain a regular dialogue with government to influence the policy making process

#### **Theme 2: CONTINUING PROFESSIONAL DEVELOPMENT**

- To support the development of a Tourism Online Resource building on the best practice established within the TMI Destination Management Handbook, former ETC Insights publication and VisitBritain resource material

#### **Theme 3: EVENTS, INNOVATION AND EXCELLENCE**

- To co-ordinate the planning of our respective events
- To promote the events of each to our respective memberships
- To create a comprehensive online reference calendar of tourism events

#### **Theme 4: COMMUNICATIONS AND MEMBERSHIP ENGAGEMENT**

- To give clarity to national government and national tourism organisations on our respective and collective roles
- To disseminate clear material with contact points
- To provide a web portal to our respective sites with links between them

#### **Theme 5: EFFICIENCY AND VIABILITY**

- To consider appropriate ways to share administration and operational costs between two or more partner organisations

Membership of “Tourism Together” not only gives TMI the opportunity to work collectively with all partners, it also provides more opportunities to develop collaborative projects with individual organisations that belong to the partnership.

## **SECTION 4: GOVERNANCE**

### **The TMI Executive Board**

The 8 Directors of the Institute form an Executive Board that meets approximately four times a year and is responsible for the strategic management of the Institute.

TMI is a company limited by guarantee and the members of the Executive are also the Directors of the company, registered at Companies House.

The 8 members of the Executive Board are:

- President
- Vice President, succeeding to President
- Four Portfolio Holders
  1. Head of Policy & Advocacy
  2. Head of Continuing Professional Development
  3. Head of Events
  4. Head of Communications
- Honorary Secretary
- Honorary Treasurer

Executive Board members are elected at the AGM for a term of two years with the exception of the Portfolio Holders who are elected for a term of one year (with the hope that most will serve a longer term). The Executive Board usually meets formally once a quarter and has the power to co-opt non-voting members to attend all Board meetings, at its discretion. Co-optees usually include the Immediate Past President (for continuity).

### **The President and Vice-President**

The roles of the President and Vice-President on the Executive Board are:

- To represent the Institute on key external bodies including Tourism Alliance, Tourism Together and the British Tourism Development Committee.
- To be responsible for collating the Annual Plan from the drafts submitted by the Working Groups, for approval by the National Council.
- To ensure compatibility between the activities of the four Working Groups and to review key cross-cutting issues for resolution by the Executive.
- With the Honorary Treasurer, to ensure that all Working Groups operate to clear budgetary targets in terms of both income and expenditure
- To manage the agenda for all Executive and Council meetings, and the AGM.
- With the relevant Portfolio Holder, to manage the appointment process for all external contracts.
- To welcome members and guests to the Institute's main events and to thank them and the sponsors for their support.

Within these activities, the President will generally take the role of Chair and be the primary representative of the Institute in its relationships with government, Visit Britain and partner organisations, with the Vice-President acting as his or her deputy.

In contrast, the Vice-President will generally take the role of Managing Director and have a primary responsibility to compile the annual Action Plan including drafting the section relating to the efficiency and viability of the Institute and forecasting its income from membership fees.

The President and Vice-President are not members of any specific Working Group but may attend any Working Group meeting, at their discretion.

### **The Portfolio Holders and Working Groups**

Each Portfolio Holder is responsible for managing a Working Group that is responsible for delivering actions to meet the aims of each of the Institute's key themes. The Executive Board itself, led by the Vice-President, is responsible for the delivery of actions required to meet Theme 5: "Efficiency and Viability". Each Working Group has considerable devolved responsibility to deliver the actions agreed by the TMI National Council in the annual Action Plan, without having to seek the approval of the President or the Executive Board; for example the final wording of consultation responses, the speakers at the annual convention or the content of the TMI website. The decisions taken are, of course, open to scrutiny and comment by the Executive Board and the TMI National Council (see below).

In addition to the elected Portfolio Holder, each Working Group is made up of volunteer members of TMI and, subject to budget constraints, a contracted support officer. The support officers are not employees of TMI but are independent consultants / suppliers, working to an agreed time-limited contract. It is the policy of TMI that all contracts are opened up to competitive tender on a regular basis (typically three years).

Volunteers to join the Working Groups are sought from all full and associate members of the Institute at least once every two years. TMI recognises that membership of a Working Group is an important form of continuing professional development for members and that there should be a healthy rotation of both members and Portfolio holders on each group. Unless the numbers volunteering to join each Working Group are too large to be practical, all volunteers will be accepted without having to meet any specific criteria. If there is a large number of volunteers for any Working Group, the portfolio holder will assemble a team that will give the widest possible range of skills and experiences to the group.

### **The Honorary Secretary**

As the Tourism Management Institute is a company limited by guarantee, the Honorary Secretary is also the Company Secretary. The Honorary Secretary's responsibilities include but are not limited to:

- Agreeing the dates of all Executive and Council meetings with the President, arranging venues, preparing and circulating agendas and minutes
- Advising the Executive Board and National Council on procedural matters to ensure compliance with the requirements of the Articles of Association, ByeLaws and company legislation
- Acting as the main point of contact for correspondence from the Institute's registered office

- Acting as main point of contact for correspondence with Companies House including in relation to all resignations and appointments to the Executive Board and completing and filing the Annual Return
- Maintaining the Institute's Articles of Association and ByeLaws, incorporating any changes agreed at the Annual or other General Meetings of the Institute into the master copies of these documents and ensuring copies are lodged with Companies House as required by law
- As registered keeper of data for the Institute, ensuring that TMI complies with the terms of its registration under data protection legislation
- Maintaining the TMI company records and files, including records of all formal, contractual, or informal arrangements between TMI and individuals, companies or organisations

### **The Honorary Treasurer**

The Honorary Treasurer is responsible for the Institute's finances, including:

- With the Vice-President preparing an annual budget estimate for the next financial year as part of the annual Action Plan, for approval by the National Council in March
- Operating a business current account and a premium account for the Institute's reserves
- Overall responsibility for all invoicing and payments on behalf of the Institute, including overseeing all spending devolved to other officers, subject to the Institute's By-Laws
- Advising the Executive Board and National Council on all financial management matters, including maintaining adequate reserves, maximising interest payments, minimising tax, and changing accounts or payment / invoicing methods.
- Preparation of the annual accounts for audit, submission to Companies House and presentation at the Annual General Meeting in September
- Presenting quarterly reports to the Executive Board on the actual and estimated expenditure and income of the Institute

### **The TMI National Council**

The TMI National Council is the body responsible for agreeing and monitoring the Institute's budget and annual Action Plan. Only the TMI National Council, not the Executive Board, can agree changes to the Institute's Memorandum and Articles of Association and its By-Laws.

It meets twice a year in March and September. The September meeting of the Council also serves as the Institute's Annual General Meeting which all members are invited to attend. Council members are, however, expected to attend the AGM as one of their key duties. Council members comprise both elected and co-opted Members as identified below:

21 Council Members elected at the AGM:

- The eight Members of the Executive Board
- Immediate Past President (affirmed at the AGM)
- Three National Representatives – Scotland, Wales, Northern Ireland
- Nine English Regional Representatives – North East, North West, Yorkshire, West Midlands, East Midlands, East, South West, South East, London

Up to 12 Co-opted Members, appointed by the Executive Board, for a two year period, including:

- Affiliate Representative: Suppliers Sector
- Affiliate Representative: Educational Sector
- Up to six TMI members to represent, at a senior level, any particular interests that are under-represented through the elections process, for example: Visit Britain, a Regional Development Agency, a Regional Tourist Board, a Destination Management Organisation, a City Council, a County Council, a Resort, or a Rural District Council. To allow flexibility, this is not an exhaustive list.
- One representative from each of our four sister organisations in Tourism Together: namely Tourism Society, DP:UK, BRADA and ILAM, not necessarily in membership of TMI – to act as friendly challengers.

Co-opted members are not entitled to vote at Council meetings. Those who are corporate members (Fellow, Member or Associate Member) may vote as individuals at the Annual General Meeting and Extraordinary General Meetings.

### **National and Regional Representatives**

The basic responsibilities of National and Regional Representatives are:

- To attend the two National Council meetings every year to represent the views of members in their country or region
- To support the Communications and Policy Working Groups by acting as a conduit for information flows between the Institute and its members, including sending regular e-mails and/or organising regional meetings for members (possibly in partnership with other national or regional organisations)
- To raise awareness of TMI and play an active role in recruiting new members from their country or region
- To play a key role in supporting the Events Working Group when national TMI events are organised in their area

In some circumstances, National or Regional Representatives may also wish to work with the CPD Working Group to put on small regional training events, but this is not an expectation of their role. A fuller description of the responsibilities of National and Regional representatives has been agreed and is available on request from the Company Secretary.

## Annual Cycle of Meetings and Events

The Institute's Financial Year is from 1 April to 31 March.

The following timetable sets out the basic structure of the Institute's annual cycle of meetings and events. It is not intended to prohibit sensible amendments to be made to the cycle during the lifespan of the Corporate Plan to 2012.

Month		Key Roles
January		
February	Executive	<ul style="list-style-type: none"> <li>To prepare the final draft Action Plan and budget for the next Financial Year</li> <li>To review the Institute's events programme</li> </ul>
March	National Council	<ul style="list-style-type: none"> <li>To receive final reports on the Institute's activities over the previous financial year</li> <li>To amend / approve the Institute's Action Plan and its budget projections for the forthcoming year</li> </ul>
April		
May	Executive	<ul style="list-style-type: none"> <li>To agree any proposed amendments to the Institute's Memorandum and Articles for the approval of the Council / AGM</li> <li>To agree the format of any election papers to be sent to Members for vacant positions (for formal election at the AGM)</li> <li>To review the Institute's communications and engagement with members</li> </ul>
June / July	"Hot Topic"	1 day event, usually based on a specific topic
August	Executive	<ul style="list-style-type: none"> <li>To prepare the agenda and papers for the AGM.</li> <li>To review the Institute's CPD programme</li> </ul>
September	National Council / AGM	<ul style="list-style-type: none"> <li>To agree any required amendments to the Institute's Memorandum and Articles</li> <li>To elect to vacant positions on the Executive and National and Regional Representatives</li> <li>To receive and adopt the audited accounts for the previous financial year</li> <li>To set the membership fees for the next financial year</li> <li>To receive mid-year reports from the Institute's four Portfolio holders and Membership Development Executive</li> </ul>
October	Annual Convention	2 day event, usually with a wide range of topics based on a central theme.
November	Executive	<ul style="list-style-type: none"> <li>To prepare the first draft Action Plan for the next financial year</li> <li>To review the policies of the Institute and its alliances; and its impact on the national destination management agenda</li> </ul>
December		

## APPENDIX: CHARTERED STATUS

The 2012 Vision for the Tourism Management Institute is:

***“Destination Management is recognised as a profession  
and TMI is the acknowledged membership institute  
working towards chartered status”***

### **What is Chartered Status?**

It means that the organisation has been granted a Royal Charter by the Privy Council. New Charters are normally reserved for bodies that work in the public interest (such as professional institutions and charities) and which can demonstrate pre-eminence, stability and permanence in their particular field.

### **Why should TMI work towards Chartered Status?**

It would confer recognition of TMI as **the** professional institution for tourism destination management and allow appropriate qualified members to describe themselves as chartered tourism destination managers. They would be recognised as qualified members of a distinct profession who belong to a financially sound Institute with a track record of achievement. Achieving Chartered Status is a long term aim, but the criteria can act as guidelines particularly for TMI's role in supporting the professional development of its members.

### **What is involved?**

The Institute would have to demonstrate that it had as members the majority of the eligible field of membership, that corporate members were qualified to at least first degree level in a relevant subject, and that it was financially sound with a track record of achievement over a number of years.