

IMPORTANT
INFORMATION
ENCLOSED



ERBID COMPANY LTD
DIRECTORS ELECTION

CANDIDATE PROSPECTUS

FOR TERM
1 JAN 2027 – 31 DEC 2031

**Your postal ballot must be
received by 5pm on
Friday 20th November 2026**

ELECTION OF ERBID COMPANY DIRECTORS

This election is to appoint seven new English Riviera BID Company (ERBID Company) directors for the five-year term of ERBID3 (1 January 2027 – 31 December 2031).

The election results will be declared on Thursday 26th November 2026.

The ballot is conducted through an independent, confidential postal vote run by Civica Election Services.

Each Company Member has one ballot paper and may vote for up to seven candidates.

Your vote helps ensure that the ERBID Company is led by Directors who will represent levy payers, provide effective governance, and oversee the successful delivery of the ERBID3 Business Plan.

Please review the candidates and return your postal ballot, to be received no later than 5pm on Friday 20th November 2026

The candidates standing for election are:

Andy BANNER-PRICE	4
Timothy (Tim) EVANS	5
Claire FLOWER	6
Jason GARSIDE	7
Ashley GILLAM	8
John INGRAM	9
Anthony JONES	10
Darren JONES	11
Anthony KING	12
Maureen MCALLISTER	13
Adam MILLWARD	14
Wendy NORRIS	15

The current Board of the ERBID Company will stand down on 31 December 2026.

A new Board will take office from 1 January 2027 and will serve until 31 December 2031, which is the end of the third BID term (ERBID3).

The Board is made up of 13 Directors, consisting of 7 elected, 4 co-opted and 2 fixed positions (Chief Executive of the ERBID Company and the Torbay Council officer responsible for tourism).

The objective is to maintain a balanced and effective Board with a range of relevant skills and experience. Co-opted Directors will be appointed to provide specialist expertise where needed. The newly elected Board will appoint the Chair.

Candidates must be passionate and highly motivated individuals who are committed to the successful delivery of the ERBID3 Business Plan. They will act as ambassadors, engaging with the local industry.

All candidates have signed the ERBID Directors' Code of Conduct (see inside back cover). Any candidate elected as a Director will be expected to comply with and uphold the Code of Conduct throughout their term of office.

Existing Board members are eligible to stand for re-election.

The positions are unpaid – there will be basic expenses allowed but this does not include attending Board meetings. The Chair will receive a small stipend.

PERSON SPECIFICATION FOR BOARD DIRECTORS

Successful Directors will be expected to fulfil the requirements of non-executive directors in relation to the good governance of the ERBID Company.

Their role will include responsibilities for:

- Maintaining strategic direction.
- Monitoring performance.
- Evaluating risk.
- Providing a link to the industry.
- Performing to the agreed code of conduct.

EXPERIENCE

- Directors should have a background and experience that will enable them to feel comfortable and capable of making a positive contribution.
- Evidence of success within their personal career, with relevance to tourism.
- Well-developed commercial astuteness which will translate into the ability to think and act strategically for the benefit of levy payers and the company.
- Within the Board, there is a particular need for experience in the areas of marketing, finance and partnership working.
- The Company values a broad range of perspectives, backgrounds, skills and experiences, recognising that diversity contributes to effective decision-making and good governance.

PERSONAL QUALITIES EXPECTED FROM DIRECTORS

- A deep commitment to tourism and economic development in Torbay.
- Ability to understand complex issues.
- Enthusiastic, enquiring mind, with the confidence to challenge constructively.
- Ability to recognise the importance of supporting collective decisions.
- Strong communication skills and an ability to listen.
- Ability to work with a wide range of individuals and organisations.
- Ability to understand the implication of any decision.
- Sufficient time to fulfil the role effectively, including attendance at a monthly three-hour Board meeting, together with any preparation and occasional additional commitments required.





ANDY BANNER- PRICE

MY CONTACT DETAILS:

07801 387404

andy@banner-price.co.uk

Having fully supported the English Riviera BID since its conception, I became more involved in shaping the future of the Bay and marketing the English Riviera to the world when I was elected to the board of ERBID2.

As co-owner of The 25 Boutique B&B in Torquay, I helped put the area on the map through my own marketing campaigns, following recognition as “Best B&B in the World” on TripAdvisor. I always sought to promote the English Riviera as a destination alongside my own business, firmly believing that businesses working collaboratively can achieve far more.

I’ve spent 20 years in hospitality, including owning an award-winning country house hotel, wedding venue and restaurant, before moving to Torquay.

I am now General Manager at Cary Arms Hotel & Spa, where I continue to develop a strong network of local businesses, working collaboratively to promote and benefit the English Riviera as a whole. Through the varied nature of the site, my interests span the breadth of the tourism industry, from encouraging overnight stays in hotels and self-catering

accommodation, to attracting visitors to our restaurants, pubs and other hospitality businesses such as tourist attractions.

I am also a “Torbay Champion”, working to positively promote Torbay and have been personally recognised with awards for “Outstanding Contribution to Tourism” in 2024 and “Tourism Business Leader” in 2022.

I would be honoured to continue contributing to the successful future of the Bay by serving on the board of ERBID3. I would use my experience in hospitality, destination marketing and business collaboration, along with my passion for promoting the English Riviera, to help make it a destination increasingly recognised, visited and enjoyed by people from across the UK and around the world, ensuring the benefits of increased tourism are felt by businesses and communities across the Bay.





TIMOTHY (TIM) EVANS

MY CONTACT DETAILS:

01803 362122

info@torquaywatersports.co.uk

Tourism & Commercial Leadership | Marine & Adventure Tourism | Visitor Experience | Education

I am a tourism and commercial business leader with more than 15 years' leadership experience and a long-standing passion for creating exceptional visitor experiences, developing people and growing businesses.

I am currently the owner of Torquay Watersports, acquired in 2026. I lead the strategic and operations of the business across marine tourism, adventure experiences and professional training. The business delivers award-winning coastal and wildlife experiences, the Raptor high-speed RIB experience and marine training.

Creating experiences that encourage people to explore, learn and connect with a destination has been a consistent theme throughout my career. I have more than 17 years' experience across commercial maritime and tourism, combining hands-on experience as a captain, instructor and tourism operator with senior leadership, people development and business growth. I understand both the experience we want a visitor to have, and the

commercial and operational foundations needed to deliver it successfully.

Alongside this, I have held senior leadership roles within international luxury retail, most recently as Group Training Director & Retail Performance Manager for the Embassy-Kirchhofer Group in Switzerland. This has developed my experience in commercial performance, strategic thinking, leadership, and multi-cultural customer experience.

Having returned to the UK and chosen Torbay as the place to build my next chapter, I am committed to contributing to the area's visitor economy. I see significant potential to strengthen Torbay's position as a destination for marine, adventure, culture and experiences, while creating stronger pathways into tourism and maritime careers/education.

I would bring to the ERBID Board a combination of strategic commercial experience and current, hands-on tourism business leadership, alongside a fresh perspective as someone who has recently chosen to invest both professionally and personally in Torbay.



CLAIRE FLOWER

MY CONTACT DETAILS:

01803 843887

claire@beverley-holidays.co.uk

Having proudly served as a Director for the BID for two terms, I am seeking reappointment to continue supporting the organisation's vital work in driving tourism, economic growth, and destination development across the English Riviera.

Tourism is at the heart of my life and career. As a Director of Beverley Holidays, a family business that has welcomed visitors to the English Riviera for over 67 years, I bring extensive experience in strategic leadership, marketing, customer experience, business development, and operational management. My role involves balancing commercial decisions with long-term planning, while ensuring we meet the evolving needs of our guests and contribute positively to the wider visitor economy.

During my time on the ERBID Board, I have remained committed to strengthening the English Riviera as one of the UK's leading holiday destinations. I understand the opportunities and challenges facing our visitor economy and have supported collaborative initiatives that deliver for tourism businesses across the destination.

Alongside my role at Beverley Holidays, I serve as Chair of HARPA, representing holiday parks across the UK. This position provides valuable insight into industry trends, market developments, and priorities of tourism businesses, enabling me to bring an informed and broad perspective to Board discussions.

I firmly believe the continued success of the English Riviera relies on strong partnership working between businesses, local authorities, communities and destination stakeholders. I have a deep personal and professional commitment to prosperity, and remain dedicated to supporting the BID, ensuring it delivers value, advocacy, and measurable outcomes for levy payers.

I welcome the opportunity to continue serving on the Board, contributing my experience, knowledge and passion, together with the national networks and connections developed through my role as Chair of HARPA, to help shape the future success of the English Riviera as a thriving, sustainable and world-class visitor destination.



JASON GARSIDE

MY CONTACT DETAILS:

01803 400101

jgarside@tlh.co.uk

Jason Garside has worked in the hospitality industry since 1990, beginning his career with the Rank Organisation's Butlins Hotels division. He subsequently managed large hotels for national operators and independent four-star properties before moving to Torbay in 2002.

In 2018, Jason led the successful management buyout of TLH Leisure Resort. As Managing Director and CEO, he now shares responsibility for one of the South West's largest independent leisure resorts, comprising four hotels, extensive leisure and entertainment facilities and more than 300 employees. TLH is also one of the English Riviera BID Company's largest levy payers.

Jason is a current ERBID Company Director and brings extensive practical experience of strategic leadership, financial management, governance, risk and the day-to-day realities facing tourism and hospitality businesses. He understands the pressures created by rising employment, energy and operating costs, as well as the importance of attracting new and repeat visitors throughout the year.

Having lived and worked in Torbay for more than 20 years, Jason is committed to strengthening the English Riviera as a nationally recognised, year-round destination. He believes the BID must remain commercially focused, accountable to its levy payers and effective in demonstrating measurable value.

If re-elected, Jason will continue to provide a constructive and independent voice on the Board, representing accommodation providers and the wider visitor economy. He will promote collaboration between local businesses, the BID Company, Torbay Council and other partners to increase visitor demand, extend the season and protect local employment.





ASHLEY GILLAM

MY CONTACT DETAILS:

07786 735154

a.gillam@paigntonzoo.uk

I am standing for election to the ERBID Board because I am passionate about tourism, the visitor economy and the long-term development of Torbay. I am currently General Manager of Paignton Zoo and Newquay Zoo, leading operations at two significant visitor attractions during an important new chapter under Libéma ownership.

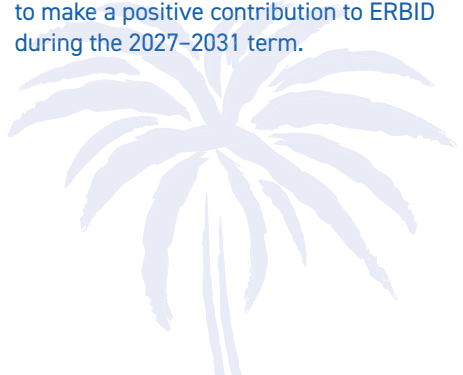
Paignton Zoo is one of the leading zoos in southern England, with an important role in tourism, conservation, education and the local visitor economy. Since Libéma took ownership in January 2026, there has been a clear ambition to invest in the zoos, enhance the visitor experience and develop them for the future. My role gives me practical experience of delivering this transformation and understanding how a major attraction can contribute to destination development.

Prior to joining Paignton Zoo, I held a senior management position at West Midlands Safari Park, gaining extensive experience in operating a major UK visitor attraction, leading teams, managing commercial performance and developing the visitor offer.

My wider career has provided strong experience in strategic planning, financial and operational management, customer experience, marketing, change and stakeholder engagement. I understand the importance of collaboration between attractions, businesses, local authorities and destination organisations.

If elected, I would bring a practical, commercially focused and collaborative perspective to ERBID. I would be committed to maximising the economic benefits of tourism across Torbay, supporting local businesses and ensuring levy-payers see tangible value from ERBID's activities.

I believe my combination of current leadership at Paignton Zoo and Newquay Zoo, previous experience at West Midlands Safari Park and broad tourism and leisure expertise would enable me to make a positive contribution to ERBID during the 2027–2031 term.





JOHN INGRAM

MY CONTACT DETAILS:

07773 772547

ingramjohn66@outlook.com

I am John Ingram, proprietor of Baycoffee Company in Brixham, where I have been proud to live for 18 years. I have spent 42 years in food, hospitality and retail, working with independent businesses, hotels and leading organisations including Selfridges and Harvey Nichols, as well as Vallandry and many other establishments.

My career has given me a practical understanding of what makes a visitor experience successful, from service and presentation to the commercial realities of running a business. Today, through Baycoffee Company, I see first-hand the opportunities and pressures facing independent businesses in Brixham.

My involvement in the town extends beyond my own business. As Chairman of the Brixham Pirate Festival, I bring businesses, residents, volunteers and visitors together to deliver an event that promotes Brixham, generates visitor activity and strengthens community pride. As an executive member of the Brixham Chamber of Commerce, I have also worked closely with local businesses and understand the importance of giving them a strong voice.

As a Director of the English Riviera Board, I would use these perspectives in three practical areas. First, I would champion the contribution of independent businesses, food and hospitality to the Riviera's visitor offer. Secondly, I would look at how events can be developed and better connected to destination promotion, encouraging visitors to stay longer and return. Thirdly, I would contribute a strong local and commercial perspective to the Board's wider strategy, helping ensure that its ambitions translate into opportunities for businesses and communities across the Riviera.

I would also use my local contacts to encourage stronger collaboration between businesses, community organisations and events.

After 18 years in Brixham, I care deeply about its future and that of the wider English Riviera. I would be proud to bring my experience, energy and practical approach to the Board and make a positive contribution.



ANTHONY JONES

MY CONTACT DETAILS:

07870 487359

anthonytibo@twenty1lounge.co.uk

My name is Anthony Jones, and I am the Managing Director and owner of 21 Restaurant and Otto Restaurant on Torquay Harbourside.

I have lived in Torquay since 1996, when my parents moved to the town and purchased a small hotel on Lyme Avenue. Since then, I have spent almost 30 years working in hospitality, across bars, hotels and restaurants, with most of that time based around Torquay Harbourside.

Torquay is not simply somewhere I run businesses it is my home. It is where I have built my life, raised my children and, hopefully, one day, will see my grandchildren grow up. I am passionate about Torquay and the wider English Riviera and want to see our area reach its full potential.

Alongside running my businesses, I have become actively involved in the wider business community and currently serve as Chair of Torquay Independent Business Owners (TIBO). Through this role, I work closely with local businesses, community groups, the Council and other stakeholders to champion businesses and push for positive, practical change.

I have been involved in developing and supporting projects focused on improving Torquay's public realm, appearance, visitor experience and business environment, including work around the harbour, Cary Green, The Strand, Victoria Parade and the wider town centre. I have also campaigned for improvements to cleanliness, investment, infrastructure, events and promotion.

I am standing for ERBID because businesses need a strong, independent voice and representatives who understand the realities of running a local business. I want to help ensure ERBID delivers meaningful, visible and measurable benefits for businesses of all sizes.

I would bring practical experience, energy, collaboration and a genuine passion for the English Riviera. I believe in working positively with businesses, residents, the Council and partners to turn ideas into action.

My aim is simple: to help create a cleaner, more vibrant, welcoming and prosperous English Riviera where businesses can grow, visitors want to return, and our communities can be proud of where they live and work.



DARREN JONES

MY CONTACT DETAILS:

07478 229183

erbid.dj123@gmail.com

Operating a Guest House, since 2023, within Torbay has given me a first-hand appreciation of the need to drive growth across The English Riviera. With a critical period ahead, including the delivery and evolution of destination marketing plans and sustainable growth initiatives, I want to contribute my commercial experience, and commitment to the business community to support the Board's and Levy payers' ongoing vision.

Many years of experience in Buying, Operations, Logistics and IT, working across various sectors with a vast array of Organisations

- Commercial and Operational experience in managing growth, navigating economic challenges, driving high performance within Retail and Sales
- Delivering Joint Business Plans working with Multinational companies, driving mutually beneficial growth
- Managed Budgets (up to circa £1bn)
- Considerable experience in maximising the use of Marketing Spend through evaluation and challenge

Commitment / Contribution:

- Assisting in the robust oversight of company funds, strategic planning, and

ensuring accountability to the 1,000+ levy-paying businesses across the Bay.

- Improving confidence of Levy payers through increased visibility of spend. Many levy payers are frustrated and would like confidence that their money is being spent for the benefit of all.
- Ensure spend is fully analysed to drive significant ROI
- Review funding for currently supported Events, and switch some of this to NEW events and recently launched initiatives. Innovate to encourage new visitors to the area.
- Where possible, all activity and spend should be tendered to ensure best value. Board Members should not hold contracts with the ERBID, this is potentially a conflict of the role and code of conduct.
- I would like to see a more collaborative approach across all sectors of the Economy, and would strive to work across all sectors. Only through joint co-operation all benefit
- I will bring a fresh challenge to the current thinking, with transferable skills from previous roles



ANTHONY KING

MY CONTACT DETAILS:

07979 704465

anthonywilliamking@hotmail.co.uk

I am a Director of Palm Grove Apartments Limited, with responsibility for the management of 10 apartments in Torquay. This gives me a direct and active interest in the successful marketing, management and development of the English Riviera as a leading tourist destination.

My professional experience has given me a strong and practical skill set in:

- Project management
- Financial and cost management
- Internal process auditing
- Contract negotiation and management
- Business and operational management
- Staff and supplier management

I spent 25 years with BP, where I developed extensive experience in these areas, working within a large international organisation and managing projects, costs, processes and commercial relationships.

Following my career with BP, I became self-employed and established and managed a luxury design and supply business, supplying high-end gifts to royal palaces in the Middle East. This involved managing staff, buildings and logistics, as well as negotiating directly with palace buyers and managing demanding commercial relationships.

I have also successfully established and operated three businesses across different sectors, including a restaurant, a luxury design business and a self-catering apartment business. These experiences have given me a broad understanding of customer service, tourism, hospitality, sales, marketing and the practical challenges faced by business owners.

I am an articulate and commercially minded individual, with experience of managing people, businesses, projects and relationships. Through my current involvement in the self-catering accommodation sector in Torquay, I have a particular interest in ensuring that the English Riviera continues to develop as an attractive, well-managed and competitive destination for visitors.

I would bring to the ERBID Board a combination of corporate experience, entrepreneurial business knowledge and direct experience of operating within the local tourism economy.

Outside of work, my interests include cooking and sailing. I also have a strong interest in English heritage and enjoy learning about the history, buildings and traditions that contribute to the character and identity of England.



MAUREEN MCALLISTER

MY CONTACT DETAILS:

07968 698084

maureen@palacetheatrepaignton.co.uk

Maureen McAllister has an MBA from the University of Gloucestershire, and over 30 years' experience of strategic tourism management, marketing and development, working in the public and private sector. She has been an active member of the senior teams at local, DMO and regional level – working for local authorities, DMOs/LVEPs, public/private economic development companies and the South West Regional Development Agency (RDA). She led and chaired the RDA's tourism leads group and delivered projects for national and regional tourist boards. In her consultancy role she has developed and led projects for destinations across the country*.

Maureen is an expert in destination management, governance and partnership development. Her most recent destination experience was as Head of Tourism for Northumberland LVEP helping forge the new regional North East Destination Development Partnership; she was also the lead consultant on the development of the most recent Destination Management Plan for Torbay.

Maureen is the Chief Executive of Jazz Hands CIC, at the Palace Theatre in Paignton, chair of the English Riviera Attractions Partnership and Vice Chair of the emerging Torbay Creative Cluster.

*Destination Development Expertise East Devon, Forest of Dean and Wye Valley, Torbay/English Riviera, Kielder Trust and Observatory, North Yorkshire, Northumberland, Essex, Coventry, Nottinghamshire, Derbyshire and the Peak District, Shakespeare's England, VisitEngland, Visit Hull and East Yorkshire, and Visit Wiltshire.





ADAM MILLWARD

MY CONTACT DETAILS:

07919 051066

info@torquayholidaylettings.co.uk

I arrived in Torquay 22 years ago, the proud owner of a run down and very tired B&B. With bags of ambition but no money it took hard work, sacrifice and dedication to turn that business into one of the town's first 5 star properties. We subsequently switched to a self catering business which we created from scratch and which now has sales in excess of £400,000 a year. I therefore know what it takes to build a business and I also know what it feels like when every penny you own is on the line.

I am standing for the ERBID board because small businesses have never been so under attack. Many owners have had to take second jobs just to survive- others have given up the fight altogether. I believe we need representation from people with skin in the game; people who actually pay the Bid out of their own bank accounts. As a board member I will champion the small businesses that are the backbone of our industry.

I am prepared to ask searching questions and to challenge accepted wisdom and whilst I wholeheartedly believe in collaborative working it must never prevent us from holding institutions to account like the Council or the police when they fail to support the single most important industry our area has.

The future of our Bay depends on a successful and sustainable tourism industry; we need to move with the times particularly when it comes to marketing but we also need to defend and enhance the essence of what makes our bay attractive to visitors. I will be committed to doing that and be relentless in searching for new ways to bring visitors to the Bay and to make sure they have reasons to return again and again.





WENDY NORRIS

MY CONTACT DETAILS:

07739 449180

wendynorris1@outlook.com

Wendy owns The Berburry Hotel in Torquay with her partner and is Chair of the South Devon Accommodation Group (formerly The Bridge Group), a long-established collective of independent accommodation providers across the English Riviera, including hotels, guest houses, B&Bs and self-catering businesses.

Wendy brings extensive experience of leadership, transformation and strategic decision-making. Before moving to Torquay, she was a Director at the Metropolitan Police in London, where she led large-scale transformational change across the organisation. She also served as a volunteer police officer for 20 years, finishing her volunteer career as an Inspector with the City of London Police.

Earlier in her career, Wendy worked in consulting for one of the UK's largest accounting firms, supporting public sector organisations to make difficult decisions about priorities, costs and spending during a period of austerity and reducing budgets.

As both a local tourism business owner and Chair of the South Devon Accommodation Group, Wendy has a strong understanding of the opportunities and challenges facing independent businesses across the English Riviera. She is passionate about ensuring that the voice of local accommodation providers is heard and that their interests and perspectives are properly considered in decisions affecting the destination's tourism economy.

Wendy is a current supporter of ERBID and believes her combination of strategic leadership experience, business insight and strong connections across the local accommodation sector would enable her to make a constructive contribution to the Board. She would bring an independent, collaborative and challenging perspective, with a clear focus on achieving positive outcomes for businesses and the wider English Riviera.







CODE OF CONDUCT FOR DIRECTORS OF THE ERBID

PERSONAL BEHAVIOUR

It is expected that board members will:

- Act ethically, with honesty and integrity, in the best interests of ERBID at all times.
- Not make improper use of their position as board members to gain advantage for themselves or for any other person.
- Not engage in conduct likely to bring discredit to the company.
- Exercise due care, diligence and skill.
- Take individual responsibility to contribute actively to all aspects of the board's role.
- Make decisions fairly, impartially and promptly.
- Make reasonable enquiries to remain properly informed.
- Understand the financial, strategic and other implications of decisions.
- Act in a financially responsible manner.
- Understand financial reports.
- Attend all meetings possible including board, subgroup and industry meetings.
- Treat colleagues with respect, courtesy, honesty and fairness, and have proper regard for their interests, rights, safety and welfare.

- Not harass, bully or discriminate against colleagues, members of the public and/or employees.
- Contribute to a harmonious, safe and productive board environment/culture through professional workplace relationships.

COMMUNICATION AND OFFICIAL INFORMATION

It is expected that board members will:

- Not disclose official information or documents acquired through membership of the board, other than as required by law or where agreed by decision of the board.
- Not make any unauthorised public statements regarding the business of the ERBID company.
- Support, adhere to and not contradict the formal decisions of the board made in its meetings.
- Respect the confidentiality and privacy of all information as it pertains to individuals.
- Ensure information gained as a director is only applied to proper purposes.

CONFLICTS OF INTEREST

It is expected that board members will:

- Disclose any personal or business interests which may give rise to actual or perceived conflicts of interest.
- Not allow personal or financial interests, or the interests of any associated person, to conflict with the interests of the ERBID company.
- Where conflicts of interest do arise, ensure they are managed in the public interest.
- Ensure that they decline gifts or favours that may cast doubt on their ability to apply independent judgment as a board member.

In addition, board members commit to:

- Taking responsibility for contributing in a constructive, courteous and positive way to enhance good governance and the reputation of the board of the ERBID company.
- Support the key objectives of the ERBID and help to ensure its success by acting in the company's best interests.





To view the ERBID3 Business Plan please visit:
englishriviera.co.uk/bid/erbid3

FOR MORE INFORMATION

Carolyn Custerson

Chief Executive Officer

English Riviera BID Company Ltd

Email: carolyn@englishrivierabid.co.uk

Mobile: 07968 261845

Business website: englishriviera.co.uk/bid



www.englishriviera.co.uk/bid

English Riviera BID Company, 5 Vaughan Parade, Torquay, TQ2 5JG