

Supporting Information and Impact Assessment

Service / Policy:	English Riviera Destination Management Plan 2017-2021
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Director / Assistant Director:	Kevin Mowat

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Section 1: Background Information	
1.	<p>What is the proposal / issue?</p> <p>It is proposed that the English Riviera Destination Management Plan (DMP) 2017-2021 Pride in Place is adopted to replace the expired Turning the Tide Tourism Strategy 2010-2015, and establish a shared approach between key stakeholders to effectively manage tourism as a whole for Torbay.</p> <p>The adoption of the new DMP is essential for the future growth of Torbay's visitor economy. The DMP recommends developing a joined up collaborative approach for tourism - working together in partnership with key stakeholders and the industry to develop the English Riviera's visitor economy.</p> <p>The creation of a new Destination Management Group (DMG) whose shared vision is to manage the visitor economy and to deliver the Plan's objectives, will bring key stakeholders together across all sectors to effectively develop and promote the English Riviera tourism offer. The role of the DMG will be to deliver the six key priorities through a detailed action plan.</p>
2.	<p>What is the current situation?</p> <p>The draft DMP 2017-2021 Pride in Place, was published for public consultation on 9 December 2016 to 27 January 2017. THE DMP is awaiting approval.</p>
3.	<p>What options have been considered?</p> <p>The following options have been considered:</p> <p>a. No Destination Management Plan – the impact of this would lead to little development of the tourism offer, a heavy reliance upon repeat visitors and not developing the industry nor the place to ensure it is fit and desirable destination for future visitors. The result would be a likely reduction in visitor numbers reducing the economic development benefits the visitor economy can bring.</p> <p>b. A Tourism Strategy – this would focus solely on marketing the destination and would duplicate the activities of the Tourism BID Company. Furthermore, there would be little scope to develop neither the place nor the industry to meet the future needs of the visitor. There would be limited scope to attract new visitors and we would expect Torbay to lose out to its competitors.</p>

	<p>c. A Tourism Destination Management Plan – sets a framework for ensuring the Torbay visitor economy continues to develop and meets the needs of today’s and tomorrow’s visitors. Both the industry and the place can evolve maximising the economic benefits from the visitor economy and helping to ensure Torbay is a great place to live, work and visit. A Destination Management Plan is a concept and shared approach to effectively manage the whole tourism destination. VisitEngland VisitBritain sees the development of Destination Management Plans, which are increasingly being introduced across regions, as an essential tool further supporting Government policy, encouraging destination organisations to become focussed and efficient.</p>
<p>4.</p>	<p>How does this proposal support the ambitions, principles and delivery of the Corporate Plan?</p> <p>We have ensured that the DMP supports the delivery of Torbay Council’s objectives, as set out in the Economic Strategy and Corporate Plan; specifically on creating a prosperous and healthy Torbay. The need to ensure Torbay remains an attractive and safe place to live, visit and work is one of the key areas of focus within the DMP.</p> <p>The Council’s Economic Strategy and Local Plan sets out the need to create more employment in Torbay and the need to continue to secure investment in support of the right infrastructure for economic growth including road, rail and broadband, as well as sites and premises. The DMP focuses on Torbay’s strong USP that is the English Riviera, with a world-class tourism offer and therefore the DMP supports and enables enhancement of that offer.</p> <p>The DMP sets out a shared approach to effectively manage the whole tourism destination. Focussing on developing a successful visitor economy, the DMP presents clear actions and the different stakeholders involved to take the DMP and the destination forward. Having a clear and structured Plan will therefore focus collaborative effort, reduce duplication and maximise local investment. This is therefore the right approach for the English Riviera, making the most of available resources, working in collaboration with key stakeholders and the industry to effectively develop the visitor economy. In addition, working in closer partnership also maximises Torbay’s chances of making the most of available funding opportunities to support the development of the visitor economy and importantly the development of more world-class visitor experiences.</p>
<p>5.</p>	<p>How does this proposal contribute towards the Council’s responsibilities as corporate parents?</p> <p>This document recognise that there are increasing opportunities in Torbay, and across the South West, to access higher learning and associated employment opportunities. Where possible, the actions in the Plan will develop a robust education/employment pathway to maximise those opportunities for our young people. Within this, care leavers and children in our care will be a particular priority and this is a specific action in the Plan.</p>
<p>6.</p>	

	<p>How does this proposal tackle deprivation?</p> <p>Within the Policy Framework the DMP sits under the Economic Strategy which has specific actions to tackle deprivation.</p> <p>Tourism and hospitality is recognised as a low paid seasonal sector to work in and this plan sets out an ambition to turn this around and make the sector an attractive one to work in. This will have a positive impact upon those working in the industry this having an impact upon those on the edge of poverty/deprivation.</p>
<p>7.</p>	<p>Who will be affected by this proposal and who do you need to consult with?</p> <p>English Riviera visitors, tourism-related businesses and local residents, who have visiting friends and relatives.</p>
<p>8.</p>	<p>How will you propose to consult?</p> <p>The draft English Riviera Destination Management Plan 2017-2021 Pride in Place, was published for public consultation 9 December 2016 to 27 January 2017 using:</p> <ul style="list-style-type: none"> • Online questionnaire - via the Council's consultation website • Social media engagement • Press release • One to one meetings with key industry stakeholders, who will form part of the new Destination Management Group • Industry e-newsletters/direct contact – via TDA, ERTC and the Torbay Business Forum <p>In addition, informal industry consultation in the form of 'listening panels' also took place on 5 December which has informed the development of the DMP.</p>

Section 2: Implications and Impact Assessment

9.

What are the financial and legal implications?

Resources and financial implications on how best to deliver the Destination Management Plan are currently in discussion with Torbay Council and TDA.

The options for delivery are:

1. Torbay Council provides financial resource to deliver the DMP. Delivery of the DMP would require a full-time role with estimated costs of £40,000 per annum.

(+) Clear and consistent leadership and investment for the whole destination

(-) Available finances

(-) Resources and capacity within TC to manage delivery of the plan

2. Torbay Council contracts TDA to deliver the DMP

(+) Complements the Masterplan delivery

(+) Clear and consistent leadership

(+) Great Places Funding has been secured providing 50% of the costs for the full-time role recovered.

(+) TDA will ensure delivery of action plan follows an evidence based approach

(-) Resources and capacity of TDA

(-) If no extra funding is found, this will be delivered at the expense of other economic development activity

3. Partnership Funding is sourced

(-) Uncertain and unreliable funding streams

(-) Unclear leadership

(-) Resources and capacity – will still require someone to lead on sourcing the funding

4. Do nothing

(-) No leadership

(-) No destination investment

(-) DMP not delivered

(-) Only the marketing of the destination will be taken forward by the new English Riviera Tourism BID Company

(-) The work undertaken so far to develop the DMP would be a costly waste

10.

What are the risks?

Key risks are outlined in the table:

Risk description	Result	Impact	Mitigation
Limited engagement from stakeholders and wider industry	Limited delivery of DMP	Outcomes not achieved	Early stage engagement with stakeholders and wider industry
Not properly resourced	Solely reliant upon the partnership to form and deliver the DMP	Likely reduced momentum resulting in the Destination Management Group (DMG) dissolving resulting in poor outcomes	Full time role to be resourced to co-ordinate the DMG and deliver the plan
Lack of investment	No product development	Reduction in appeal of Torbay as a visitor destination resulting in reduction in visitor numbers	Align DMP to other place shaping strategies and maximise development/investment opportunities

11. Public Services Value (Social Value) Act 2012

Not applicable.

12. What evidence / data / research have you gathered in relation to this proposal?

In-depth desktop and primary research has taken place to build an effective and forward thinking Tourism Destination Management Plan. This includes:

- Tourism value and volume data
- Visitor/lapsed/ non visitor face to face and online surveys
- Industry surveys
- Strengths, issues and opportunities
- Emerging trends

This information has been captured in an Evidence Base document appended with this report.

13. What are key findings from the consultation you have carried out?

The public consultation supports the DMP.

Through TDA's one to one meetings with key industry stakeholders (taken place at the time of writing), positive feedback has been received in support of the Destination Management Plan, its objectives, approach, priorities and proposal for a new Destination Management Group to deliver the action plan.

14. Amendments to Proposal / Mitigating Actions

Consultation has concluded and all necessary amendments have already been made.

Equality Impacts

15	Identify the potential positive and negative impacts on specific groups		
	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people	<p>A key Objective of the DMP is to raise the level of skills in the tourism sector. Priority 6: <i>Skills and Business Development</i> of the Action Plan focuses on what we need to do to ensure we have the right skills to meet visitor needs and expectations. Key actions of this priority relating to younger people include:</p> <ul style="list-style-type: none"> • Support industry by changing perceptions for tourism as an attractive career path and retain local talent. • Encourage adoption of apprenticeships throughout the industry, helping to overcome the barriers of recruitment and retention of staff (a key issue often seen by businesses due to tourism seasonality). 		
People with caring Responsibilities	<p>The Objectives of the DMP aim to attract growth in both domestic and international visitors. The English Riviera is an accessible tourism destination for all visitors, including people with caring responsibilities.</p> <p>Priority 4: <i>Developing the</i></p>		

	<p><i>Destination</i> includes the key focus of ensuring the resort is an attractive place to visit, including the delivery of services accessed by visitors all year round, such as the provision of public toilets, parking and beach facilities.</p> <p>This action also has an impact on Priority 5: <i>Visitor Experience</i>, focusing on developing customer care across the resort, giving the best welcome to all visitors and maintaining high satisfaction. The provision of modern, well-informed parking services for all visitors is a key action point, aligning with the Council's Parking Strategy 2016-2021; providing quality, affordable and accessible parking services to meet visitor needs and expectations.</p> <p>Priority 6: <i>Skills and Business Development</i> includes the key action of developing an accessible and affordable programme of business support, which includes maximising revenue opportunities and visitor markets.</p>		
People with a disability	The Objectives of the DMP aim to attract growth in both domestic and international visitors. The English Riviera is an accessible tourism destination for all visitors, including people with a disability.		

	<p>Priority 4: <i>Developing the Destination</i> includes the key focus of ensuring the resort is an attractive place to visit, including the delivery of services accessed by visitors all year round, such as the provision of public toilets, parking and beach facilities. Accessibility of services will be a consideration.</p> <p>This action also has an impact on Priority 5: <i>Visitor Experience</i>, focuses on developing customer care across the resort, giving the best welcome to all visitors and maintaining high satisfaction. The provision of modern, well-informed parking services for all visitors is a key action point, aligning with the Council's Parking Strategy 2016-2021; providing quality, affordable and accessible parking services to meet visitor needs and expectations.</p> <p>Priority 6: <i>Skills and Business Development</i> includes the key action of developing an accessible and affordable programme of business support, which includes maximising revenue opportunities and visitor markets, and ensuring businesses meet the needs of all their customers.</p>		
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Women or men	The Objectives of the DMP are to attract growth in both domestic and international visitors. The English Riviera is an accessible, tourism destination for all visitors, which is the key focus of Priority 5: <i>Visitor Experience</i> . The 2016 visitor survey shows Torbay attracts more female visitors (54%) than male, evidencing it is an inclusive, welcoming resort to both men and women.		
People who are black or from a minority ethnic background (BME) (<i>Please note Gypsies / Roma are within this community</i>)	The English Riviera is an accessible, tourism destination for all visitors, which is the key focus of Priority 5: <i>Visitor Experience</i> . The Objectives of the DMP aim to attract growth in both domestic and international visitors and is non-discriminatory; the target markets will be based on evidence and emerging trends.		
Religion or belief (including lack of belief)	The English Riviera is an accessible, tourism destination for all visitors, which is the key focus of Priority 5: <i>Visitor Experience</i> . The Objectives of the DMP aim to attract growth in both domestic and international visitors, including those with religion, belief or non-belief.		
People who are lesbian, gay or bisexual	The English Riviera is an accessible, tourism destination for all visitors, which is the key focus of Priority 5: <i>Visitor Experience</i> .		

	The Objectives of the DMP aim to attract growth in both domestic and international visitors, including people who are lesbian, gay or bisexual.		
People who are transgendered	The English Riviera is an accessible, tourism destination for all visitors, which is the key focus of Priority 5: <i>Visitor Experience</i> . The Objectives of the DMP aim to attract growth in both domestic and international visitors, including people who are transgendered.		
People who are in a marriage or civil partnership	The English Riviera is an accessible, tourism destination for all visitors, which is the key focus of Priority 5: <i>Visitor Experience</i> . The Objectives of the DMP aim to attract growth in both domestic and international visitors, including people who are in a marriage or civil partnership.		
Women who are pregnant / on maternity leave	The English Riviera is an accessible, tourism destination for all visitors, which is the key focus of Priority 5: <i>Visitor Experience</i> . The Objectives of the DMP aim to attract growth in both domestic and international visitors, including women who are pregnant/ on maternity leave.		
Socio-economic impacts (Including impact on child poverty issues and deprivation)	Attracting investment and reinvestment into Torbay is a key objective to the success of the visitor economy and the DMP.		

	<p>Priority 5: Developing the Destination includes key actions</p> <ul style="list-style-type: none"> • to ensure the destination remains an attractive and safe place to live, visit and work and • Support the reinvestment and attract new high quality investments to further develop the tourism offer to attract new visitors. This includes making better use of Torbay Council capital infrastructure assets, improving the quality of offer and generation revenue. 		
<p>Public Health impacts (How will your proposal impact on the general health of the population of Torbay)</p>	<p>The adoption of the DMP aligns with the Council's Corporate Plan ambitions for a prosperous and healthy Torbay; by making the best use of resources and adopting a joined up partnership approach for the future of tourism in Torbay and through the creation of a new Destination Management Group.</p> <p>The DMP aligns with the Council's targeted action of ensuring Torbay remains an attractive and safe place to live and visit, therefore having a positive impact on the general health of the population of Torbay.</p>		

14	Cumulative Impacts – Council wide (proposed changes elsewhere which might worsen the impacts identified above)	The English Riviera Destination Management Plan 2017-2021 sets out the framework for the on-going development of Torbay as a tourist destination. The DMP embraces corporate priorities. When any changes are made in Council policy, those with tourism implications should be identified and responded to appropriately.
15	Cumulative Impacts – Other public services (proposed changes elsewhere which might worsen the impacts identified above)	The English Riviera Destination Management Plan 2017-2021 sets out the framework for the on-going development of Torbay as a tourist destination. The DMP embraces corporate priorities. When any changes are made in Council policy, those with tourism implications should be identified and responded to appropriately.