

PARTNERS FOR ENGLAND

18/19 JUNE 2007



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Introduction

There have been a number of key decisions in recent years that have shaped the leadership structure of England's Tourism sector.

These include:

- The creation of VisitBritain through the merging of the British Tourism Authority (BTA) and English Tourism Council (ETC).
- The responsibility was given to the Regional Development Agencies to oversee the strategic direction of regional tourism.
- The re-introduction of a national marketing remit for England and the creation of the England Marketing Advisory Board (EMAB) to oversee this strategy.
- The emergence of various delivery bodies around the country that have generally replaced the Regional Tourist Boards (RTBs).

Whilst much has been achieved during these years as a result of the changes, the key challenge remains one of engagement and co-ordination between the national bodies, regions and local authorities in order to provide a clear leadership structure.

This was discussed at the Partners For England Summits of 2005 / 06 and, following further consultation with stakeholders and the DCMS, the following recommendation is proposed for consideration. It builds upon the current structures and develops the roles of the key bodies.

These recommendations are seen as further progressing the initiatives already working within the sector. It is however, accepted that there are limits as to how the immediate developments in the improved management of tourism in England might go; given restrictions imposed by the 1969 Act.

The proposal concentrates on the further development of the 2 key tourism structures that operate today – the England Marketing Advisory Board (formally the English Tourist Board – see Appendix 1 for its legislative remit) and Partners For England, the tourism forum created in 2005.

RECOMMENDATION

1. Leadership

- Develop the EMAB Board from an ‘advisory’ body to a Tourism ‘stakeholder’ Board for England. This does not mean reinventing the old ETC, as it differs in 2 important ways.
 1. It would not have a separate executive structure. This would remain within VisitBritain with additional support and resource from RDA and LGA networks.
 2. It would not operate as a ‘centralised national’ body but rather as a ‘stakeholder’ body that reflects the devolved tourism structures, representing their interests at national level and aligning those interests to the national strategic agenda.
- Rename EMAB as ‘VisitEngland’ in line with its partner organisations in London, Scotland, Wales and of course, Britain. This emphasise its leadership position and ensure credibility amongst both its stakeholders and its national and international peers as a strategic leadership organisation with a modern, broad and tangible remit.
- In order to ensure it is a true stakeholder body, it will have proper stakeholder representation within its Board and full engagement across the broader stakeholder population through The Partners For England Forum.
- The VisitEngland Board would take on the delegated responsibility for developing the strategic direction of VisitEngland. The CEO of VisitBritain would, as Accounting Officer, continue to maintain full Executive responsibility, together with the VisitBritain Board, for the utilisation of government and non government funding.
- The Board would, as per the 1969 Act, continue to be made up of a Chairman and no more than 6 Board members, appointed by the Secretary of State.
- The current representation on the Board is detailed in Appendix 2, and is made up of senior public and private sector individuals appointed by the Secretary of State. With the new appointments recently announced, the current Board has true stakeholder representation at senior level – private sector executives from the accommodation, attractions and tour operating sectors and public sector executives from the local authority and RDA communities.
- In order to ensure it fully reflects the interests of its stakeholders, it is recommended that, following consultation with the Partners for England Forum, VisitEngland may also invite observers to attend the Board, should it be deemed appropriate. These individuals would represent the interests of their respective stakeholder groups and would be invited to observe if it was felt their industry sector was not sufficiently represented by the main Board members of the time.
- VisitEngland remit is one of leadership for the development of the visitor economy, the overseeing of England’s Tourism Strategy and its implementation. This would include marketing and promotion delivered by VisitBritain in relation to its England remit and its optimisation through alignment and engagement of the regional and local tourism strategies.

- Its responsibilities would include:
 1. Consulting, developing and delivering a strategy that supports English tourism, to include product and quality improvement, skills development, technology, distribution, data and research delivery, and marketing and promotion.
 2. Future planning, priority and scenario setting.
 3. Authority to coordinate, focus and encourage implementation at all levels through full and active engagement with its stakeholders.
 4. Liaison with different elements of government.
 5. Be the voice for English tourism across government in both an influencing and advising capacity.
 6. Undertaking actions that are deemed important for the development of the English Visitor economy.
 7. Agree in consultation with its stakeholders a clear definition of the English Visitor Economy.
 8. Ensure the alignment with regional and local marketing objectives and oversee the Enjoy England marketing campaign.

2. Engagement and delivery

- The Partners for England Summit, an initiative instigated jointly by EMAB and South West RDA in 2005, will become a formal Forum that meets bi-annually and has the specific remit of ensuring real engagement is secured on the key issues facing the English tourism industry.
- Its membership will be broad and inclusive, but confined to the senior decision makers and influencers across the sector, both private and public.
- The Partners for England Forum will consider, debate, comment and influence England's tourism strategy on an ongoing basis. It will offer a steer and act as an expert advisory panel for VisitEngland in delivering its leadership role, ensuring that the priorities are agreed, the issues understood and the required actions undertaken by all involved.
- Importantly, it will aim to deliver 'buy in' from all stakeholders and through this, enhance co-ordination amongst its membership, deliver cohesion on the ground and optimise the resources available across the total tourism sector. It will have a duty to question and debate tourism strategy and, on an ongoing basis, advise VisitEngland on the tourism agenda it oversees.

- The Partners for England Forum membership in turn will need to commit to supporting the delivery of these agreed outcomes within the tourism communities they represent and their continued membership should depend upon the honouring of this commitment.
- The Forum should have a Chair to oversee its meetings and agenda, and this Chair should not come from either VisitEngland or any member of VisitBritain. This will ensure real engagement between the VisitEngland and its stakeholder Forum.
- The Chair, and a steering group that includes membership from both the Forum and the Board, will set the agenda through consultation with their respective memberships and monitor progress.
- The full Forum membership, which will number around 60, is still to be debated.
- In order to ensure the Partners for England forum delivers what it commits itself to delivering, a Partners for England action group will be created, in the first instance, between the RDA tourism leads and the EnjoyEngland team. The remit for their work will be agreed as the agenda develops.

APPENDIX ONE

SUMMARY OF 1969 TOURISM ACT AS IT RELATES TO ENGLAND

TOURISM LEADERSHIP

EMAB is the current name for the English Tourist Board which was created by the Development of Tourism Act 1969.

The Act states that:

It shall be the function of the English Tourist Board:

- To encourage people to visit England and people living in Great Britain to take their holidays there;* and
- To encourage the provision and improvement of tourist amenities and facilities in England.

*The English Tourist Board has no powers under the Act to carry on any activity outside the UK unless it is on behalf of VisitBritain. As VisitBritain ultimately controls the resources that support the England remit, the wording of the Act does not present a barrier to the overseas promotions of England.

The Act also gives the English Tourist Board a duty to advise any Minister of public body on such matters relating to tourism in England as a whole as the Minister or body may refer to it or as the Board may think fit.

As this wording is widely drafted and the Act is not prescriptive as to how ETB should carry out its functions and duties, no change in legislation will be required in order for EMAB to adopt a new remit as proposed in this paper.

APPENDIX TWO

CURRENT MEMBERS OF THE ENGLAND MARKETING ADVISORY BOARD

Hugh Taylor

Chairman of the England Marketing Advisory Board since 1 April 2003, Hugh Taylor was reappointed on 1 April 2005 for a further four-year term to 31 March 2009. Hugh is regional vice president of Hilton Hotels for the southern half of the UK, and has previously run 4 hotel marketing departments.

Suzanne Bond

Suzanne Bond has been Executive Director of Strategy and Communications for the South West of England Regional Development Agency since April 1999. Previously she spent two years working with central Government on the establishment of the Regional Development Agencies.

Sir Brian Briscoe

Sir Brian Briscoe is a consultant working in the public sector following a career in local government when he was latterly Chief Executive of the local Government Association from 1996 to 2006 where he successfully led the merger of the Association of County Councils, the Association of Metropolitan Authorities and the Association of District Councils to form the LGA which he then developed into an influential and respected organisation.

Nick Cust

Nick Cust joined the main board of Holidaybreak plc in 1997, having previously served as an associate director. He was appointed as a board member for the English Tourism Council in September 2002.

John Govett

John Govett is executive director, corporate services at Surrey County Council and was formerly commercial director for P & O Ferries Limited, a position he held since 1998. John has successfully led both organisations' fundamental business reviews and change management programmes.

Rob Rees MBE

Rob Rees MBE is one of the UK's leading chefs and consultants dedicated to creating a better food culture in Britain. He is a Board Member of the School Food Trust and a former Member of the Food Standards Agency.

Chris Webster

Chris Webster has been Chief Executive of Woburn Safari Park since 1993 and is also Chief Executive of Woburn Centre for Conservation and Education, a registered charity. He is a Trustee and Council Member of the British and Irish Association of Zoos and Aquariums.

APPENDIX THREE COMMITMENT TO ACTION - LEADERSHIP PROPOSALS (ATTENDEES AT PARTNERS FOR ENGLAND JUNE 2007)

Ken Robinson, Visitor Attractions Forum.

Chair of Tourism society think tank.

The evolution of an authoritative, cooperative stakeholder entity is crucial. It must have adequate resource and be an effective hub. I will keenly support the formation and performance of VisitEngland.

Sandie Dawe, VisitBritain

Manage expectations on what VisitEngland can deliver on its wider remit within current funding and resource.

Lindsey Campbell, People 1st

To act as an observer on the new board.

Hayley Beer, West Oxfordshire District Council

Support VisitEngland concept strongly. (details tbc).

Jane Randall, NWDA

Be clear on RDA position on the various agencies and what our responsibilities are.

John Govett, Surrey County Council

Making the new VisitEngland board work if approved.

A Searle, SEEDA

To ensure the region has a voice with its partners to give the forum credibility.

Joanna Royle, Yorkshire Tourist Board

Communicate to the industry to gain support. Play an active role in P4E in any way we can.

Lynn Turner, Tynedale Council / Northumberland Tourism.

Take info from summit back to Northumberland Tourism.

Chris White, LGA

If available to be a part of the new structures.

Chris Brown, Visit Chester and Cheshire

We will support this.

Cllr Chris Saint, West Midlands Regional Assembly

Support the key new initiatives and influence the support to make them effective.

Graham Long, EEDA

Encourage, promote and advocate.

Phil Evans, GLA

Ensure that our marketing body is fully engaged and we build a symbiotic relationship between regional and national e.g. Gateway role of London.

Julia Stuckey, North Somerset Council

Ensure comments, views etc. are passed back to VisitEngland / P4E reps.

Nigel Russell, Advantage West Midland

Contribute fully to regional and national leadership. Communicate play role in dissemination.

Anna Reade, London Borough of Newham

Ensure strategy contributes to the delivery of national and regional policy/plans.

Ros Pritchard, BH & HPA

Encourage industry to ensure VisitEngland fully informed of private sector needs and aspirations

Malcolm Bell, South West Tourism

Discuss with partners in SW and see how we can replicate the principles in the SW.

Penny Baker, Lincolnshire Tourism

Identify key influencers who can champion the aspirations of VisitEngland approach and P4E priorities lead and champion the debate at a local, regional and national level.

David Friesner, Leicestershire Promotions

Review proposal and ensure Chief Executive briefed on all resulting opportunities.

Hannah Hesketh, Marketing Birmingham

How can we feed into / benefit from new VisitEngland. What are the implications for us?

Stuart Green, Hartlepool Borough Council

Need to ensure the P4E forum is constituted in a representative way and that its members are enabled/ empowered to feed in to and take forward from the forum.

R Collier, TSE

TSE Board consideration

Tom Wright, VisitBritain

To deliver VisitEngland.

Alan Cavill, Blackpool Council

Feedback on proposals and stay in touch with developments.

David Walsh, Dorset County Council

Continue leadership role in development of Dorset tourism plan

Brian Summers, Tourism West Midlands

Supporting P4E generally and the forum in future.

A Climpson, New forest District Council

Integrate the VICE model in everything I do.

Peter Clarke, YHA

Update CEO.

A Cunningham, DCMS

Fully support the creating of VisitEngland.

Lyndsey Swift, LGA

Ensure LG has a voice as critical to it's role – through EMAB / VisitEngland.

James Berresford, NWDA

Contribute to the ethos of the 'new leadership structure.

B Simmonds, Business in Sport and Leisure Tourism Alliance

To support bottom up and top down communications, involvement through my various organisations.

Mark Smith, Bournemouth Tourism

Ensure regular dialogue with VE board through observer(s) and / or Board Members on key drivers for Bournemouth.

Aviva Pearson, The English Riviera

Participate in debate which will develop and grow tourism in England and the UK.

Steve Hollingworth, Scarborough Borough Council

Dissemination of information from the council to local stakeholders.

Kurt Janson, Tourism Alliance

Supporting the VisitEngland structure and working with it take forward the England agenda with govt.

Martin King, TMP

I will share the Visitengland concept with all relevant stakeholders.

Chris Webster, EMAB, Woburn Safari Park, Beds and Luton DMP

Contribute through EMAB, BIAZA, BALPPA and advocate the new structure and way forward.

Penny Russell, Dudley MBC, West Midlands Tourism

Key messages to Tourism West Midlands.

Richard Dickinson, East Midlands Tourism

Help to design delivery options for implementation.

James Bidwell, Visit London

Support VisitEngland structure and its independence.

Roger Allonby, AWM

Further understanding implications of proposal VisitEngland and P4E.

David Philips, DP UK

Will represent views of DP UK to VE in consultations about tourism strategy for England.

Nick White, Bolton Council

Be an advocate for partners in England. Ensure that I stay aware of developments and opportunities.

Paul Hemphill, TMI

TMI to support the creation of VisitEngland and to offer to be involved in the P4E forum / the debate about membership.

Ian Tempest, City of York Council

We will consider how VisitEngland will operate and will be pleased to put across our views.

Peter Hampson, BRADA

Go away look at the detail, talk to members brief them gather their views, and think about the implications. Report back, highlighting pragmatic issue, barriers etc. so that they can be addressed before become an issue.

Colin Dawson, BALPPA

Promote the principle of P4E.

Mike Wilkinson, Lancashire and Blackpool Tourist Board

Share the vision of VisitEngland to LBTB board and staff.

Tom Pridmore, Wyre Borough Council

Wyre Borough Council will encourage and lead the private sector to support Partners for England, in particular the quality agenda

APPENDIX FOUR NEXT STEPS

- The Steering Group will take into account in their work in delivering the reconstituted VisitEngland Board and the Partners for England Forum the comments, concerns and recommendations made by delegates at the event.
- The VisitBritain executive will work towards the relaunch of the England Marketing Advisory Board as the VisitEngland Board in early autumn.
- The LGA, SWRDA and VisitBritain executives will work together to develop the membership of the Partners for England Forum with a view to holding the first meeting in January 2008.

PLACE MAKING – A CHARTER FOR DESTINATION MANAGEMENT

Introduction

Place making - a Charter for destination management aims to identify the needs, roles and responsibilities for those key organisations active within tourism and the visitor economy to achieve excellent destination management to include, improved efficiencies and well-managed profitable growth.

Roles

The clarity of individual roles for those operating within the visitor economy is needed; in strategic development, implementation and delivery. This clarity will provide best practice, and encourage greater collaboration among:

- England's local authorities
- England's sub regional tourism organisations
- Regional Development Agencies
- Regional delivery partners
- VisitBritain
- Public bodies operating nationally within the visitor economy in England
- The Tourism Alliance

It is intended that this clarity will be achieved through the development of the Charter for destination management, which will be championed and supported by those responsible for:

- The management and development of 'place' and the visitor experience
- The provision of tourism services
- The provision and co-ordination of facilities for visitors
- The marketing, promotion and communication of tourism and tourism services
- The provision and dissemination of information
- The tourism product [accommodation, food and drink, entertainment, attractions]
- The infrastructure and transportation
- The skills, training and quality of welcome

Principles

Each of these organisations have a critical role in providing those services which underpin a vibrant and successful visitor economy; it is critical that this is given the highest profile within business planning processes, to focus general development, management and promotion of tourism and the visitor economy.

The Charter for destination management provides a set of 5 principles and activities which can underpin the creation, management and support of excellent destination management within

a particular area. It does not pinpoint who is responsible for delivering what, as this will vary from locality to locality; it is a document that can be used to champion excellent destination management in a specific area and used with other key players to define priorities, roles and responsibilities.

**The 5 principles of excellent destination management and development are:
Integrate, Inform, Innovate, Invest and Improve.**

Partners for England is a collaborative exercise owned by all stakeholders with a shared sense of purpose; it is being taken forward jointly by VisitBritain for EMAB and by South West of England Regional Development Agency on behalf of England's Regional Development Agencies. The Partners for England stakeholders are those parties who have an interest in the prosperity of England's visitor economy. The Local Government Association fully supports the Partners for England initiative and Place Making - a charter for destination management.

PLACE MAKING

A CHARTER FOR DESTINATION MANAGEMENT

A thriving and sustainable visitor economy is integral to creating a sense of place. It has far reaching impacts on the economic and social wellbeing of local people and their environment. There is a vital role for Local authorities, Regional Development Agencies and other national bodies in creating and maintaining safe and attractive places for local people and visitors.

To realise the huge cross-cutting economic, environmental and social benefits of a thriving visitor economy - a focus on destination management and development is essential, as is the need for joined up thinking in the development and implementation of national and regional policy.

One size doesn't fit all. All areas (whether a city, town or village) have unique challenges that require local solutions. Recognising this, the Charter sets out a core set of principles that all relevant stakeholders can sign-up to and which can help identify where principle tourism delivery responsibilities lie in their areas. By signing up to the Charter an organisation is agreeing to champion excellent destination management in their areas and ensure key tasks highlighted are carried out by those responsible for delivering them.

INTEGRATE

Local authorities will:

- Ensure a clear understanding, at leader, cabinet member, CEO and strategic director level, of the key role that tourism and the visitor economy plays in supporting 'economic and social well being' (a statutory service).
 - Identify individuals within the local authority [member and officer level] to champion the co-ordination of the visitor experience.
 - Suggested activity: Visitor – proof key documents to ensure that the needs of visitors are considered alongside residents; think visitability alongside liveability.
 - Mainstream the visitor economy into local authorities' place shaping programmes.
 - Ensure the visitor economy is considered as part of Local Strategic Partnerships, Community Plans, Local Area Agreements and corporate plans.
- Embed the needs of the visitor and visitor economy in all existing plans and policy frameworks across the local authority, and also within regional and national frameworks – the golden thread.
 - **All** relevant strategies and plans about place shaping including Local Area Agreements (LAAs) to incorporate a visitor economy dimension.
 - Where there is a Tourism / Destination Strategy include all internal council services and external service providers, or acknowledge the visitor economy in all council strategies.

- All strategies to connect to national strategy, Regional Economic Strategy and Regional Spatial Strategy.
- Capture the importance of sustainable development and that the VICE principles (Visitors, Industry, Community and Environment) are used as part of all decision making processes.
 - **This identifies sustainable destination development as managing the needs of and interaction between visitors, the industry that serves them, the community that hosts them and their collective impact on, and response to the environment where it all takes place.**
- Recognise that tourism and a thriving visitor economy is as important to the social, cultural and economic wellbeing of the local population as to the visitor.
- Manage the visitor economy in partnership with all stakeholders, and be clear about roles and responsibilities for marketing and product development.
 - Develop a mechanism to monitor and support these roles and responsibilities.
 - Maintain a custodianship for the visitor economy and not absolve responsibility
- Recognise, respond to and engage with Partners for England ‘national forum’ and the regions, enabling a constructive exchange at all levels.
- Ensure structures are in place to work and communicate with the local industry and private sector; whether this is via a local Destination Management Organisation, tourism partnership, or Local Strategic Partnership.

Regional Development Agencies will:

- Focus further economic development and regeneration, and ensure that tourism and the visitor economy is appropriately recognised within regional economic strategies.
- Ensure the leadership, competence and the authority is in place to provide co-ordination and advice to all stakeholders, using the regional tourism strategy as a key document.
- Support the provision of a regional tourism strategy that reflects the needs of the region and ensure that the most appropriate structures are in place to deliver the strategy.

VisitBritain will:

- Work with DCMS, sister agencies and other government departments to ensure the visitor economy is considered and the needs of its stakeholders are reflected in national and European policy development.

The Tourism Alliance will:

- Work with Local Authorities and Regional Development Agencies to determine the value of to tourism to local economies and help ensure that the importance of the industry is reflected in local and regional plans and strategies.
- Support Local Authorities, Regional Development Agencies and VisitBritain in their development of plans and structures that enhance the visitor economy and provide to greater coherence and co-ordination in the public sector.

INFORM

Local Authorities will:

- Work with regional and national partners, to collect and share intelligence and statistics, and use shared methodologies by adopting the principles of the National Tourism Intelligence Partnership.
- Ensure that terminology is in place to profile the importance of tourism within the visitor economy, and the importance of the visitor economy in the economy as a whole.
- Use a standard evidence base to highlight the scale and importance of the visitor economy, locally, regionally and nationally.
- Measure the size and performance of the visitor economy and its related services and activities.
 - Evidence of continuous improvement based on customer research;
 - Consider visitors as an element of an area's export economy and therefore, its balance of payments.
- Ensure the provision of a modern visitor information service which reflects the needs of the visitor economy in partnership with regional and national bodies, using the VisitBritain information partners guidelines.
- Collect business information in a standardised form and be prepared to share it with other Tourism Charter partners.
 - Communicate this and other information on local business performance.
- Share best practice and work with local and regional partners to ensure the development of well designed marketing activity in a joined up way.
- Establish a vision and core place values for an area and weave them into all communications messages.

Regional Development Agencies will:

- Work with local, regional and national partners, to collect and share intelligence and statistics, and use shared methodologies by adopting the principles of the National Tourism Intelligence Partnership.

VisitBritain will:

- Work with stakeholder partners to ensure national surveys support and deliver against agreed strategic objectives.
- Provide market insights and forecasts to assist the industry and its stakeholders in effective business planning and sustainable product development.

The Tourism Alliance will:

- Work with Local Authorities, Regional Development Agencies and VisitBritain on the development of improved national tourism statistics that can be disaggregated to the regional level.
- Inform Local Authorities, Regional Development Agencies and VisitBritain of industry trends and intelligence in international and domestic tourism.
- Incorporate regional tourism data into submissions to Government on national policies and initiatives.

INNOVATE

Local Authorities will:

- Take the lead, with local business organisations, in setting the agenda for the understanding and development of the visitor economy in the area.
- Use creative opportunities such as Section 106 agreements and Business Improvement Districts to deliver extra funding for place-shaping work.
- Consider schemes with a visitor economy focus which can support development and environmental improvements.
- Produce clear, forward thinking strategic development plans on the current product offer and the local authority role in creating a better product.
- Consider new service delivery options to make the most of new organisations and ways of working.

Regional Development Agencies will:

- Provide leadership to position sustainable development at the heart of all activity
- Foster economic success for the tourism sector in the regions, through the creation of optimum management structures and will, in partnership with other stakeholders, promote an environment of continuous improvement.

VisitBritain will:

- Act as a centre for best practice and innovation supporting industry partners by disseminating information relating to customer insights; delivering quality schemes which anticipate market trends and working with technology providers and non-tourism partners to test the effectiveness of new routes to market.
- Provide a showcase for products and services developed at a local level through its international and domestic marketing activity.

The Tourism Alliance will:

- Advocate nationally for Government policies and initiatives that enable tourism businesses to provide innovative and competitive products and services.
- Pursue tourism growth that is sustainable and socially responsible.
- Encourage businesses to work with Local Authorities and Regional Development Agencies to develop products and services that are both innovative and support local and regional economic objectives.

INVEST

Local Authorities will:

- Give Public Realm improvement and management high priority for action (with local communities and visitors alike in mind), extend the concept of liveability to include visitability; consider investment in the public realm within the context of regional strategies.
 - Incorporate into a broader range of strategies than just those relating to the visitor economy and ensure a recurring theme in day-to-day management.
- Ensure relevant inward investment is visitor economy focused and linked to product development.
- Invest in those areas of place management that only the local authority can deliver and in projects that will make the place more appealing for residents and visitors.

Regional Development Agencies will:

- Focus on planning for growth in the visitor economy.

VisitBritain will:

- Provide cost effective routes to market to communicate clear, comprehensive information and deliver appealing services in order to attract visitors to Britain's destinations.
- Ensure maximum stakeholder benefit is derived from investment made in VisitBritain campaigns and marketing activity.

The Tourism Alliance will:

- Advocate for increased investment in tourism marketing and product development at the national, regional and local level.
- Encourage the industry to work with the public sector in the development and promotion of domestic and international tourism.

IMPROVE

Local Authorities will:

- Promote quality in every aspect of the visitor experience.
 - Agreement to an England wide promotion of the Quality Schemes and 'assessed only' policies, including public procurement and day conferences as well as overnight stays.
- Improve skills within the sector, and ensure that the visitor economy is embedded into strategies on workforce development, labour market and economic development.
- Include the development of skills relating to the visitor economy within all business support programmes and lobby other relevant organisations to do the same. Particularly:
 - commit to develop skills within the destination that enables:
 - the essential development of leadership and management skills
 - raising the profile of careers and professions in tourism and the visitor economy
 - the development of local authority, regional and DMO skills beyond those solely of promotion/marketing
 - lead by example in terms of customer service and skills across cultural services such as museums, galleries and libraries.

Regional Development Agencies will:

- Promote business efficiency, investment and competitiveness
- Promote employment
- Enhance development and application of skills relevant to employment
- Support sector development, through relevant structures, in areas such as:
 - destination planning; policy development and co-ordination,
 - identification of sources of funding;
 - key project work
 - provision of advice and information;
 - business performance, performance monitoring and skills
 - brand management
 - research

VisitBritain will:

- Act as the visitor's champion, interpreting and communicating insights and trends to stakeholders in the visitor economy to ensure the importance of providing quality products and experiences is understood.
- Work with industry and stakeholders to develop, manage and promote national quality assessment schemes which reflect visitor's requirements and expectations.

The Tourism Alliance will:

- Promote the importance of improving skills and quality throughout the tourism industry
- Work with VisitBritain, People 1st and other national bodies on the development and implementation of national schemes that will improve skills and quality in the tourism sector.

It is noted that one size does not fit all, and it is recognised that whilst many local authorities will immediately embrace the principles of the charter, for a number these principles may be aspirational. Those local authorities wishing to sign the charter, but requiring further information, best practice and support on how the principles can be put into practice can refer to the LOCAL GOVERNMENT ASSOCIATION for further information.

APPENDIX ONE

COMMITMENT TO ACTION - PLACE MAKING – A CHARTER FOR DESTINATION MANAGEMENT PROPOSAL (ATTENDEES AT PARTNERS FOR ENGLAND JUNE 2007)

Ken Robinson, Visitor Attractions Forum and Chair of Tourism society think tank

A very useful initiative. Should remain focuses on local authorities and destinations as it talks to them in their language. In future it should evolve and expand to cover priority policy areas.

Sandie Dawe, VisitBritain

Support the principles of the charter and assist with messaging and communication.

Lindsey Campbell, People 1st

To support the dissemination and awareness raising of the charter and overall aims of the charter to our skills partners and our employers.

Hayley Beer, West Oxfordshire District Council

Have an 'in principle' support to sign up to the charter, pending further developments and approval.

Jane Randall, NWDA

Consider sub-regional role in more detail.

John Garrett, Surrey County Council

Help contacting and organising the linking up of the public sector in Surrey. E.g. RDA / District and County Council etc.

A Searle, SEEDA

To coordinate within the area team to take the message to all LA's and to build up into LA plans where possible.

Joanna Royle, Yorkshire Tourist Board

Explore the relevance of the charter to the Tourism Partnerships in Yorkshire. Ensure all LAs are aware of its existence and encourage participation.

Lynn Turner, Tynedale Council / Northumberland Tourism.

Read document and provide comments.

Chris White, LGA

Complete and help with the communications.

Chris Brown, Visit Chester and Cheshire

We will support this.

Cllr Chris Saint, West Midlands Regional Assembly

Promote the ideas in the charter.

Graham Long, EEDA

Support.

Phil Evans, GLA

Share with all my partner organisations to see how we can collectively embrace the charter.

Julie Stuckey, North Somerset Council

Begin to disseminate message throughout LA – from top level encourage sign up.

Nigel Russell, Advantage West Midlands

Utilise as beacon for evolving local and sub-regional partnerships and delivery LAA's opportunity and scoping.

Anna Reade, London Borough of Newham

Sign up to the charter and tell other East London Boroughs and get buy in from members etc.

Keith Brown, East of England Tourism

Engage with regional local authoritative to understand more fully the 'development of place' within my area.

Ros Pritchard, BH & HPA

Encourage industry to engage with their local authority, particularly in the development of local development frameworks.

Malcolm Bell, South West Tourism

Work with RDA's and DMO's to ensure a widespread take up and more importantly implementation of effective management and place shaping.

Penny Baker, Lincolnshire Tourism

Gain stakeholder buy in to the Charter / Champion place shaping and place marketing

David Friesner, Leicestershire Promotions

Arrange to brief in to all local authorities within the destination with a view to ratifying.

Hannah Hesketh, Marketing Birmingham

Find a way to play our part in marketing this work in West Midlands

Stuart Green, Hartlepool Borough Council

See how Charter relates to ATP/LA, SLA and pursue adoption by LA if practicable.

R Collier, TSE

Promote to LA's

Tom Wright, VisitBritain

To champion the new charter.

Alan Cavill, Blackpool Council

Support the Charter locally and bringing it to the attention of management team and local partners.

David Walsh, Dorset County Council

Download charter and feed into DMO development process

Brian Summers, Tourism West Midlands

Input principles of charter into West Midlands strategy consultation e.g. RES/RSS.

A Climpson, New forest District Council

Maintain role in driving the charter forward.

Peter Clarke, YHA

Read charter and disseminating to CEO / Board.

Colin Potts, Chester City Council

Continue to help shape charter and other means of communication

A Cunningham, DCMS

Support the charter if given sharper focus.

Lyndsey Swift, LGA

Develop charter with LAs and national bodies. Communicate/advocate – plan / next steps / buy-in.

James Berresford, NWDA

Imbed in destination management process

B Simmonds, Business in Sport and Leisure Tourism Alliance

Working with local authorities – particularly to promote UK planning guidance.

Adam Bates, Visit Brighton

Sign up to it, support regional roll-out incorporate into 2008 tourism strategy.

Mark Smith, Bournemouth Tourism

Report to next meeting of Bournemouth Tourism management board and obtain support.

Aviva Pearson, The English Riviera

Encourage debate within my team for the integration of the charter within our own strategy.

Keith Blundell, Liverpool Culture Company

To contribute to the development and refinement of the charter.

Steve Hollingworth, Scarborough Borough Council

Put it in the public domain i.e. Council report.

Kurt Janson, Tourism Alliance

Champion the charter within the industry.

Martin King, TMP

I will sign and commit senior stakeholders to concept.

Chris Webster, EMAB, Woburn Safari Park, Beds and Luton DMP

Adopt at DMP in Beds and Luton.

Penny Russell, Dudley MBC, West Midlands Tourism

Inform West Midlands Tourism officers of charter – link to Mids from working group;
Info sharing.

Richard Dickinson, East Midlands Tourism

Will roll out charter and support to EM local authorities will look at option of 2 or 3 charter destinations to embody the principles and commit to practice. (EMT Corporate Plan 08-11).

James Bidwell, Visit London

The hardest area to crack. Ensure delivery is not just document signing.

Roger Allonby, AWM

Consider charter proposals – review paper and comment.

S. Whiting, Greenwich Council

Keep involved in the development of the charter with a need to adopt and get council buy in.

Peter Hampson, BRADA

Look at the detail, talk to members, brief them gather their views, and consider the implications of charter. Report back, highlighting pragmatic issues, barriers etc. so that they can be addressed before become an issue.

Andre Gonzales de Savage, Northamptonshire County Council

To deliver a collaborative approach to sustainable tourism within the county. All assistance will be given and we thoroughly respect the potential of 'new' format – respect local and not solely regional plans.

Ken Jennings, Cheltenham

Support Destination management charter – when finalised.

David Philips, DP UK

Will endeavour to work with charter development group to ensure buy in to charter by LA's in membership of DP UK.

Nick White, Bolton Council

Gain a better understanding of the tourism charter and how it relates to my area. Discuss with colleagues.

Paul Hemphill, TMI

Encourage TMI to champion the charter within own organisation.

Ian Tempest, City of York Council

Will commit York to playing a full part in place shaping discussions and to help with drafting the principles in the charter.

Mike Wilkinson, Lancashire and Blackpool Tourist Board

Promote concept to 15 local authorities in Lancashire.

Tom Pridmore, Wyre Borough Council

Wyre Borough Council has adopted the Partners for England Charter for destination management and will actively promote its principles.

APPENDIX TWO

NEXT STEPS

Place making – A charter for destination management working group to meet on 2 August

- to assess comments made at the event in refining the document

- A glossary of terms
- Demonstrating how the Charter links with the other Partners for England work streams.

- to consider authority, status and leadership of charter

- The Charter must be owned by all those involved.
- The Charter really needs effective national leadership and buy-in to the principles to help drive it forward and ensure its success.

- connections to performance indicators

- Discussion with DCMS and DPUK / Tourism Together.

- to prepare communications plan

- Those signing up to the Charter need to understand the benefits, the added value and any incentives
- The Charter must be primarily about defining core responsibilities for public funded organisations.
- The Charter must be kept very simple with more detail behind it (e.g. Destination Management Handbook).
- A strong plan for roll-out and communication; targeting different stakeholders and tackling the hard to reach.

- further engagement

- The Charter needs to have relevance to the private sector. This can partly be achieved through the Tourism Alliance, but it is also about local authorities connecting with businesses in their areas.
- In relation to role identification for public bodies beyond local authorities; expectations of / for other agencies to support local authorities in place-making.

THE ALIGNMENT OF TOURISM MARKETING

Setting the scene

“The English regions, their Local Authorities, private sector businesses and their attractions can grow their respective visitor economies by adopting a more co-ordinated marketing approach which will both improve return on investment and reduce potential overlap and duplication.”

This paper sets out the case for a closer alignment of leisure and business tourism marketing between these parties and also the national tourism body – VisitBritain. Previously, the Partners for England Summit workshops identified the most important marketing issues and grouped them into those that related to:

- the management of marketing activity
- the marketing activity itself
- the product being marketed

From this, seven principal issues emerged and our commitment to addressing these is summarised:

Summary of commitments

1. Customer focus

We will ensure national and regional adoption of the same values-based segmentation model.

2. Getting the product right

We will support the creation of quality products by promoting all of the National Quality Assessment Schemes to consumers. We will ensure new products are included within our marketing via a National Investment Monitor.

3. Clear and consistent campaigns

After consultation VisitBritain will establish key topical themes in a rolling six year period to ensure that regions and destinations can adopt and incorporate these into their respective marketing and activity strategies.

4. Improved destination marketing

We will ensure greater co-ordination of marketing spend and brand hierarchy for domestic and international marketing at the national, regional and local level.

5. Need to modernise the communication channels used

VisitBritain and regional marketing managers will act as the champions to pioneer new digital communication technologies within their organisations.

6. Understanding the value of marketing

VisitBritain and the regions will agree a common framework for evaluating return on investment and other evaluation methodology. This methodology will be rolled out to local destinations.

7. National Tourist Information

There will be a national partnership to ensure the provision of quality tourism information via the Tourism Information Action Plan.

THE PRINCIPLES

1. Customer Focus

Putting customers' present and future needs first is central to successful marketing. Customer insights via qualitative and quantitative research will be key to delivering this.

Segmentation of customers within tourism marketing has become increasingly sophisticated, moving from purely lifestage or socio-economic groupings to a deeper understanding of customer values that lead to purchasing behaviour.

VisitBritain has worked closely with research company Arkenford to develop such a values-based segmentation model (Ark Leisure). At its heart is a recognition that customer decisions are increasingly driven by personal attitudes and lifestyle choices rather than geography or age.

This segmentation model has also been adopted by six of the nine regional delivery partners. Currently, Visit London, Southwest Tourism and Heart of England Tourism do not use this model.¹

VisitBritain and some regions have also overlaid other segmentation models – such as Cameo, Target, Mosaic and Acorn – to ensure that lifestage/socio-demographic factors (particularly the families segment) are taken into account – in order to give fully rounded insights into key customer groups.

Furthermore, many sub-regions/local authorities have also adopted the same model, particularly in regions such as the South-East (e.g. Brighton) and England's Northwest (all DMPs). Yorkshire is in the early stages of rolling out the Arkenford segmentation for sub-regional destinations. In addition, individual attractions, such as Leeds Castle, also use the model.

It is recognised there are strengths and weaknesses in the universal adoption of the Arkenford model. The strengths are:

- a greater efficiency for all tourism bodies to focus on the segments that provide the greatest return on marketing investment and are interested in their destination's particular products
- a 'lingua franca' among all tourism bodies when discussing the customer and purchasing behaviour
- 'bulk' discounts when contracting with Arkenford

The inherent weakness is too much control may be placed within one research company. Two solutions – a joint venture between Partners for England and Arkenford; or an alternative values-based segmentation model is adopted.

Action: It is recommended the remaining regional bodies adopt the chosen values-based segmentation model and for all regional bodies to influence sub-regions/local authorities to do the same.

There should be consistent scenario planning of customer requirements built into any plans by the Intelligence working group.

2. Getting the Product Right

At the national level VisitBritain is able to influence capital investment in quality products via the operation of the National Quality Assessment Schemes (NQAS). These assessments ensure tourism industry products are more in line with customer requirements. By extension, accommodation and attraction owners will be encouraged to join these schemes if they can see increased business via consumer marketing of these schemes. It is therefore incumbent on VisitBritain and regional partners to consistently promote those products that are part of the NQAS.

New quality schemes are increasingly led by the customer motivations research mentioned above. This means that product development, quality schemes and consumer marketing are intertwined at the national level – e.g. the Families Welcome accommodation scheme (Family Fun campaign), Walkers Welcome/Cyclists Welcome (Outdoor England campaign), Spas scheme (Just Relax campaign) and a forthcoming dining quality scheme (Taste England).

In addition, many Regional Development Agencies also offer grants for capital investments. They can not only ensure they have the correct products of regional/national significance but also have some influence over local authorities' investment in the public realm.

This works well for capital investment products and infrastructure, but there is also the need to develop marketable products and packages that draw on these resources to encourage visitors. In particular, topical events can lead to the development of these marketable products and packages (see Principal 3 below).

VisitBritain also needs to be aware of new product developments outside the NQAS for use within its national and international marketing. Currently information is obtained by canvassing regional partners on an annual basis for their latest product developments, scanning national and regional media and via familiarisation trips. Many regional bodies (such as Yorkshire and England's Northwest) maintain their own investment monitor at the regional level.

There needs to be a revival of the National Investment Monitor (previously run by ETB) which regularly collated data on product development across England and ensure it is in line with customer requirements. NB: the ETB Investment Monitor was a major exercise with two full-time staff in London and a network of RTBs that supplied the data. It focussed on counting the number of major new hotels, attractions and also reported regeneration schemes.

Action: It is recommended that VisitBritain and all regional delivery bodies agree to promote the NQAS and accommodation/attractions within the schemes as widely as possible in order to incentivise quality product developments.

The National Investment Monitor should be revived. This data to be collected from the RDA's by the proposed National Tourism Intelligence Partnership.

3. Clear and Consistent Campaigns

National marketing of England resumed in 2003 after an absence of several years. Since that time, there have been recurring lifestyle campaigns based on the results from the Arkenford segmentation. This work revealed the key products driving target customers for a short break or day trip.

These campaigns have included the following themes: cities, the countryside, food & drink plus a campaign to promote the relaxing, indulgent elements of England (a key driver of short breaks but where England was perceived to be weaker than competitor destinations). Although the customer insights are constantly reviewed, these themes are likely to be consistent for the future. They also tend to build on campaigns taking place at the regional level e.g. "Outdoor Yorkshire", "Taste England's Northwest" etc. They are sufficiently broad for most regions to use as a matrix for their own campaigns – therefore allowing for cross-promotion at the national and regional level.

In addition, there are occasionally overarching topical themes where the whole country can get involved e.g. SeaBritain 2005, the Abolition of Slavery 2007, Culture 2008. It is recognised that these topical themes often rely heavily on a co-ordinating team at the national level and the creation of bespoke events at the regional and local levels.

Action: Regions and local destinations should know that national marketing will continue to focus on the key drivers of cities, countryside, food and drink and relaxation.

VisitBritain to publish a forward plan of topical marketing themes for the next 6 years to allow advance notice for interconnected national, regional and local marketing campaigns. The lead-time will also allow the organisation of local events and creation of marketable products. Pan-national events or celebrations will require a national co-ordinator to be appointed. Some themes may need to integrate with the outcomes of the DCMS Welcome-Legacy consultation.

4. Improved destination marketing

There is already a wealth of activity and good practice currently going on around the country – for example on the proactive role of DMPs in delivering well designed marketing activity in a joined up way on behalf of a set of local authority partners.

There is also strong debate about the need for a closer integration of brands across England. Already, great progress has been made between the national and regional level for domestic marketing:

- regional and sub-regional integration into EnjoyEngland campaigns
- regions/sub-regions purchasing added value activity within EnjoyEngland campaigns
- the regions and sub-regions using EnjoyEngland to plan and purchase media on their behalf
- consistent use of photography at national/regional/sub-regional level
- in many regions, a similar tone of voice and typography to EnjoyEngland national advertising.

VisitBritain has an aspiration for this process to go further with the constituent parts of England to be promoted with the addition of the England Rose/EnjoyEngland as a unifying logotype device.

An audit of country brands shows that only New Zealand has a single brand device for domestic marketing (many do for international marketing). However, consumer research carried out for this paper in April 2007 shows that there was a positive reception to the addition of the EnjoyEngland logo to regional collateral. Across all segments, the EnjoyEngland Rose was felt (on balance) to add trust and objectivity.

In addition, the England Rose can be seen across all EnjoyEngland marketing (including TV advertising), its online presence, thousands of quality-assessed properties, attractions and even tourist signage. Under the Tourism Information Strategy a critical mass of Tourist Information Centres will shortly receive similar branding. In short, there is continuity at many of the key customer touch points.

Most regional delivery partners have made it clear they wish to retain their own separate identities as they believe this plays to one of the strengths of England – its diversity – and also due to the fact that they are competing for market share. VisitBritain stands ready to work with those regions who would like to volunteer to receive the additional endorsement of England branding upon their marketing to demonstrate whether this increases customer motivation.

There could also be better co-ordination of national and regional marketing by sharing:

- underlying brand values - illustrated via photography, tone of voice, formats
- a focus on similar segments
- consistent themes
- a more cohesive approach towards national and regional media planning including campaign timing
- more cost effective media buying for all parties due to economies of scale

In addition, there should be more clarity in the relationship between the regional and sub-regional brands. In several regions, the regional delivery body is working to stop fragmentation and proliferation of sub-regional brands, getting local areas to operate together and complement each other rather than give out conflicting messages.

With regard to England international marketing, some £8m of regional money and £1m of national money is invested attracting inbound visitors. There is consensus that these funds can be better co-ordinated in the markets where England is marketed as a standalone destination – France, Germany and the Netherlands. It is recognised international visitors are often less aware of regions outside London. Regions are therefore positive about co-ordinating national and regional marketing activity and using the strong England identity as the lead brand under which regions can be promoted (in the way that Spain’s regions unite under the ‘Miro’ emblem).

Action: A four-tier approach to co-ordinating marketing is recommended:

- **International Marketing – national, regional and local marketing budgets are co-ordinated to create high impact campaigns under the England banner**
- **National Marketing – carried out within the England branding**
- **Joint National & Regional Marketing – VisitBritain to work with the regions to create joint media buying and planning and align strategies**
- **Destination level advertising – under Partners for England, local authorities should be given a self-assessment diagnostic toolkit that will allow them to decide whether their funds are most effectively utilised via local marketing, regional marketing or on the public realm. The Destination Management Handbook could be a useful vehicle for such a toolkit.**

5. Modernise Communication Channels

To encourage the wider adoption of digital communication channels, it was felt best practice should be shared throughout the industry – no matter where it originated.

For instance, many felt that VisitBritain should identify new opportunities such as mobile telephony, WAP, SMS marketing, User Generated Content (USG) or satellite navigation and test them before sharing the learnings with the other tourism bodies. This also includes best practice in CRM.

However, many of the technological breakthroughs in tourism marketing were at the local and regional level e.g. Liverpool’s use of its destination management system as a template for EnglandNet, Cumbria’s extensive use of podcasting, VisitLondon’s TV channel.

Action: Ensure there is a standing item at the quarterly Regional Marketing Managers’ meetings to provide a regular exchange of information on digital communication technologies. Regional Marketing Managers to ensure that they are the catalyst for driving technological change within their own organisations.

6. Understanding the Value of Marketing

It was agreed that there was a need to communicate the benefits of measuring the marketing that is being done – especially at the sub-regional level.

VisitBritain has robust evaluation systems in place – although it was recognised that the systems were designed for national reporting and were not always robust enough for reporting on the regional impact of national campaigns or international campaigns.

Since Regional Development Agencies became involved in funding regional tourism marketing, there is an even greater focus on return on investment as outcome indicator.

However, the consistent use of evaluation methodology at the sub-regional level is patchy – sometimes due to a lack of awareness of the methodology but often because of severely limited budgets. There can also be more of a focus on outputs rather than overall conversion e.g. the local authority will generate web visits, click-throughs etc but it is down to local businesses to convert this to bookings.

Action: VisitBritain to work with the regions to agree a common framework for evaluating return on investment from marketing building on the tried and tested VisitBritain model. Other evaluation methods could also include benchmarking, brand tracking and perceptions. This is to be shared with all regional and local tourism bodies via the Intelligence group and, possibly, using the vehicle of the Destination Management Handbook.

7. National Tourist Information

It was felt there was a need to modernise and develop tourist information services across England and that a partnership of local, regional and national bodies would be needed to achieve this.

Key areas highlighted were: new ‘non TIC’ channels for tourist information such as mobile, digital and partnerships with commercial operators; the need for more sharing of best practice and benchmarking; increased marketing of England’s official tourist information services; Quality assurance of the service and increased support and services for local authorities and DMOs at the sharp end of delivery.

In partnership with the regions, VisitBritain has launched an Action Plan for English Tourist Information Services. The following has already happened:

- A new community extranet for tourist information providers – www.englandtic.org.
- A research programme to provide insight into customer expectations.
- An ‘Official Partners’ programme for tourist information providers which provides a quality marquee and increased marketing.
- New ‘guidelines’ to support tourist information providers nationally.
- The further development of a WAP mobile version of EnjoyEngland.com to be launched in 2007.
- The formation of a National Implementation Group to oversee the roll out of the Action Plan.

Action: To continue to implement the Tourism Information Action Plan and develop the national partnership with local, regional and national organisations.

¹ Southwest RDA have indicated that they would request SWT to examine whether they could map their 'brand cluster' model against the Arkenford segmentation. Heart of England will be able to clarify their segmentation approach when their new structure comes into operation later in 2007.

APPENDIX ONE

COMMITMENT TO ACTION - MARKETING PROPOSALS (ATTENDEES AT PARTNERS FOR ENGLAND JUNE 2007)

Ken Robinson, Visitor Attractions Forum.

Chair of Tourism society think tank

Involving the private sector, at all levels, remains a challenge. They require clarity of promotional programmes. I will do what I can to support such participative action.

Sandie Dawe, VisitBritain

Support the drive to eliminate duplication and create better propositions and impact on consumer.

Lindsey Campbell, People 1st

To support messages regarding the welcome and work with VE P4E, to ensure the customer service agenda is fully addressed.

Hayley Beer, West Oxfordshire District Council

Agree with approach – needs to be maintained so that duplication is stopped. Would allow budgets to be allocated more strategically.

Jane Randall, NWDA

How to deal with local and sub regional branding and engagement

John Govett, Surrey County Council

Try to get more BandB and content on the enjoyengland.com and to improve the product base and it's quality across all regions

A Searle, SEEDA

To ensure we have adequate advocacy.

Joanna Royle, Yorkshire Tourist Board

Ensure the principles of the marketing paper are delivered within the region.

Lynn Turner, Tynedale Council / Northumberland Tourism.

Take forward market segmentation and associated product development (through Northumberland Tourism in association with One North East)

Chris White, LGA

Investigate how local authorities tie into the national tourist information.

Chris Brown, Visit Chester and Cheshire

We will seek to ensure we understand the opportunities

Cllr Chris Saint, West Midlands Regional Assembly

Use the other 3 areas to influence coordinator and focussed marketing plans.

Graham Long, EEDA

Align RDP and sub regional work.

Phil Evans, GLA

Gateway role to be developed and strengthened with VB's campaigns.

Julia Stuckey, North Somerset Council

Message seemed to be that this would be delivered nationally with little input locally except visitor info centres.

Nigel Russell, Advantage West Midland

Seek alignment with regional, sub regional and national marketing approach.

Anna Reade, London Borough of Newham

Campaigns with neighbouring boroughs and one new product developed per year.

Keith Brown, East of England Tourism

Consider more longer term vision for new communication channels to demonstrate leadership to the stakeholders in my area.

Ros Pritchard, POH and MPA

Encourage industry to make accurate and timely returns

Malcolm Bell, South West Tourism

To actively engage in the greater coordinating of marketing and promotional activities and plans.

Penny Baker, Lincolnshire Tourism

Communicate more effectively up and down the line on areas for action / provide information up to VE.

David Friesner, Leicestershire Promotions

Continue to develop relationship building of regional / national level.

Hannah Hesketh, Marketing Birmingham

How can we align our campaigns with VB?

Stuart Green, Hartlepool Borough Council

Need to ensure that communication channels work effectively from national through to regional / sub regional / local re: themes and their alignment

R Collier, TSE

Adjust

Tom Wright, VisitBritain

To maximise our collective effectiveness.

Alan Cavill, Blackpool Council

Prepare to gather info and share within NWDA etc.

David Walsh, Dorset County Council

Provide greater synergy between local and regional partners in marketing destinations.

Brian Summers, Tourism West Midlands

Ensure England approach so considered in TWM review of Branding and marketing strategy.

A Climpson, New forest District Council

Taking part in an England brand mapping exercise.

Peter Clarke, YHA

Meet with VB to see campaign and plan marketing.

A Cunningham, DCMS

Support it if clear outcome proposed.

Lyndsey Swift, LGA

Promote the LA's and other national partners

James Berresford, NWDA

Link development thinking (product) to destinations.

B Simmonds, Business in Sport and Leisure Tourism Alliance

Help promote England

Adam Bates, Visit Brighton

Adopt values based segmentation model. Become a national partner

Mark Smith, Bournemouth Tourism

Obtain details of key themes for next 6 years and work with them where possible.

Aviva Pearson, The English Riviera

Engage in sharing of stories with others. Engage in mutually beneficial marketing programmes

Steve Hollingworth, Scarborough Borough Council

To look at coverage through the area partnership

Kurt Janson, Tourism Alliance

Communicating the marketing arrangements to industry.

Martin King, TMP

Review marketing activity of TMS in light of presentation.

Chris Webster, EMAB, Woburn Safari Park, Beds and Luton DMP

Participate in campaigns and align BandL brand with Enjoy England.

Penny Russell, Dudley MBC, West Midlands Tourism

Key messages communicated to Tourism officers.

Richard Dickinson, East Midlands Tourism

EMT are available for relevant steering group or similar to aid best practice and implementation

James Bidwell, Visit London

Key themes not relevant to London. VL will continue to work with VB and VE. Gateway is critical to all of this – 2012.

Nick Brook Sykes, NWDA

To continue to participate in the development of partnership marketing activity for England.

Ken Jennings, Cheltenham

Signup for new TIC quality network support national marketing themes.

David Philips, DP UK

Will work with Laurence at England Marketing to develop return on investment model that can be rolled out to local authorities' tourism services.

Nick White, Bolton Council

Continue to work with our partners on customer led marketing strategies.

Paul Hemphill, TMI

TMI members to play an active role in agreeing national marketing priorities and action plans.

Ian Tempest, City of York Council

We will continue to work with regional and national agencies as a major brand for Yorkshire and England.

Carolyn Smith, LDA

(With VL) Look at Arkenford to see if it is appropriate for London.

Peter Hampson, BRADA

Go away look at the detail, talk to members brief them gather their views, and think about the implications. Report back, highlighting pragmatic issue, barriers etc. so that they can be addressed before become an issue.

Roger Allonby, AWM

Raise lack of business tourism focus with VB – Business tourism can be a key route to RDA engagement in tourism development [inward investment, events, business growth opportunities

Mike Wilkinson, Lancashire and Blackpool Tourist Board

Improve LBTB marketing activity

Tom Pridmore, Wyre Borough Council

Wyre Borough Council will support coordinated marketing campaigns with targeted outcomes and in particular participate in activity which matches the aspirations of the customer.

APPENDIX TWO NEXT STEPS

Alignment of Tourism Marketing group to meet in August 07

- **to assess comments made at the event in refining the document**
 - P4E Marketing Group to ensure Summit feedback is integrated into the final paper/strategy
 - Investigate how business tourism can link with this paper
 - Demonstrate how the Marketing Group outputs link with the other Partners for England work streams

- **Put in place a structure to ensure national-regional-local communications (and vice versa) to ensure the roll out of the strategy**
 - How do we supplement/work through the existing communications structures – i.e. meeting of RDAs, meeting of regional marketing managers, sub-regional meetings, TMI, LGA, DP UK to ensure this works?
 - A strong plan for roll-out and communication; targeting different stakeholders and tackling the hard to reach

'Quick wins'

- VisitEngland to develop key topical themes for the next 6 years based on consultation with the regions and sub-regions (by next Summit)
 - VisitEngland to work with the new Intelligence Unit to develop a universal ROI methodology that will be shared with the regions/sub-regions (by October 07)
 - England's Tourism Information Strategy now being rolled out in partnership with regions and local authorities
 - VisitEngland will carry out consultation to develop a brand heirarchy that will allow easier integration of regional/sub-regional brands in international marketing (by September 07)
 - The P4E Marketing Group to negotiate a national 5-year contract with Arkenford to ensure consistent market segmentation and use economies of scale (by October 07)
-
- **further engagement**
 - The marketing strategy needs to have relevance to the private sector and wider stakeholders. The VisitEngland board will be broadened to ensure this takes place. The P4E marketing group will also look to broaden its membership (several delegates have already offered their input)

IMPROVING THE QUALITY OF DATA ON TOURISM WITHIN ENGLAND: THE NATIONAL TOURISM INTELLIGENCE PARTNERSHIP

Summary and Recommendations

Discussions at previous Partners for England summits highlighted the inconsistencies with data and Statistics, and the recommendations to take this matter further presented a real opportunity to get it right; with the appropriate leadership, focus and funding. Following this clear recommendation a steering group was established to put forward fresh proposals for improvements in tourism data.

This paper outlines a framework to develop an improved partnership between national and regional bodies, and recommends ways in which (through such partnership) greater value can be obtained from existing data sources, and better value gained from existing levels of investment in collecting tourism data, particularly at the sub-regional and local level.

It is clear that much can be gained by making better use of existing data; through strengthening the analysis and interpretation of the data that is available, and by continuing to improve the dissemination of the intelligence that is obtained. We can also ensure that regional, sub-regional and local data is collected in a manner that makes it more comparable, through developing clear guidance and standards, and ensuring better coordination.

On the basis of the consultation and discussion that has taken place, it is clear that there is broad support for the creation of a new Tourism Intelligence Partnership. The proposed Tourism Intelligence Partnership will bring leadership and responsibility, and a new vision for the future. It will also ensure a sharper strategic focus, better coordination, and an independent and authoritative capacity to validate, approve, analyse and interpret the data that is collected.

This paper recommends the creation of such a partnership as an independently chaired advisory body, and of an additional, dedicated staff resource within the Office for National Statistics (ONS), to be paid for jointly by the Regional Development Agencies, VisitBritain and ONS.

A New Vision

The following vision is put forward as a starting point for consideration by the proposed advisory board:

Tourism data will be collected in a nationally coordinated manner so as to provide robust, consistent, and authoritative data on all aspects of the tourism sector that is relevant at national, regional, sub-regional and local levels, and of use to both public and private organisations at all of these levels. Data will be collected in a way that maximises the overall value generated from it, using methodologies that reflect best practice, that are cost effective, and that are consistently applied.

The overall aim is to produce timely, authoritative, comparable and robust data that effectively demonstrates the volume and value of tourism in England and that can be used to plan for the management and development of tourism more effectively. Data collection will need to embrace the public and private sector and be led and coordinated by the advisory board.

Delivering this vision will mean that:

- 1** Robust, relevant and timely information is available at all levels that provides a clear picture of the volume and value of tourism, of the characteristics of visitors, and of the productivity of the sector.
- 2** Data collected at the local level is produced in a consistent manner in accordance with published guidance so that different surveys are comparable and contribute to an overall regional and national picture.
- 3** There is clear, comparable and consistent performance and satisfaction data at the local / destination level to assist in the process of effective destination management.
- 4** Market intelligence is available to inform decision making, and marketing and other programmes, with this including regular and timely publication of indicators of performance.
- 5** Surveys and data collection tools are regularly evaluated, to identify gaps or inadequacies, with action being taken or recommended to address these.
- 6** As far as possible, the wide range of data that is collected by the private sector is made available, with appropriate safeguards to protect the commercial interests of those providing it.
- 7** Knowledge about all data collection of relevance to the sector is held centrally, including ad hoc surveys commissioned for specific projects or initiatives, with the data also being made available wherever possible.
- 8** Advice and appropriate templates are available to ensure that all visitor information is collected in a systematic and comparable manner, particularly by public bodies.
- 9** Both the institutional framework and the data that is produced enable the production of regular and authoritative accounts of the tourism sector, using the TSA methodology.

APPENDIX ONE

COMMITMENT TO ACTION - NATIONAL TOURISM INTELLIGENCE PARTNERSHIP PROPOSAL

(ATTENDEES AT PARTNERS FOR ENGLAND JUNE 2007)

Ken Robinson, Visitor Attractions Forum, Chair of Tourism society think tank

The common unit is essential, a real unit, not just a virtual network. It must be authoritative, not just 'advisors' – I will do what I can to ensure private sector acknowledgement and cooperation.

Sandie Dawe, VisitBritain

Work on pragmatic set of solutions to the range of issues surrounding intelligence gaps

Lindsey Campbell, People 1st

To share intelligence / research with new NRP and attempt to ensure methodology and research realignment where possible and practical.

Hayley Beer, West Oxfordshire District Council

Concern over resource allocation, but agree with the notion of improved data collection. Will try to feed in where possible.

Jane Randall, NWDA

Consider more fully methodologies, what is measured etc. How we make progress.

John Garrett, Surrey County Council

Be available to help 'Brain Storm' ideas for the strategic relations for consolidating research across the country within public sector.

A Searle, SEEDA

Invest for 1 year and ensure getting credible regional data that we need.

Joanna Royle, Yorkshire Tourist Board

YTB has a regional intelligence group which aims to coordinate actively, maximise resource and use common methodology. Ensure we are aligned to the national activities.

Chris White, LGA

Cooperate with new partners.

Chris Brown, Visit Chester and Cheshire

We will seek to make use of this investment.

Cllr Chris Saint, West Midlands Regional Assembly

Share data and information. Develop systems for effective data collection and dissemination.

Phil Evans, GLA

Remain on steering group on subsequent vehicle to ensure London plays a full part in development of the partnership.

Julie Stuckey, North Somerset Council

Review local information collection in line with recommendations and feed in where necessary.

Nigel Russell, Advantage West Midlands

Contribute to shaping the evolving research partnerships.

Anna Reade, London Borough of Newham

Share research findings with partner organisations and other local authorities.

Keith Brown, East of England Tourism

Investigate what market research relates to tourism is being done by other stakeholders in my area. Create a forum whereby this information is available to a wider audience.

Ros Pritchard, BH & HPA

Encourage industry to make accurate and timely statistical returns.

Malcolm Bell, South West Tourism

To ensure effective in achieving the goals of effective data, research and marketing intelligence.

Penny Baker, Lincolnshire Tourism

Align data capture, monitor and use to monitor and inform activity.

David Friesner, Leicestershire Promotions

Review current activities with the DMO.

Hannah Hesketh, Marketing Birmingham

How can we facilitate the sharing of data? What intelligence should we be gathering to enable us to benchmark more effectively with competitors?

Stuart Green, Hartlepool Borough Council

Need to ensure that the intelligence gathering is done in a way that is practical for the purposes for which it is needed.

R Collier, TSE

Support via SEEDA.

Tom Wright, VisitBritain

To develop the partnership in research into a real force.

Alan Cavill, Blackpool Council

Gather info on costs and amount and type of data to offer to a co-ordinated approach.

David Walsh, Dorset County Council

Clarify roles of information providers, related to DMO's needs and budgets.

Brian Summers, Tourism West Midlands

Review regional requirements and means of delivery.

Peter Clarke, YHA

Offer data and information.

Colin Potts, Chester City Council

Review local intelligence gathering to understand how it may be improved on by any means to standardisation.

Lyndsey Swift, LGA

Promote with LA's and other key stakeholders

James Berresford, NWDA

Contribute (financially) to the NTIP.

B Simmonds, Business in Sport and Leisure Tourism Alliance

Need support for a physical unit – can I help?

Adam Bates, Visit Brighton

Provide locally captured intelligence and data for dissemination / sharing.

Phil Reddy, NWDA

Commit to taking forward the NTIP proposals.

Mark Smith, Bournemouth Tourism

Obtain point of contact (when agreed). Liaise to benefit from advice and common intelligence.

Aviva Pearson, The English Riviera

Share figures.

Keith Blundell, Liverpool Culture Company

To adopt the principles being put forward.

Steve Hollingworth, Scarborough Borough Council

Hold fire on data collections and collaborate on the core questions.

Kurt Janson, Tourism Alliance

Work on refining the proposal as part of the steering group.

Martin King, TMP

I am supportive of the importance of improved data and will work with RDA to strengthen the proposal.

Chris Webster, EMAB, Woburn Safari Park, Beds and Luton DMP

Support initiative and participate at DMP and attraction level.

Penny Russell, Dudley MBC, West Midlands Tourism

Link into regional research groups – link back to national.

Richard Dickinson, East Midlands Tourism

EMT is available for relevant steering group to help design next stage.

James Bidwell, Visit London

No need for a new bureaucratic unit; show us an opportunity and people will sign up.

Peter Lane, DP UK

Ensure that DP UK contributes to the improvement in the collection, collation and comparison of local statistics.

S. Whiting, Greenwich Council

Support the development / creation of this national intelligence unit.

Ken Jennings, Cheltenham

Support common statistical standards.

David Philips, DP UK

Will liaise with national tourism intelligence partnership to promote need for a robust economic research model for local authorities.

Nick White, Bolton Council

Contribute towards future discussions. Try to eliminate duplication where possible.

Paul Hemphill, TMI

Offer TMI to be a conduit for national intelligence dissemination, especially through the TMI website.

Ian Tempest, City of York Council

Exchange our data and contribute fully to any national or regional discussions

C Smith, LDA

Support the principle to ensure robust data for the industry. Commit to share our data and models/methodology.

Angus James, VisitBritain

Work with the NTIP to improve tourism data.

Peter Hampson, BRADA

Go away look at the detail, talk to members brief them gather their views, and think about the implications. Report back, highlighting pragmatic issue, barriers etc. so that they can be addressed before become an issue.

Roger Allonby, AWM

Further consider proposal paper

Mike Wilkinson, Lancashire and Blackpool Tourist Board

Improve LBTB commitment to research

Tom Pridmore, Wyre Borough Council

Wyre Borough Council will base its tourism activities on understanding the needs of visitors with sound research which feeds into regional and national networks.

NEXT STEPS

- A focus group will meet to finalise the detail of the framework
- Partner commitment and further consultation
- Establishment of the advisory board
- Development of, and agreement to strategy and action plan
- Launch of partnership by early 2008