

TOURISM SOUTH EAST

Toolkit for Local Tourism Stakeholders

To encourage and facilitate the inclusion of the tourism economy in Local Area Agreements and to enhance performance against Comprehensive Area Assessments

Tourism South East in
Association with Destination
Performance UK



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Introduction

This toolkit has been designed to assist stakeholders at a local level (Local Authority Tourism Services/Local Strategic Partnerships) in establishing the relevance and importance of incorporating elements of the tourism economy in to Local Area Agreements (LAAs). Where LAAs already exist, it identifies the contribution the tourism economy can make to achieving the targets set in LAAs and in doing so achieving higher scores in Comprehensive Area Assessment (CAA).

Local Area Agreements and Comprehensive Area Assessment are now the key mechanisms by which Local Authorities set performance targets and are measured against national and local standards. By incorporating tourism indicators in to LAAs and supporting and promoting the tourism sector, Local Authorities can improve their scores in CAA.

A Local Area Agreement sets out the priorities for a local area agreed between central government and a local area (the local authority and Local Strategic Partnership) and other key partners at the local level. LAAs are drawn up through negotiation to identify a number of targets against selected indicators from the DCLG's National Indicator Set (NIS).

Comprehensive Area Assessment is the assessment process (replacing Comprehensive Performance Assessment) that the Audit Commission uses to measure the success of local authorities and their partners. As part of CAA the Audit Commission will assess how well local authorities have performed against the targets set in their LAAs.

By tourism economy we are referring to the economic impact of the range of activities undertaken by the tourists visiting an area. By tourism we use the definition adopted by the World Tourism Organisation: "The activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes." Therefore we would include day visitors, staying tourists, people visiting friends or relatives and people travelling for work or business purposes.

Local authorities have the discretionary ability to support and promote the tourism sectors in their areas. Whilst a number choose not to, all local authorities undertake actions on a daily basis that affect the tourism economy. These activities broadly fall under the 'place-shaping' remit of Local Government.

The tourism sector provides jobs, maintains and creates businesses, impacts on the environment – often in positive ways, provides community opportunities and in many circumstances will benefit children and young people.

There are a number of areas where a local authority can exert its influence to assist and grow the tourism sector. These include marketing, conducting area specific market research, offering general business support and fulfilling various place shaping activities.

Through the development of a destination management programme and engagement with industry bodies, local authorities can bring about real, measurable benefits to their visitor economy and their community.

These benefits can play a vital role in helping local areas meet the goals that they have set for themselves in Local Area Agreements.

Appendix A in this toolkit is an easy-to-digest table in which readers can identify the indicators in the National Indicator Set that can be positively influenced by a thriving, well supported tourism sector. The tourism sector has an impact on the 'Local Economy'; 'Sustainable Communities'; 'Children and Young People' and 'Environmental Sustainability' sections of the NIS. To a greater or lesser degree tourism will influence the successful outcomes aspired to in these four areas.

Local Authority Tourism

Local Authorities and the communities that they represent are a vital lynchpin in the success of the tourism industry. Indeed it has been recognised by the Government that "Local Authorities are the most important player in tourism."¹ This is a simple recognition that local government is *the* public service provider that has the closest and most direct impact on the tourism sector.

There are a number of reasons for this. The first and most obvious reason is that Local Authorities have a discretionary power to promote tourism. Many local authorities use this power to develop and promote tourism in their area. Many Local Authorities provide information for visitors through dedicated Tourist Information Centres, web sites and information boards and own, directly manage or financially support visitor attractions such as museums, galleries, theatres, live music venues and sports facilities.

The Public Realm

However even without their promotional role, Local Authorities would still be the principle players due to all of the other responsibilities that they manage that have an impact on the tourism industry. Amongst these is their responsibility for the "public realm". This role is vital in the creation and upkeep of safe and attractive places for local people and visitors. The public realm refers to the many elements that go to make up a "place" including:

- streets, pavements, squares, parks, gardens, public art and street furniture
- beaches, country parks, swimming pools, sports pitches, leisure centres
- museums, theatres and events/conference venues e.g. the Brighton Centre
- street cleaning, waste management, public toilets
- car parks, bus stops, cycle routes and racks, vehicle and pedestrian signing and management planning
- the regulation of standards in planning, catering, health and safety
- local control and enforcement of gaming, alcohol and taxi licensing.
- Twinning arrangements and activities

Services such as Libraries/Museums/Galleries; Leisure and Recreation; Environmental Health; Planning/Development Control; Highways; Public Transport; Consumer Protection, Economic Development, Town Centre Management and Strategic Planning all have a direct impact on the tourism industry and the visitor experience.

¹ Andrew Cunningham. Deputy Director, Tourism Sector, Department for Culture, Media and Sport. Speech to delegates from Local Authorities on Wednesday 17th September 2008.

The Argument for Public Sector Intervention

This leads on to question of why a large and successful industry requires input from the public sector at all. The answer lies in the unique composition of the tourism industry. The businesses that make up the sector are predominantly small to medium sized enterprises. TSE has a membership base of 2000 businesses, the vast majority of which are SMEs. Many are owner-run businesses that employ a small number of staff.

Unlike other sectors there is very little homogeneity in the tourism industry. The businesses that make up the sector vary in size and service provision – from accommodation providers and attractions through the retail sector to transport operators, cafes, pubs and restaurants, and “community” buildings such as theatres, galleries and churches. These businesses/organisations do not have the capability to work together to develop and promote a coherent destination brand. Any activity is piecemeal and tends not be across different sectors.

Local authorities play an important role in recognising synergies and setting out coherent plans for the multi-faceted sector that makes up a destination’s tourism product. As an independent broker local authorities are able to bring partnerships or networks of local tourism businesses together.

A council is also able to develop a vision for a destination. It is a case of the whole being stronger than the constituent parts. A good example of this is Portsmouth where the City Council has been able to lead regeneration projects around Gun Wharf Quays and the Spinnaker Tower; and stimulate new hotel development that the businesses could not have achieved on their own.

Furthermore this is a reciprocal relationship. Tourists and businesses/visitor services do much to improve local areas and the lives of residents. Whilst it is true that tourists can bring some additional costs e.g. litter collecting; it is also significant that tourism is a key driver of regeneration and an important stimulator of economic activity. It is also to be noted that tourists use local services, both public sector and private, such as taxis, car parks, leisure centres, post offices, and much more. Without visitor spending it is possible that some of these services would not be economically viable.

The Role of LAA's

Of the 198 targets in the 'National Indicator Set' published by the Communities and Local Government department, there are no targets that directly address tourism. This in part reflects Government led priorities: the CLG puts little or no emphasis on tourism and within the DCMS itself the arts, culture and sport are ranked above tourism in terms of departmental responsibilities. It also reflects the fact that it is difficult to assign 'hard' targets to measuring the success of the tourism sector.

This fact may act as a disincentive to investing in tourism promotion and support at the local level if the opportunities that tourism offers are not recognised within Local Area Agreements. The provision of a tourism service may therefore be squeezed through a combination of pressure on budgets and the need to focus on LAA targets.

Sadly, such an attitude, while in part understandable does not recognise the fact that tourism is a sector that achieves numerous benefits. Tourism is a very broad and diverse activity that overlaps with many other areas of the public and private spheres. The breadth and diversity of the sector makes it hard to pinpoint what types of business and activity should be measured. For example the performance of restaurants and shopping centres will be improved by an increase in the number of tourists. But improved performance in these sectors is not always recognised as an indicator of successful tourism sector support.

The character of the tourism industry also varies greatly from area to area. Whilst it is true that all areas have some form of visitor economy it must also be recognised that the tourism industry in a coastal resort will be markedly different to that of a destination that is predominately rural. Similarly some areas may not be popular destinations for leisure visitors but business tourism will be an incredibly important component of the wider economy. This is true for parts of the Thames Valley and the 'Gatwick Diamond' area of East Surrey and mid-Sussex that are key economic drivers for their respective sub-regions. Here the extensive provision of high quality accommodation and meetings/conference venues is a necessity for local businesses. In general the varying economic, industrial, social and cultural drivers in different areas will impact on the type and level of tourism use in that area.

The measures that can be reliably used to demonstrate the success of the tourism industry include the volume of tourists visiting an area and the average spend and/or total spend of tourists in an area. While indicators such as this are not included in the national set they could still be used as locally set indicators.

If agreement were reached on this, then tourism promotion could contribute considerably to the successful performance of LAs in the context of their LAAs. Tourism research projects that might already exist to gather market intelligence would then have an added, useful dimension.

Despite the fact that there is no indicator for tourism in the national set there is still an opportunity for the visitor economy to be considered in the broader framework. If local authorities and Local Strategic Partnerships were to recognise the breadth and diversity of the tourism sector, then they would surely acknowledge that a flourishing visitor economy could impact considerably on many of the broad and diverse range of 198 indicators that comprise the National Indicator Set.

Where Tourism can help in Delivering LAA's

Appendix A below lists a number of specific indicators from the National Set and identifies how local tourism support structures can help with the success in meeting their aims, particularly in relation to LAAs.

The following section seeks to demonstrate in more general terms how tourism can help to achieve the broader aims of Local Area Agreements, in the context of various sub-sections of the National Set.

Local Economy

In many areas tourism is the main driver of the local economy. It is a dynamic and adaptable sector and one of the strongest growth sectors in the UK economy. It is also very durable – research shows that a holiday is generally regarded as a necessity by British people. Therefore it is a sector that will always have a market. With the current economic recession and a weak pound foreign destinations do not appear to be so attractive and the UK sector is receiving the benefit.

The visitor economy impacts on a range of services from accommodation and attractions to the retail, food and transport sectors and because it is made up predominately of micro-business much of the primary visitor spend is reinvested as secondary spend in the local community, maximising its impact.

The tourism industry is a “customer-facing” sector with relatively high levels of staffing to deliver a quality service. It employs a large number of people from a range of skill bases including those who have left full-time education with little or no qualifications. It offers employment opportunities as “front of house” staff to those with good interpersonal skills, while those who are less comfortable working with people can undertake housekeeping and maintenance roles.

The tourism sector is keen to maintain high levels of business all year round to maximise profits and maintain employment levels. It is therefore encourages local authority engagement with and investment in the visitor economy to smooth out the seasonal profile and promote the destination and relevant attractions as ‘open all year.

A thriving tourism sector also supports other areas of the economy by providing accommodation and meetings/conference facilities for local businesses. It can also underpin inward investment and business retention as successful businesses and skilled workers will want to relocate to an area because of the wide range of service facilities.

The tourism industry is able to offer a wide range of people the opportunities to learn and progress within the sector. Many workers enter the sector with few qualifications but are trained in vocational areas such as customer service, administration, management, marketing, and catering. This training results in the attainment of NVQs and other qualifications that can be used as a platform for developing skills further and progressing within the workplace.

The sector skills agency People First and the regional tourist agencies have detailed information on the skills gaps in the sector having undertaken substantial consultation with the industry. This is an ongoing process and can inform the delivery of the CAA.

One good example of a tourism business offering people with few skills or qualifications the opportunity to join the workforce is Jamie Oliver's Watergate Bay restaurant, 'Fifteen' in Newquay, Cornwall. The raison d'être of this social enterprise is to employ jobless young people and equip them with the necessary skills to progress in the industry. All businesses in the tourism sector, whether social enterprises or profit making, private ventures, are able to offer jobs and training to formerly unemployed people.

The visitor economy is often seen as the driver of economic regeneration through flagship projects on brown field sites. Visitor attractions, marinas, and hotels are all used as cornerstone developments of wider area improvement plans.

Because the tourism industry is made up of a large number of small and micro-businesses it is a relatively easy industry to enter as a new business. This makes it a dynamic sector in terms of its capacity to develop quickly in areas of regeneration, or in response to increased market demand. Local authority engagement with the sector can assist in understanding and measuring the levels of growth within the sector.

Many tourism businesses are aware of the need to encourage visitors to use public transport as a means of arriving at a destination or travelling around once they are there. Attractions and accommodation providers carry public transport information on their web sites and in printed literature. A number of tourism businesses are accredited through industry standard schemes such as the Green Tourism Business Award and the David Bellamy Award. The baseline standards for accreditation include the active promotion of public transport alternatives for visitors.

Tourism and the promotion of the visitor economy lend themselves to partnership programmes for an LA, both with neighbouring local authorities where they can share a destination brand (e.g. County, landscape area, coastline) and with the private sector in the delivery of marketing services for a destination.

In both cases greater value for money can be realised through partnerships delivering a shared programme.

Active engagement with the tourism sector can provide an understanding of the businesses satisfaction with regulation including health and safety, fire, employment and trading standards. Many tourism businesses include a food offer and, as such, need to comply with the food hygiene regulations.

Being a customer facing industry the need to be seen to be offering a safe, quality service is essential for business profile and reputation. High levels of regulatory compliance in a local area are legal necessities but also assist with achieving high scores in CAA.

Stronger Communities

Tourism is very dependant on a good 'local image'. Visitors go to places that are attractive and welcoming. Local authorities and businesses that make up the tourism sector in an area make investments to improve the attractiveness of the area and the offer available to visitors. This helps to improve general satisfaction with the local area among local residents who also use the public realm and services available, and who draw a sense of pride from the fact that they live in area that people find attractive and want to visit. There is a strong link here with the pride that people experience when they are welcoming friends or relatives to the area in which they live.

In addition many tourism attractions interpret and celebrate the local distinctiveness of an area through its heritage and culture, local produce, landscape and flora and fauna. This can add considerable value to local residents' sense of place and understanding of an area. Many attractions offer education services to local schools to help pupils learn more about the character of their area.

Destinations need to be accessible and include a number of amenities and attractions – such as restaurants, museums, galleries, parks, etc. These attractions will also be of benefit to local residents and will provide activities and enjoyment for them, in turn increasing their satisfaction of being part of their community.

Many areas have a local tourism business partnership or forums through which the businesses are consulted on local authority policies and actions that affect the sector. In the South East of England there are six Area Tourism partnerships covering the different 'sub-regions' that fulfil this role. Such partnerships do not directly influence the political process. But because the owners/employees of tourism businesses play a role in the partnerships, they should be factored into any survey undertaken to assess residents' engagement with the decision-making process.

A number of tourism attractions and in particular charitable trusts set up to support and manage establishments, rely heavily on volunteers to make up their workforce. This offers many local residents - notably retired people - the opportunity to carry on an active life and to pursue interests and hobbies as useful members of the working community. Examples include National Trust properties that rely on the efforts of volunteers or the Brighton Festival that is a volunteer led event.

Any list drawn up locally to capture information which will assist measurement against the indicators relating to Stronger Communities should include tourism attractions where volunteering takes place.

Visitors to an area will very often be participating in a sporting activity or visiting a museum or gallery. It may be the main reason for their visit. Visitors also use libraries to source information on a local area in the absence of dedicated information facilities (and in some cases the library is the dedicated facility). These visits should be captured as part of the data set relating to the Stronger Communities indicators. This may require the recording of additional information, over and above the national Active People Survey, to be recorded to ensure participation and visits made outside a residents own community are included in the assessment.

Children and Young People

A large number of visitor attractions provide an educational service to inform schools groups about the subject matter that forms their particular focus. This is particularly true in the heritage, museum and arts sectors which do much to welcome school groups including those from schools serving special needs pupils. This gives young people access to facilities they might not otherwise experience.

Environmental Sustainability

In certain quarters there is a perception that tourism is a major contributor to environmental damage. In this context it has to be acknowledged that international tourism is almost completely dependent on aeroplane travel and domestic tourism relies predominantly on use of the car. To counteract this and as a response to increasing customer awareness and a growing demand for holidays that have a low carbon footprint, the tourism industry is one of sectors which is leading the way in encouraging measures to protect and sustain the environment.

There are a number of established programmes promoted through the sector. Training courses including the nationally recognised “Green Advantage” course encourage sustainable business operation and an awareness of actions required to adapt to climate change. The Green Tourism Business Scheme (GTBS) and the David Bellamy Awards are nationally recognised accreditation schemes taken up by businesses to improve their sustainability and to promote their ‘green’ credentials to potential customers. The GTBS aims to improve energy efficiency, reduce waste, conserve resources such as water and promote the use of local produce. All businesses and organisations in the sector, including local authorities, can join the scheme. An element of all the schemes is the recording by businesses of their energy, waste and water use as a means of understanding where action to reduce resource use is needed.

As has been explained earlier, where a local authority is involved in promoting an area as a visitor destination, it’s important to project an attractive and welcoming image. The needs of the visitor economy therefore provide an additional impetus for the LA to invest in the public realm. This in turn will encourage tourism businesses to invest time and effort to maintain a pleasant environment around their premises for the benefit of their customers. This can help to improve the cleanliness of areas and reduce levels of litter and graffiti.

Visitor interest in the landscape, flora and fauna of an area can help to sustain and develop the active management of designated landscapes, nature reserves and gardens. A number of areas run visitor payback schemes where tourism businesses work with local authorities or countryside management teams to encourage visitors to support a fund that protects and improves the biodiversity of an area by investing money collected in specific schemes.

Local Indicators

As mentioned above, in the absence of any tourism indicator in the National Set it is nonetheless possible to incorporate local indicators in to LAAs. A number of indicators exist that can be used to assess how well the tourism sector is performing. Others can assess how well the local authority and its public and private sector partners are performing in partnership to improve the tourism product.

Destination Performance UK (DPUK), the national membership organisation for local authority tourism services with an interest in best practice and performance evaluation, has compiled a list of appropriate indicators. They appear under four sub-headings; 'Satisfaction Indicators'; 'Economic Indicators'; 'Sustainability Indicators'; and 'Organisational Indicators'. The full list appears in appendix B of this toolkit.

Examples from the list include:

Satisfaction Indicators

- **% of stakeholders who consider the general promotion of the destination to be good**
- **% of stakeholders who consider the tourist information service to be good or excellent**

Economic Indicators

- **Number of day visitors [or trips] (+ % increase/decrease)**
- **Number of overnight visitors [or trips] (+ % increase/decrease)**
- **Number of bookings generated by the local Destination Management System**

Sustainability Indicators

- **% of residents indicating that they are satisfied with the local impact of tourism**
- **% of tourism enterprises (accommodation, attractions, activities) participating in quality accreditation schemes**

Organisational Indicators

- **% of local businesses that belong to a local tourism association/partnership**

These eight suggestions and the longer list in appendix B are just a selection of the many indicators that could be applied to local areas. Depending on specific local circumstances any target that is relevant to the aims of the tourism promotion and development services that the council provides could be used.

In order to ensure that tourism support is recognised as a beneficial and measurable activity we would suggest that local indicators are included in LAAs wherever possible.

How can local authorities support, promote and develop the local visitor economy?

There is no statutory duty on local authorities to deliver tourism. Involvement in the visitor economy is therefore at the discretion of each local authority. Many authorities recognise the wider value of the visitor economy to their community and the opportunity it presents to diversify their own local economy.

Other public sector organisations play a role in the visitor economy, in the main because they are the providers and managers of tourism products. These include the National Park Authorities, Area of Outstanding Natural Beauty (AONB) teams, the Forestry Commission, the Environment Agency, the British Waterways Board, English Heritage and Natural England.

Some parish and town councils are also involved in tourism through initiatives like market town regeneration, the production of visitor information and the provision of tourism information services.

Whatever structures are in place, the role of the public sector in tourism remains basically the same. It focuses on researching, developing and marketing the visitor economy of a destination, something the private sector, made up predominantly of a large number of small and micro-businesses, is unable to do on its own. It also has a co-ordinating function: brokering agreement and joint working between public and private sector interests and between the different sectors e.g. small and large businesses within the private sector.

Private sector investment generated through active participation in programmes is very important in both increasing the funding available for a programme, and in demonstrating to the public sector that there is some return on their investment from the private sector.

There are a number of models for the delivery of tourism services from full public sector engagement to private sector led partnership organisations. The common thread in all successful destination management programmes is public sector involvement at some level to bring together all the public service elements that make up a destination.

Industry engagement

A large number of local authority areas work with the local tourism sector through forums or partnership committees. In many cases there are industry led consortia groups based on a destination or across a sector.

These private sector groups should be represented on the Local Strategic Partnership in areas where tourism is a significant element of the local authority, or identified as key consultees in the production of a Sustainable Community Strategy and Local Area Agreement.

Where the visitor economy is a key part of the local economy industry groups should be consulted to identify if there is a need for any Non-designated local improvement targets, and how to effectively measure their impact.

Whether working to designated or non-designated targets the tourism sector should be engaged to assist in shaping strategies and agreements, delivering services that help meet key Indicators and providing data that allows measurement of impacts and good baseline data for the Comprehensive Area Assessments.

The Destination Manager's Toolkit

The Destination Manager's Toolkit is an online resource developed and edited by experienced tourism professionals. It offers detailed advice to Destination Managers on a range of issues. Subscription details are available in appendix D.

The ways in which local authorities can influence and support the tourism sector are numerous and diverse. The Destination Management role will, by necessity, be equally diverse. The Destination Manager's Toolkit outlines the key local authority roles as:

Providing Strategic Direction

Co-ordinating the various interests, identifying positive synergies and partnerships and establishing how the local tourism economy should proceed to become as successful as it possibly can without adverse damage to the community and the environment.

Destination Research

Gathering a range of information on:

- the visitors to a destination
- their numbers and spending habits
- their perception of and satisfaction with a destination
- their collective effect on the local economy and individual businesses.

Destination Marketing

Visitors are attracted to places. Those places need to be marketed as destinations so that customers can be encouraged to visit. The public sector has traditionally provided funding, staff resources and the organisational capacity to create and manage campaigns on behalf of the whole sector.

Visitor Information

TICs, destination websites and publications on the range of activities and attractions available in an area have been predominantly the preserve of the public sector. The public sector has the resources and capacity to:

- develop, operate and manage these services
- produce information on walks, architecture, literary figures, landscape, wildlife, and the other elements that make up a destination's character and distinctiveness.

Tourism Development

Individual businesses will undertake their own development programmes to a greater or lesser degree, depending on the business. But destination-wide programmes need public sector support to succeed, at least in the early stages, and often throughout the life of a development programme. These programmes include:

- raising quality standards
- training the workforce (in particular the micro-business sector)
- delivering strategic objectives (e.g. sustainable business operation, greater uptake of local produce, improved access)
- conservation and management of heritage and landscape areas.

Industry engagement and support

In an industry dominated by micro-businesses the public sector plays a key role in:

- creating networks of businesses that serve to inform any strategic or destination-wide planning
- providing peer support and interaction between businesses
- engaging the sector in development and marketing initiatives.

Private sector investment generated through active participation in programmes is very important in both increasing the funding available for a programme, and showing the public sector that there is some return on their investment from the private sector.

The Destination Managers Toolkit has more information on delivering these roles. It is a subscription service available from Visit Britain – www.insights.org.uk

Partners For England

Partners For England is a collaborative body that comprises both public and private sector representatives from the tourism sector in England.

The Partnership has developed and pioneered the Place Making Charter for Destination Management. This is another tool that could be used to embed tourism support and promotion structures within local authorities. Information about the Charter is included in Appendix C.

Conclusion

Whilst there is not a tourism specific indicator in the national set for LAAs there is still every reason to promote tourism within a local area in order to influence other indicators.

A large range of indicators throughout the national set can be influenced by the promotion of tourism.

Through the development of a destination management programme and engagement with industry bodies, local authorities can bring about real, measurable benefits to their visitor economy and their community.

These benefits can play a vital role in helping local areas meet the goals that they set for themselves in Local Area Agreements.

Appendix A

Where Tourism can help in Delivering LAA's

This section of the toolkit identifies specific parts of the LAA Indicator set in which a successful tourism economy can lift the score awarded to local areas based on the Section headings in the National Indicator Handbook.

<http://www.communities.gov.uk/publications/localgovernment/finalnationalindicators>

<p><u>Local Economy</u></p>	<p>Tourism's biggest impact on local areas is as the driver and facilitator of the wider economy.</p>
<p>NI 151 Overall employment rate PSA 8</p>	<p>The tourism industry is a "customer-facing" sector with relatively high levels of staffing to deliver a quality service. It employs a large number of people from a range of skill bases including those who have left full-time education with little or no qualifications. It offers employment opportunities for those with good interpersonal skills as "front of house" staff, and those less comfortable working with people in housekeeping and maintenance roles.</p>
<p>NI 152 Working age people on out of work benefits PSA 8</p>	
<p>NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods DWP DSO</p>	
<p>NI 163 Working age population qualified to at least Level 2 or higher PSA 2</p>	<p>The tourism industry is able to offer a wide range of people the opportunities to learn and progress within the sector. Many workers enter the sector with few qualifications but are trained in vocational areas such as customer service, administration, management, marketing, and catering. This training results in the attainment of NVQs and other qualifications that can be used as a platform for developing skills further and progressing within the workplace.</p>
<p>NI 164 Working age population qualified to at least Level 3 or higher PSA 2</p>	
<p>NI 165 Working age population qualified to at least Level 4 or higher PSA 2</p>	
<p>NI 174 Skills gaps in the current workforce reported by employers BIS DSO</p>	

<p>NI 170 Previously developed land that has been vacant or derelict for more than 5 years CLG DSO</p>	<p>Visitor attractions, marinas, and hotels are all used as cornerstone developments of wider area improvement plans and the driver of economic regeneration.</p>
<p>NI 171 VAT registration rate BIS DSO</p>	<p>Because the tourism industry is made up of a large number of small businesses it is relatively easy to enter as a new business. Local authority engagement with the sector can assist in understanding and measuring the levels of growth within the sector.</p>
<p>NI 172 VAT registered businesses in the area showing growth BIS DSO</p>	<p>Attractions and accommodation businesses provide public transport information. A number of tourism businesses are accredited through industry standard schemes such as the Green Tourism Business Scheme. Minimum standards for GTBS include active promotion of public transport alternatives for visitors.</p>
<p>NI 175 Access to services and facilities by public transport, walking and cycling DfT DSO</p>	<p>Tourism lends itself to partnership programmes with neighbouring local authorities and with the private sector to deliver marketing services for a destination. In both cases greater value for money can be realised through partnerships delivering a shared programme.</p>
<p>NI 176 Working age people with access to employment by public transport (and other specified modes) DfT DSO</p>	<p>Active engagement with the tourism sector can provide an understanding of the businesses satisfaction with regulation including health and safety, fire, employment and trading standards.</p>
<p>NI 179 Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year CLG DSO</p>	<p>Active engagement with the tourism sector can provide an understanding of the businesses satisfaction with regulation including health and safety, fire, employment and trading standards.</p>
<p>NI 182 Satisfaction of businesses with local authority regulation services BIS DSO</p>	<p>Active engagement with the tourism sector can provide an understanding of the businesses satisfaction with regulation including health and safety, fire, employment and trading standards.</p>

<u>Stronger Communities</u>	Investing to improve the attractiveness of an area and the offer available to visitors helps to improve general satisfaction with the local area among residents.
NI 2 % of people who feel that they belong to their neighbourhood PSA 21	Many tourism attractions interpret and celebrate the local distinctiveness of an area adding considerable value to local residents' sense of place and understanding of an area. The ability to 'show off' the local area to visiting friends and relatives gives a real sense of pride.
NI 5 Overall/general satisfaction with local area CLG DSO	
NI 4 % of people who feel they can influence decisions in their locality PSA 21	
NI 6 Participation in regular volunteering CO DSO	Many attractions (e.g. National Trust) and events/festivals (Brighton Festival) rely heavily on volunteers to make up their workforce. This offers many local residents, and particularly retirees, the opportunity to carry on an active life and to pursue interests and hobbies as useful members of a work community.
NI 7 Environment for a thriving third sector CO DSO	
NI 8 Adult participation in sport DCMS DSO	Visitors to an area will very often be participating in a sporting activity or visiting a museum or gallery. It may be the main reason for their visit. Visitors also use libraries to source information on a local area in the absence of dedicated information facilities (and in some cases the library is the dedicated facility). These visits should be captured as part of the data on these indicators.
NI 9 Use of public libraries DCMS DSO	
NI 10 Visits to museums or galleries DCMS DSO	
NI 11 Engagement in the arts DCMS DSO	
<u>Children and Young People</u>	
NI 110 Young people's participation in positive activities PSA 14	A large number of visitor attractions provide an educational

	service to inform schools groups about their subject.
<u>Environmental Sustainability</u>	
NI 186 Per capita CO2 emissions in the LA area PSA 27	
NI 188 Planning to Adapt to climate change PSA 27	
NI 193 Percentage of municipal waste land filled Defra DSO	In an effort to counter the perception that tourism is an environmentally unfriendly industry the sector has been leading efforts to improve its green credentials. The Green Tourism Business Scheme encourages businesses to improve their environmental sustainability.
NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) Defra DSO	Where a local authority is involved in promoting an area as a visitor destination the need to maintain a clean and well presented public realm is vital. Tourism businesses invest time and effort to maintain a pleasant environment around their premises for their customers.
NI 196 Improved street and environmental cleanliness – fly tipping Defra DSO	
NI 197 Improved local biodiversity – active management of local sites PSA 28	Visitor interest in the landscape, flora and fauna of an area can help to sustain and develop the active management of designated landscapes, nature reserves and gardens.

Appendix B

Performance Indicators for Local Authority Tourism Services (compiled by DPUK)

Satisfaction Indicators

- % of visitors who rate the overall visitor experience as good or excellent
- % of customers who consider the overall impression of the TIC service to be good or excellent
- % of stakeholders who consider the general promotion of the destination to be good
- % of stakeholders who consider the tourist information service to be good or excellent
- % of stakeholders who consider the destination website overall to be good or excellent
- % of users who consider the destination website overall to be good or excellent

Economic Indicators

- Number of day visitors [or trips] (+ % increase/decrease)
- Number of overnight visitors [or trips] (+ % increase/decrease)
- Value of staying visitor spend (+ % increase/decrease)
- Value of day visitor spend (+ % increase/decrease)
- Staying visitor spend per head (+ % increase/decrease)
- Day visitor spend per head (+ % increase/decrease)
- Net Local Authority spend on tourism per staying visitor
- Net Local Authority spend on tourism per day visitor
- Net LA spend on tourism per head of population
- Net cost per user of stand-alone TIC (through-the-door, phone, email)
- Number of unique weekly visitors to the main destination website

- Number of bookings generated by the local Destination Management System
- Percentage of DMS bookings made online
- Value of bookings generated by the local Destination Management System
- Value of the online bookings
- Return on investment for marketing campaigns (as a ratio)
- Annual average % bed space and bedroom occupancy of accommodation
- No of FTE tourism related jobs

Sustainability Indicators

- Existence of an agreed and monitored sustainable tourism and action plan
- % of residents indicating that they are satisfied with the local impact of tourism
- Number of bed spaces per 1000 population
- Ratio of number of visitors in one year to local population
- Ratio of number of visitors in each quarter to local population
- % of visitors arriving by means of train, coach or bus
- % of tourism enterprises (accommodation, attractions, activities) participating in quality accreditation schemes
- % of tourism enterprises (accommodation, attractions, activities) participating in green tourism accreditation schemes
- % of tourism enterprises (accommodation, attractions, activities) with a recognised environmental certification
- % of tourism enterprises (accommodation, attractions, activities) that have commissioned an accessibility audit from an accredited assessor with a view to enhancing provision for disabled visitors
- FTE Tourism related jobs as a percentage of total local FTE jobs

Organisational Indicators

- % of local businesses that belong to a local tourism association/partnership

Appendix C

The (Place Making) Charter for Destination Management.

'Partners for England' (P4E) is a national body made up of public and private sector representatives. It receives support from Visit Britain and the Regional Development Agencies. Its broad remit is to coordinate and promote the tourism sector in England. The creation of P4E was a response to the fact that following devolution Wales, Scotland and the English regions all had bodies responsible for tourism development and promotion but that England as a whole did not.

One of the key aims of P4E is to secure local authority engagement. They have developed the 'Charter for Destination Management' as a guide for local authorities and a means of formalising local authority engagement with the visitor economy.

Rather than being a 'top down' list of tasks the completed charter acts as a document that emphasises what needs to be done to create a well managed tourism destination and how different local authority departments and public agencies should work together to maximise the benefit of the visitor economy for their community and local economy.

Further information about the charter can be downloaded from the TSE website:
<http://industry.visitsoutheastengland.com/xsdbimgs/Place-Making.pdf>.

Appendix D

The Destination Manager's Toolkit

The Destination Manager's Toolkit is available free of charge to members of the Tourism Management Institute. For information on joining the TMI visit <http://www.tmi.org.uk/> or call Collette Walker on 01423320781.

Alternatively access to the online version of the Destination Manager's Toolkit is included in the subscription cost of Tourism Insights, the tourism market intelligence journal that is published by VisitBritain. Information on Insights and how to subscribe can be found at <http://www.insights.org.uk/>.

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