



EAST STAFFORDSHIRE BOROUGH COUNCIL

REPORT COVER SHEET

Title of Report:	A plan for Tourism	To be marked with an 'X' by Democratic Services after report has been presented
Meeting of:	Corporate Management Team [22 nd September 2020]	X
	Leader and Deputy Leaders [28 th September 2020]	X
	Leader's / Leader of the Opposition's Advisory Group / Independent Alliance Advisory Group [7 th & 8 th October 2020]	X
	Cabinet [26 th October] / Council [DATE]	
	Scrutiny Audit and Value for Money Council Services Committee [DATE] / Scrutiny Community Regeneration, Environment and Health and Well Being Committee [DATE]	



Is this an Executive Decision:	NO	Is this a Key Decision:	NO
Is this in the Forward Plan:	YES	Is the Report Confidential: If so, please state relevant paragraph from Schedule 12A LGA 1972:	NO []

Essential Signatories:

ALL REPORTS MUST BE IN THE NAME OF A HEAD OF SERVICE

Monitoring Officer: **Angela Wakefield**

Date 8th September 2020 Signature

Chief Finance Officer: **Sal Khan**

Date 11th September 2020 Signature

EAST STAFFORDSHIRE BOROUGH COUNCIL

Report to Cabinet

Date: 26th October 2020

REPORT TITLE: A plan for Tourism

PORTFOLIO: Leisure, Culture and Tourism

HEAD OF SERVICE: Mark Rizk

CONTACT OFFICER: Sara Botham Ext. No. x1038

WARD(S) AFFECTED: ALL

1. Purpose of the Report

- 1.1. East Staffordshire has a number of advantages and attractions as a tourist destination. A plan has been developed to highlight the strengths of East Staffordshire as an emerging tourist destination and the actions that will be taken to achieve this. The purpose of this report is to introduce this plan and outline its key points.

2. Executive Summary

- 2.1. A number of strengths and opportunities have been identified to build the image of East Staffordshire as an emerging tourist destination. The action plan sets out three key objectives which will provide the framework to highlight and promote the advantages of East Staffordshire's tourism offer.

3. Background

- 3.1. Data provided by Destination Staffordshire in the 2018 economic impact of tourism report for East Staffordshire provides a good baseline for understanding the tourism picture in East Staffordshire.
- 3.2. The figures in the 2018 report reveal that there were 2,922,000 day trips to East Staffordshire with a total day trip spend of £120,844,000.00. There were 177,300 staying trips with a total number of 564,000 staying nights and a total staying spend of £29,920,000.00. The average length of stay was 3 days.

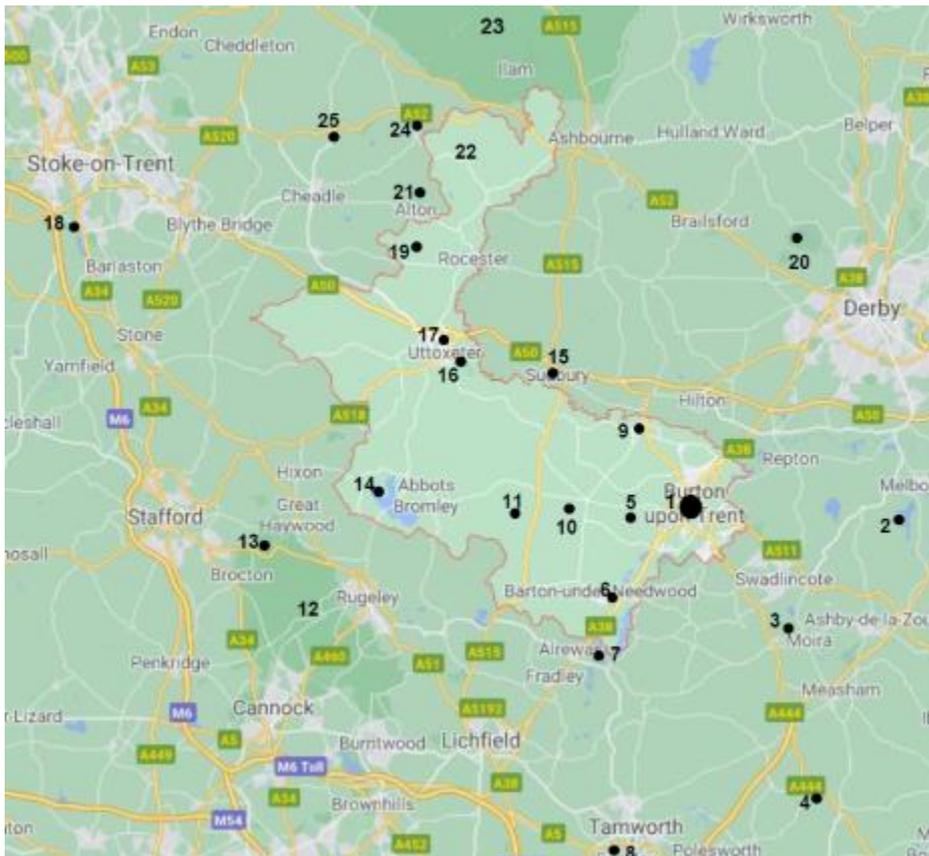
- 3.3. The report shows a day visitor peak from mid-April to June and again from November to December. Overnight trips peak during the main summer holiday period and then remain fairly consistent for the rest of the year.
- 3.4. It is too soon to understand the full impact of Covid-19 on the tourism economy in East Staffordshire. Visitor numbers and spend will obviously have decreased this year, although there is no recent visitor data available from Destination Staffordshire. Lockdown, the continuing pandemic and social distancing measures will continue to affect tourism businesses in the Borough and neighbouring areas in the months ahead. The focus on staying local and “staycations” may have a positive impact but this is something that will only become clearer over time.
- 3.5. The Council has worked with partner organisations including the National Forest and Destination Staffordshire for a number of years to support Tourism activities and initiatives in the Borough and surrounding areas.
- 3.6. Work has commenced on a tourism audit for the Borough (Appendix 1) which has added to the picture of the current tourism offer in East Staffordshire. This audit has identified numerous tourist attractions, accommodation and events both in East Staffordshire and the immediate surrounding area, highlighting the position of East Staffordshire as a great place to visit and stay. This, in addition to the data, provides the starting point for work to continue to assist in the growth of tourism in East Staffordshire.

4. Contribution to Corporate Priorities

- 4.1. LCT18 Working in Partnership with key stakeholders, the Council will seek to develop a tactical plan that illustrates the strengths of East Staffordshire as an emerging tourist destination.

5. A Tourism Action Plan

- 5.1. East Staffordshire has a number of advantages and attractions as a tourist destination with good road links, local attractions and a number of high profile tourist destinations on its doorstep. To illustrate this a map highlighting a range of attractions within 20 miles of Burton and Uttoxeter has been included in Figure 1 below. Clearly not all attractions, destinations and accommodation are mapped, this is simply a tool to provide a snapshot of the local tourism offer and work will continue as part of the tourism audit to provide a more detailed picture.



Key:	
1	Burton Town – National Brewery Centre, Brewhouse Arts Centre, Markets, Burton Albion, Meadowside Leisure Centre, Washlands, Claymills Pumping Station
2	Calke Abbey
3	Conkers
4	Twycross Zoo
5	National Forest Adventure Farm
6	Barton Marina
7	National Memorial Arboretum
8	Drayton Manor Theme Park
9	Tutbury Castle
10	St Georges Park (FA Centre)
11	Hoar Cross Hall Spa
12	Birches Valley & Go Ape
13	Shugborough Hall
14	Blithfield Reservoir
15	Sudbury Hall
16	Uttoxeter Racecourse
17	Redferns Cottage Museum
18	Trentham Gardens & Monkey Forest
19	Croxden Abbey
20	Kedleston Hall
21	Alton Towers
22	Weaver Hills
23	Peak District National Park
24	Peak Wildlife Park
25	Churnet Valley Railway

Figure 1: Highlight map of attractions within 20 miles of Burton and Uttoxeter

- 5.2. A SWOT analysis was conducted (Appendix 2) of our current position with regards to tourism which helped to identify the need for an action plan. This highlighted areas for improvement around marketing and communications as well as number of opportunities including the growing trend for “staycations” which have helped to shape the objectives and aims of the action plan.
- 5.3. An initial action plan has been developed framed around three key objectives which will work to highlight and promote the advantages and attractions that East Staffordshire has to offer as a tourist destination. This follows a similar approach to that adopted by Destination Staffordshire in their strategy action plan.
- 5.4. The objectives and associated actions create a simple, achievable plan based on a recognition of what East Staffordshire has to offer and how as a Council we can improve our communication and marketing both with partners and visitors to support and enhance our approach to tourism. The purpose of this report is not to address financial support requirements for tourism businesses within East Staffordshire.

Objective 1 Tourism Audit

- 5.5. The tourism audit is aimed at building a picture of all that East Staffordshire has to offer as a tourist destination. Work has already started on this and information has been gathered about destinations, attractions and accommodation within the Borough. Information has also been gathered about attractions in

neighbouring districts which is useful for showing East Staffordshire as a potential base for visitors building on the opportunities offered from its geographical location and good transport links. This and the continuing work on the audit underline the potential of East Staffordshire as an emerging tourist destination.

- 5.6. At present this is not a complete audit, it is recognised that this will need to be an ongoing piece of work in order to ensure a full picture is captured of what the Borough has to offer and that it remains up to date. Information gathered will be reviewed and sifted to consider the local, County and/or regional importance before inclusion in the audit document. Councillors are able to share information about tourism businesses in their Wards that are of relevance to the audit to ensure that a full picture is captured of what the Borough has to offer. The intention is that this will be a “live” document and work will be undertaken to identify ways in which this could be incorporated into the tourism webpages on the corporate website.
- 5.7. The document will also provide a basis for any future marketing activities or initiatives as well as acting as a business database to support our communication activities with tourism businesses within the Borough.

Objective 2 Partnership Working

- 5.8. The aim of partnership working is to continue to build strong relationships with key partners. This will enable the continued support of tourism businesses within the Borough through the sharing of information and updates whilst at the same time identifying opportunities for mutual benefit to support and grow tourism.
- 5.9. The Borough Council enjoys a good working relationship with the National Forest on a number of projects and service areas in addition to tourism, for example on the Washlands regeneration project. The aim is to continue to strengthen the relationship with the National Forest, through regular contact, and to capitalise on opportunities that this will present for the Borough in relation to our tourism work.
- 5.10. Contact and involvement as a Borough/District Council partner with the Destination Staffordshire management board will be maintained through attendance at meetings as appropriate.
- 5.11. Developing closer links and contact with neighbouring local authorities will also be a key part of partnership working. This will enable the sharing of best practice as well as the identification of mutual opportunities to promote and support local tourism.
- 5.12. Consideration will also be given to how tourism interacts with other internal work streams and projects such as the Burton Regeneration Strategy. There is a both direct and indirect link between tourism and a number of other areas of work and these relationships should be identified and developed as necessary.

Objective 3 Marcomms

- 5.13. The third objective focuses on marketing and communication. Marketing to publicise and promote what the Borough has to offer as a tourist destination and communications with and between partners and local tourism businesses in order to ensure relevant information and updates are cascaded down.
- 5.14. A communications plan will be developed identifying opportunities and methods for improving communication including use of focussed email updates to businesses as and when needed. Opportunities for networking and information sharing forums which could be convened as required would also be considered as a means to share information.
- 5.15. Making use of the tourism pages on the ESBC corporate website to support communications with and between partners will also be a key part of this. The existing pages will be updated and refreshed and it is proposed that information and useful updates from ourselves, partners and also local tourism businesses could be included.
- 5.16. The update and refresh of the Tourism webpages will also cover visitor information provision. The proposal is to base the offer for visitors on the web pages around our USP of local knowledge as a basis to create a one stop shop of useful information including links to transport information and cycle routes.
- 5.17. Consideration will also need to be given about what content can be added to these pages to ensure that they remain engaging whilst also ensuring that it isn't simply a case of replicating information provided on other partner websites. Opportunities for developing our own tourism business database or linking to a suitable external database will also be explored to further support our information provision.
- 5.18. Use of social media channels will also be strengthened to further promote what the Borough has to offer for visitors. As a consequence of this there will be opportunities to link in with existing Council work streams and initiatives.
- 5.19. The use of social media and web based content will ensure that information can be targeted and kept up to date.

Summary

- 5.20. The plan and objectives is very much a starting point of this process and there is scope to enable the continued development of this plan for tourism. Monitoring of the tourism picture in East Staffordshire and surrounding areas will continue particularly as we move forwards through the Covid-19 pandemic and recovery period. Alongside this we will work at pace to ensure that East Staffordshire is able to benefit from any support and financial investment in tourism as part of the Covid-19 recovery.

6. Financial Considerations

This section has been approved by the following member of the Financial

Management Unit: Anya Murray

- 6.1. There are no financial issues arising from this Report.
- 6.2. The proposed tourism action plan will be delivered within existing MTFS resources.

7. Risk Assessment and Management

- 7.1. The main risks to this Report and the Council achieving its objectives are as follows:

7.2. Positive (Opportunities/Benefits):

7.2.1. East Staffordshire has numerous attractions, destinations and accommodation as well as excellent transport links to attract tourists to visit and stay in the Borough

7.2.2. Good working relationships with key partners including the National Forest.

7.2.3. Opportunities to continue to develop working relationships with neighbourhood districts and other partners to support the tourism offer.

7.2.4. Possible to make links with other ESBC initiatives and work streams for cross promotion

7.2.5. Developing communications and marketing to promote tourism and local tourism businesses in the Borough to boost the local tourist economy.

7.2.6. Staffordshire County Council are supporting the promotion of tourism across the County as part of the Covid-19 recovery.

7.3. Negative (Threats):

7.3.1. Unclear at present how the local tourism economy has been affected and how it will recover as a result of the Covid-19 pandemic.

7.3.2. Danger of simply replicating information that is already available from other sources.

7.3.3. Acknowledge that there are limited resources and limited subject specific skills in the tourism field however the action plan has taken this into account.

7.3.4. Enjoy Staffordshire, a County Council function, has recently undergone a staff restructure and it is unclear at the moment what impact this will have and what role they along with the Destination Management

Partnership Board will continue to play.

7.4. The risks do not need to be entered in the Risk Register. Any financial implications to mitigate against these risks are considered above.

8. **Legal Considerations**

*This section has been approved by the following member of the Legal Team:
Angela Wakefield*

8.1. There are no significant legal issues arising from this Report.

9. **Equalities and Health**

9.1. **Equality impacts:** The subject of this Report is not a policy, strategy, function or service that is new or being revised. An equality and health impact assessment is not required.

9.2. **Health impacts:** The outcome of the health screening question does not require a full Health Impact Assessment to be completed. An equality and health impact assessment is not required

10. **Human Rights**

10.1. There are no Human Rights issues arising from this Report.

11. **Sustainability** (including climate change and change adaptation measures)

11.1. Does the proposal result in an overall positive effect in terms of sustainability (including climate change and change adaptation measures) Yes

11.2. Please detail any positive/negative aspects:

Positive (Opportunities/Benefits

11.2.1. Highlights opportunities for “staycations” supporting the green agenda

11.2.2. Opportunities to utilise local knowledge offer around use of public transport, cycling and walking routes.

12. **Recommendation(s)**

12.1. To approve the contents of the report and action plan.

Background Papers

12.2. Not applicable.

13. **Appendices**

- 13.1. Appendix 1: Tourism Audit
- 13.2. Appendix 2: Tourism SWOT Analysis
- 13.3. Appendix 3: Tourism Action Plan