



**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**REPORT COVER SHEET**

<b>Title of Report:</b>	Tourism Plan: Year 2 Evaluation	To be marked with an 'X' by Democratic Services after report has been presented
<b>Meeting of:</b>	Corporate Management Team 19 <sup>th</sup> October 2022	X
	Leader and Deputy Leaders 24 <sup>th</sup> October 2022	X
	Leader's / Leader of the Opposition's Advisory Group / Independent Alliance Advisory Group 2 <sup>nd</sup> & 3 <sup>rd</sup> November 2022	X
	Cabinet 15 <sup>th</sup> November 2022 / Council [DATE]	
	Audit Committee [DATE] / Scrutiny Community Regeneration Committee [DATE] / Scrutiny Environment and Health and Well Being Committee [DATE] / Scrutiny Value for Money Council Services Committee [DATE]	



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

**Essential Signatories:**

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

Monitoring Officer: **John Teasdale**

Date 7<sup>th</sup> October 2022      Signature .....

Chief Finance Officer: **Sal Khan**

Date 10<sup>th</sup> October 2022      Signature .....

**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**Report to Cabinet**

**Date: 15<sup>th</sup> Nov 2022**

**REPORT TITLE:** Tourism Plan: Year 2 evaluation  
**PORTFOLIO:** Tourism and Cultural Development  
**HEAD OF SERVICE:** Mark Rizk  
**CONTACT OFFICER:** Sara Botham Ext. No. x1038  
**WARD(S) AFFECTED:** ALL

**1. Purpose of the Report**

- 1.1. To provide a second year update on progress with the Tourism Plan highlighting progress made against the three objectives identified in the action plan.

**2. Executive Summary**

- 2.1. A summary of progress is provided for each of the three objectives that were identified in the original tourism action plan: Objective 1 Tourism Audit; Objective 2 Partnership working; and Objective 3 MarComms. The evolution of the Council's plan for Tourism will also be discussed which underlines the Council's commitment to continuing the current momentum with the promotion of East Staffordshire as an emerging tourist destination.

**3. Background**

- 3.1. This report is the second year review of the Tourism Plan which was approved by Council in November 2020.
- 3.2. The Tourism Plan set out a vision to promote the strengths of East Staffordshire's tourism offer and build the image of East Staffordshire as an emerging tourist destination.

- 3.3. An initial action plan was developed during Summer/Autumn 2020, framed around three key objectives which work to highlight and promote the advantages and attractions that East Staffordshire has to offer as a tourist destination. It should be noted that the purpose of the Tourism Plan was not to address financial support requirements for tourism businesses within East Staffordshire.
- 3.4. Additional actions and priorities were identified following the first year review of the Tourism Plan in 2021 including significant changes to our MarComms approach and a new focus for our tourism audit and partnership working approach. A copy of the updated action plan for 2022 is included in Appendix 1.

#### **4. Contribution to Corporate Priorities**

- 4.1. CR11 Provide the second year evaluation of the Tourism Strategy

#### **5. The Tourism Action Plan – Year 2 progress update**

##### **Objective 1 Tourism Audit**

- 5.1. Initially the purpose of the tourism audit was to build a picture of all that East Staffordshire had to offer as a tourism destination. This work provided the basis for the interactive map that now features on the tourism pages of the Council's website. As a working document this original audit will continue to be updated as and when required.
- 5.2. As part of the natural evolution and progression of the Tourism Plan a visitor audit has now been completed (Appendix 2). This audit includes data obtained from visitors to events and attractions in 2019 and 2020 and indicates just how important the visitor economy is to East Staffordshire, being worth an estimated £197 million per annum and attracting 3.2 million visitors. As well as giving a baseline figure for the value of tourism in the borough, the audit is also important in providing a greater understanding of the visitor market in East Staffordshire, which will help to inform our future marketing and promotions work.
- 5.3. Based on the data included in the audit, which includes a comparison of visitor numbers and spending both pre and post the Coronavirus pandemic, we now know just how significant the pandemic was to the local area and its attractions, with a fall in visitor numbers by over 50% and a reduction in spending of over 60%.
- 5.4. Work is continuing in order to build our understanding of visitors to the borough. The Council is currently working with a specialist tourism research agency (The Research Solution) to continue to compile up to date intelligence through a number of event impact assessments throughout 2022. These event impact assessments were due to conclude at The Roundabout Theatre in September, but due to the cancellation of this event in respect of the passing of Her Majesty the Queen, data collection will now be extended and conclude in December 2022.

- 5.5. Data from the event impact assessments will be added to the tourism audit and an updated document will be available. It is recommended that a programme of visitor research is conducted on an annual basis going forwards to provide good quality insight and comparable data to support and plan our future tourism work.

### **Objective 2 Partnership Working**

- 5.6. During the past 12 months the Borough Council has continued to work with key partners and has kept abreast of the work of the Destination Management Partnership (DMP) particularly in its work to develop their County-wide tourism strategy to understand any potential links with the Council's own work.
- 5.7. In June 2022 the Council held the inaugural meeting of its Tourism Partnership Board. The Board, chaired by the Deputy Leader for Tourism and Cultural Development, will provide an opportunity to shape the direction and impact of Tourism within the Borough and create a positive impact on the local economy.
- 5.8. Key partners including the National Forest and Uttoxeter Town Council along with key businesses from within the Borough were invited to attend including Uttoxeter Racecourse; National Forest Adventure Farm; Burton Albion; Denstone Farm Shop; and Barton Marina.
- 5.9. The first meeting of the new partnership board focused discussions on the Council's Tourism Plan including the early stage of the tourism audit and visitor survey with partners keen to hear about the early findings. Proposals for the new place branding and website were also points of discussion with partners pleased to hear about the positive steps being taken and opportunities for partner involvement at key stages of the development process.
- 5.10. Meetings of the Partnership Board will continue to be held. The next meeting will be scheduled for early 2023 to coincide with the completion of the new website and visitor survey. Membership of the Board will continue to be reviewed to ensure the board continues to reflect the tourism sector in the Borough with proposals to create two separate partnership boards for Burton and Uttoxeter being considered.

### **Objective 3 Marcomms**

- 5.11. The Tourism Plan identified two strands within this objective: 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 share information and updates.
- 5.12. The newly established Tourism Partnership Board has created further opportunities for improving communication with key partners and businesses. It has also created a channel for active engagement and consultation with partners in relation to the next stage of the Council's tourism plans including work on place branding and web presence.
- 5.13. As the Council moves forwards with the next stage of its Tourism Plan, the Tourism Partnership Board will provide an opportunity for continued

engagement and consultation with the sector. During Autumn 2022 a survey will be circulated to the partnership board relating to the tourism branding proposals seeking their insight and ideas to help create a powerful brand identity for East Staffordshire.

- 5.14. A dedicated tourism marketing plan (Appendix 3) has been developed which will help the authority to improve the promotion of the local area. This marketing plan includes:
- A summary of the current state of tourism in East Staffordshire
  - The councils strategy for improving tourism and visitor Marcomms
  - Target audiences we'll aim to engage through communications
  - A number of SMART targets with which to measure success
  - A plan for the ongoing monitoring and evaluation of our Marcomms.
- 5.15. A number of the new promotional initiatives have been used through 2022/23 to help promote the local area, these include:
- A dedicated area for tourism on the Council's website
  - An interactive map visitors can use to find attractions in the borough
  - Dedicated social media channels which have shared news and events from the local area, these channels now have over 500 followers.
  - A dedicated e-newsletter channel which has shared news and events from the local area, this channel now has over 1000 subscribers.
- 5.16. A wide range of attractions and events across the borough have been supported by our improved tourism Marcomms, from events at well-known attractions such as The National Forest Adventure Farm and Uttoxeter Racecourse to events and activities at some of the boroughs lesser known attractions such as The Clay Mills Pumping Station and Burton's Riverside Railway. Events and event organisers have also been supported in their marketing and communications by the council, including The Inland Water Ways Festival at Shobnall and The Burton Ale Trail. In addition to supporting partners, East Staffordshire Borough Council has developed and delivered an increased programme of events throughout 2022 including, Brewhouse On Tour, The Big Burton Carousel art trail, The Big Burton Jubilee celebration event, Giant Cinema Screenings and Food & Drink Markets.
- 5.17. The initial Tourism Plan focused on the updating of the tourism webpages on the Council's corporate website. Whilst these pages remain active with the inclusion of an interactive map, a project to develop a standalone brand and website for tourism is underway.

### **Summary and Next Steps**

- 5.18. The Council's tourism strategy has evolved as evidenced with the approval for establishing a standalone website for the Borough alongside a new tourism service that will sit within the cultural services team whilst also working closely with regeneration colleagues. Further details of these future plans and work to be completed during 2022/23 include:

### **New brand and website for tourism**

- 5.19. A new, standalone brand and website will be developed to help us market East Staffordshire as we reignite our economy post coronavirus. Following a procurement process, Big Wave Marketing were successfully appointed as the preferred supplier to help the Council develop this area of work, which will be delivered alongside the Burton Place Narrative project to further enhance our ability to promote the local area. The brand and website project will be completed by 31<sup>st</sup> March 2023 and in brief will include the development of a new design and brand toolkit to ensure consistency across communications, as well as a bespoke website which will include a comprehensive list of attractions, places to eat, places to stay, things to do, events to visit, history of the area, travel guidance, as well as a series of new interactive walking and cycling maps, which are being developed in conjunction with East Staffordshire based developers, HayWyre.

### **Ongoing programme of research**

- 5.20. A programme of ongoing visitor research is planned for 2023, through a series of Event Impact Assessments. This will help the Council to make informed decisions in the future, as well as monitoring and evaluating the success of its current work. A research partner will be procured to help deliver this area of work.

### **Recruitment of two new tourism officers**

- 5.21. Two new officers will be recruited to help the current team drive forward the newly developed brand and website as well as further objectives for 2023 and beyond. As well as working with fellow ESBC officers, these employees will work with attractions and venues to support their future growth as well as working with event organisers to increase the number and size of events taking place in the Borough, all with the aim of boosting visitor numbers.

### **Seasonal Campaigns**

- 5.22. Once the new tourism brand and website project has been completed, an annual calendar of seasonal campaigns will be developed to help create awareness of both ESBC and partners events. These campaigns will be implemented at key times through the year, for example summer holidays and Christmas, helping to drive visits into East Staffordshire.

### **Events Fund**

- 5.23. As part of the Corporate and Financial Planning process for 2023/24, it is proposed to bring forward a proposal for a new fund to be made available to support event organisers bringing new events or growing existing events in East Staffordshire. This fund would not only include financial assistance, but would also include officer support, with the aiming of bring more events and driving more visits into the Borough.
- 5.24. This report concludes the first stage of the Council's Tourism Plan. The 2020 Plan and objectives have created a framework to support and promote tourism in the Borough and future plans and strategies will continue to build on this.

## 6. **Financial Considerations**

*This section has been approved by the following member of the Financial Management Unit: Lisa Turner*

- 6.1. There are no direct financial implications arising from this report.
- 6.2. All current activities are supported through existing budgets including a £100k allocation approved by Cabinet to support the tourism function during 2022. Future activities are subject to proposals being brought forward are part of the Corporate and Medium Term Financial Planning process for 2023/24 and beyond.

## 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. The continued development of good working relationships with key partners.
  - 7.2.3. Tourism has both a direct and indirect link with other ESBC initiatives and work streams for cross promotion.
  - 7.2.4. Strong foundations have been built for marketing and communications activities to promote the Borough as an emerging tourist destination whilst avoiding replicating information available elsewhere.
  - 7.2.5. Ongoing work with the tourism audit provides a realistic picture of the tourism landscape in the Borough.
- 7.3. **Negative** (Threats):
  - 7.3.1. If the Council does not monitor tourism levels in the Borough then there will no local comparable data to indicate potential loss of visitors and associated visitor spend.
  - 7.3.2. Impact on businesses as a result of the economic situation that could result in the closure(s) of tourist attractions in the Borough.



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:  
[John Teasdale]*

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. **Data Protection Implications – Data Protection Impact Assessment (DPIA)**

10.1. A DPIA must be completed where there are plans to:

- use systematic and extensive profiling with significant effects;
- process special category or criminal offence data on a large scale; or
- systematically monitor publicly accessible places on a large scale
- use new technologies;
- use profiling or special category data to decide on access to services;
- profile individuals on a large scale;
- process biometric data;
- process genetic data;
- match data or combine datasets from different sources;
- collect personal data from a source other than the individual without providing them with a privacy notice ('invisible processing');
- track individuals' location or behaviour;
- profile children or target marketing or online services at them; or
- process data that might endanger the individual's physical health or safety in the event of a security breach

10.2. Following consideration of the above, there are no Data Protection implications arising from this report which would require a DPIA.

## 11. **Human Rights**

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

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

12.1. Does the proposal result in an overall positive effect in terms of sustainability (including climate change and change adaptation measures) N/A

12.2. Please detail any positive/negative aspects:

Positive (Opportunities/Benefits)

12.2.1. Continued marketing and promotion of the Borough in relation to “staycations” which supports the green agenda

12.2.2. Opportunities have been identified to further develop information for visitors around cycling and walking routes.

Negative

12.2.3. Encouraging an increased number of visitors to attractions in the Borough may result in increased vehicle emissions.

**13. Recommendation(s)**

13.1. To endorse and approve the findings in this report.

**14. Appendices**

14.1. Appendix 1: Tourism Action Plan – updated 2022

14.2. Appendix 2: Audit

14.3. Appendix 3: Tourism Marketing Plan