



**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**REPORT COVER SHEET**

<b>Title of Report:</b>	Tourism Strategic Delivery Framework	To be marked with an 'X' by Democratic Services after report has been presented
<b>Meeting of:</b>	Corporate Management Team 20 <sup>th</sup> September 2023	X
	Pre Cabinet 28 <sup>th</sup> September 2023	X
	Leader's / Leader of the Opposition's Advisory Group 5 <sup>th</sup> & 11 <sup>th</sup> October 2023	X
	Cabinet 23 <sup>rd</sup> October 2023	
	Audit Committee [DATE] / Scrutiny Regeneration, Development and Market Hall Committee [DATE] / Scrutiny Health and Well Being Committee [DATE] / Scrutiny Climate Change and Environment Committee / Scrutiny Value for Money Council 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 ..... Signature .....

Interim Chief Finance Officer: **Lisa Turner**

Date ..... Signature .....

**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**Report to Cabinet**

**Date: 23<sup>rd</sup> October 2023**

**REPORT TITLE: Tourism Strategic Delivery Framework**

**PORTFOLIO: Tourism and Cultural Development**

**HEAD OF SERVICE: Thomas Deery**

**CONTACT OFFICER: Nathan Gallagher Ext. No. x1102**

**WARD(S) AFFECTED: ALL**

**1. Purpose of the Report**

- 1.1. To approve a strategic framework for the delivery of tourism in East Staffordshire.

**2. Executive Summary**

The approach to tourism is to create a place where people are proud to live, work and spend time. Building tourism from the inside out, with people at its heart, creating places and destinations that will be attractive and welcoming for visitors, helping ensure they have a positive experience and want to return again and again

Tourism is a significant economic sector which supports over 3,500 local jobs and generates spending of nearly £200m from visitors, with 84% of these visitors being on day trips from the wider Staffordshire area and Derbyshire.

Over the coming years, East Staffordshire and its major destinations will become a place with a clear identity and stronger visitor offer, which will support the continued economic develop of the borough through incremental growth in the amount of people visiting.

Working with the wealth of visitor attractions, operators, businesses and partners, we'll work to raise awareness and improve the perception of East Staffordshire as a year round destination, building on the exciting

regeneration of Burton upon Trent and Uttoxeter to create vibrant and exciting experiences for high value visitors.

### **3. Background**

3.1. This strategic delivery framework builds on the Plan for Tourism report which was approved by Council in November 2020.

The initial action plan was developed during 2020 and was framed around three key objectives which worked to highlight and promote the advantages and attractions that East Staffordshire has to offer as a tourist destination.

This new framework will give much greater emphasis on the strategic planning and delivery of tourism in East Staffordshire to ensure it meets the council's key priorities, whilst an 'eyes out' approach will ensure alignment with strategies from key delivery partners including The National Forest, Destination Staffordshire and We Are Staffordshire, recognising that many organisations have similar aspirations, both locally and regionally which impact of the visitor economy here in East Staffordshire.

The development of this strategic delivery framework has taken account of these and seeks to align approaches wherever possible. Sometimes this means influencing others to ensure the needs of the visitor are taken into account. In other cases it means picking up on priorities to achieve an integrated and coherent approach making best use of resources.

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

- 4.1. This approach to tourism cuts across a number of the councils corporate priorities including,
1. Creating a prosperous East Staffordshire
  2. Protecting our heritage
  3. Standing up for our communities
  4. Developing a Green New Deal for East Staffordshire

The development of this strategic delivery framework is also a corporate plan target for 2023/24 - TCD03

### **5. Main Body of Report**

#### **5.1. *The approach to Tourism***

The approach to tourism is to create a place where people are proud to live, work and spend time. Building tourism from the inside out, with people at its heart, creating places and destinations that will be attractive and welcoming for visitors, helping ensure they have a positive experience and want to return again and again.

East Staffordshire is perhaps best known for being home to St Georges Park, the state of the art training base for England's elite men's and women's football teams, but there's lots of attractions distributed across the borough for visitors of all interests.

Partners and stakeholders have highlighted the post-pandemic fragility of businesses facing rising costs and uncertainty among visitor markets who themselves face spending challenges, particularly on leisure time.

East Staffordshire has stunning natural and unspoilt landscape of open countryside, nestled between charming small towns and villages, and picturesque waterways.

We'll concentrate on better selling our green environment and associated leisure activities, our rich history and wealth of exciting things to do, helping to create a well-rounded experience for visitors alongside promoting our thriving food and drink offer. We'll focus these products around a short series of key target audiences, including families and adult couples.

## 5.2 ***A Coherent Strategy***

We've taken an 'eyes out' approach to developing this strategic delivery framework, recognising that many organisations have similar aspirations, both locally and regionally which impact of the visitor economy here in East Staffordshire.

Our approach seeks to align approaches wherever possible. Sometimes this means influencing others to ensure the needs of the visitor are taken into account. In other cases it means picking up on priorities to achieve an integrated and coherent approach making best use of resources.

These other strategies and plans to which we will align includes,  
Enjoy Staffordshire Visitor Economy Action Plan  
East Staffordshire Borough Council Corporate Plan  
National Forest Strategy

## 5.3 ***Our Vision for East Staffordshire***

Over the coming years, East Staffordshire and its major destinations will become a place with a clear identity and stronger visitor offer, which will support the continued economic develop of the borough through incremental growth in the amount of people visiting.

Working with the wealth of visitor attractions, operators, businesses and partners, we'll work to raise awareness and improve the perception of East Staffordshire as a year round destination, building on the exciting regeneration of Burton upon Trent and Uttoxeter to create vibrant and exciting experiences for high value visitors.

Through regeneration and by activating more place initiatives, the principle towns and villages in the borough towns will become stronger.

Being clear about our target markets with whom we want to raise our profile with, along with the production of an annual marketing plan will help give our working focus towards this vision.

#### 5.4 ***Aims and Aspirations***

Our overarching aim is to grow the East Staffordshire visitor economy through attracting more visitors, encouraging them to stay for longer and giving them an experience whereby they return again and again. To do this we'll focus on a selected number of targeted actions and measurable goals, leading to strong and positive outcomes.

***Make an increasingly strong contribution to the East Staffordshire economy through visiting*** - We will work with and support tourism businesses, as well as the wider local business sector and partners through a collaborative approach to attracting visitors. We will also work to develop and improve the East Staffordshire products and the way we market the Borough.

***Improve the quality of live for East Staffordshire residents*** - We will embrace and celebrate the diversity of our communities, activating activity and events to increase a sense of local pride, whilst using this to welcome visitors. We will also help contribute to increasing opportunities for local employment.

***Contribute to East Staffordshire achieving climate and sustainability aspirations*** - We will work with and support organisations and local businesses to champion sustainability. We will also pursue the development of our products with sustainability as a priority.

#### 5.5 ***Priority Areas for Delivery***

We have identified a series of priority areas which will provide focus for the ongoing delivery of tourism in East Staffordshire.

In putting together this list, we recognise they are not everything which will happen, but a framework for investment and development to generate increased economic benefits.

Each of these key priority areas has been broken down into deliverable action plans, these areas will support the overall delivery of the framework.

##### ***Marketing & Public Relations***

We'll collaborate with partner organisations, tourism businesses and media outlets to focus on delivering rich content about East Staffordshire and its places which resonates with the target audiences.

##### ***Partnerships and Support***

Working in partnership with other organisations to influence and align priorities which will enhance the visitor offer, supporting the growth of the tourism sector in East Staffordshire.

### ***Product Development***

We'll work with partners and stakeholders to develop a range of events, initiatives, packages and services for those in East Staffordshire, whilst enticing those from further afield to visit and stay for longer.

### ***Tourism Sustainability***

We'll support tourism businesses in reducing carbon emissions and encourage sustainable travel and activities across East Staffordshire.

## **5.6 *Monitoring & Evaluation***

To help us keep track on progress in delivering our vision, we'll regularly monitor and evaluate a series of key performance indicators against our overall mission. These findings will be reported to senior council officers, members of the council and key stakeholders.

The data for monitoring our performance will come from various sources, including, County Council colleagues (assessed via STEAM Economic Impact Data), National Forest colleagues (assessed via STEAM Economic Impact Data), attractions and our own internal sources.

### ***Key performance indicators***

Sector Growth  
Visitor Numbers (daily and overnight)  
Business Growth  
Visitor Satisfaction and Sentiment

## **5.7 *Appendix 1 – Tourism Strategic Delivery Plan***

## **6. Financial Considerations**

*This section has been approved by the following member of the Financial Management Unit: Anya Murray*

6.1 There are potential financial issues arising from the proposals identified within the action plan. Where projects are underway provision has been made within the Medium Term Financial Strategy (MTFS).

6.2 Going forward, each action will be costed on a case by case basis and affordability will be considered as part of the annual review of the MTFS /or funded using existing budgets, in accordance with financial regulations.

## **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):

Increasing the number of people visiting East Staffordshire will have a positive impact on the local economy.

This approach to tourism, will cut across a wide range of council priorities and council services, for a truly coherent and comprehensive approach.

Local people and local businesses will be at the heart of everything we do, bringing together and working in partnership with stakeholders to create a place which can prosper.

East Staffordshire is well positioned to support and benefit from Staffordshire's ambitions to become a Local Visitor Economy Partnership (LVEP) accredited by Visit Britain.

This delivery framework will give focus and structure going forward.

7.3 **Negative** (Threats):

The local tourism economy, much the same as the wider national economy, is still recovering as a result of the Covid-19 pandemic, whilst battling with the ongoing effects of the cost of living crisis.

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



Is it a Health or Equality action?	Issue/impact identified	Recommendation/Action required	Lead officer and timescale	Resource allocation

**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) Yes

12.2. Please detail any positive/negative aspects:

Positive

The strategic delivery framework has a dedicated delivery pillar for sustainable tourism which will see the council work with and support tourism businesses to become more sustainable. The council will champion green travel, whilst holding an annual event to showcase green living. The council will also support the roll out of the National Forest Sustainable Tourism Accommodation Development Accelerator Programme. The delivery framework will also promote the increased use of sustainable travel, utilising the improved local infrastructure.

### 13. **Recommendation(s)**

- 13.1. To approve the contents of the report.
- 13.2. Officers to continue working on the development of tourism in East Staffordshire as listed in the four delivery pillars.

### 14. **Background Papers**

- 14.1.

### 15. **Appendices**

- 15.1. Appendix 1: Tourism Strategic Delivery Framework