

Place Making
a Charter for
destination
management

Partners for England is a collaborative exercise owned by all stakeholders with a shared sense of purpose; it is being taken forward jointly by VisitBritain for VisitEngland and by South West of England Regional Development Agency on behalf of England's Regional Development Agencies.

The Partners for England stakeholders are those parties who have an interest in the prosperity of England's visitor economy.

The Local Government Association fully supports the Partners for England initiative and Place Making - a charter for destination management.

This Charter aims to establish how key organisations can best contribute to supporting the development of the visitor economy in a specific area. The Charter contains 5 key principles and overarching activities; in signing up, each organisation will outline what its contribution is to delivering these principles. This Charter has been produced by professionals representing these key organisations.



Introduction

A thriving and sustainable visitor economy has far reaching impacts on the economic and social wellbeing of local people and their environment; it is integral to creating a sense of place. Local authorities have a vital role to play in leading and co-ordinating destinations and creating and maintaining safe and attractive places for local people and visitors. Regional Development Agencies and other national bodies also have a role to play in supporting the delivery of excellent destination management.

Why do we need a Charter? In order to realise the huge cross-cutting economic, environmental and social benefits of a thriving visitor economy - a focus on destination management and development is essential, as is the need for joined up thinking in the development and implementation of national and regional policy. Place making – a Charter for destination management aims to raise aspirations and foster positive collaboration with key organisations and stakeholders in a local area to make these aspirations a reality.

All areas, regardless of size, have unique challenges that require local solutions. Recognising this, the Charter sets out a core set of principles that all relevant stakeholders can sign-up to and which can help identify where principle delivery responsibilities lie in their areas. By signing up to the Charter an organisation is agreeing to champion excellent destination management in their area and ensure key tasks are carried out by the organisations best able to do so.

Roles

Within an area several types of organisation provide those services which underpin a vibrant and successful visitor economy; to ensure this success, it is critical that this is given the highest profile within business planning processes.

The Charter aims to identify the roles and responsibilities, in strategic development, implementation and delivery, of those key organisations active within the visitor economy.

The mix of organisations will change from place to place, but will mainly include:

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

Clarity between their respective roles will be provided by each signing-up to the Charter for destination management. This will be championed and supported by those organisations across England responsible for:

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

Principles

The Charter provides a set of five principles and activities which can underpin the creation, management and support of excellent destination management within a particular area. It calls on all organisations to contribute to making the Charter principles a reality and can be used with other key players to define priorities, roles and responsibilities.

Whilst many organisations will immediately embrace the principles of the Charter, it is recognised that for a number they may be aspirational. Local authorities wishing to sign the Charter, but requiring further information and best practice on how the principles can be put into practice can refer to the guidance notes attached, and also the Local Government Association.

The five principles of excellent destination management are:

- ◆ Integrate
- ◆ Inform
- ◆ Innovate
- ◆ Invest
- ◆ Improve



Integrate

Local authorities will:

- Ensure a clear understanding, at senior member and officer level, of the key role that tourism and the visitor economy plays in supporting their area's 'economic and social well being' (a statutory service):
 - o Identify member and officer champions for the co-ordination of the visitor experience. Champions should proof key documents to ensure that the needs of visitors are considered alongside residents.
- Recognise that a thriving visitor economy is as important to the social, cultural and economic well being of local people as well as the businesses that serve visitors.
- Embed the needs of the visitor and visitor economy in all local authority place shaping plans and policy frameworks, and feed them into regional and national policies and action plans.
- Use the VICE approach (Visitors, Industry, Community and Environment) in place shaping decision making.
- VICE identifies sustainable destination development as managing the needs of and interaction between visitors, the industry that serves them, the community that hosts them and their collective impact on, and response to the environment where it all takes place.
- Manage the visitor economy in partnership with all stakeholders, and be clear about roles and responsibilities for marketing and product development.
- Ensure structures are in place to work and communicate with the local industry and private sector; whether this is via a local or sub regional tourism organisation, or Local Strategic Partnership.
- Recognise, respond to and engage with the Partners for England 'national forum' and the regions, enabling a constructive exchange at all levels.

Regional Development Agencies will:

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

VisitBritain will:

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

The Tourism Alliance will:

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

Inform

Local Authorities will:

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

Regional Development Agencies will:

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

VisitBritain will:

- Work with stakeholder partners to ensure national surveys support and deliver against agreed strategic objectives.
- Provide market insights and forecasts to assist the industry and its stakeholders in effective business planning and sustainable product development.
- Ensure that terminology is in place to profile the importance of tourism within the visitor economy, and the importance of the visitor economy in the economy as a whole.

The Tourism Alliance will:

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

Innovate

Local Authorities will:

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

Regional Development Agencies will:

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

VisitBritain will:

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

The Tourism Alliance will:

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

Invest

Local Authorities will:

- Take responsibility for working with partners to ensure the essential components of place management plans are delivered in their area.
- Invest in those areas of place management that only the local authority can deliver and in projects that will make the place more appealing for residents and visitors.
- Prioritise public realm improvements within the context of regional strategies.
- Give Public Realm improvement and management high priority for action (with local communities and visitors alike in mind) and incorporate into a broader range of strategies than just those relating to the visitor economy and ensure a recurring theme in day-to-day management.
- Ensure relevant inward investment is visitor economy focused and linked to product development.

Regional Development Agencies will:

- Focus on planning for growth in the visitor economy.

VisitBritain will:

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

The Tourism Alliance will:

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



Improve

Local Authorities will:

- Promote quality in every aspect of the visitor experience through agreement to an England wide promotion of the Quality Schemes and 'assessed only' policies, including public procurement and day conferences as well as overnights stays.
- Ensure that the visitor economy is embedded into improvement plans for workforce development, labour market and economic development.
- Include the development of skills relating to the visitor economy within all business support programmes and lobby other relevant organisations to do the same.
- Commit to develop skills within the local authority beyond those of promotion and marketing
- Commit to the development of skills which improve leadership and management, chefs skills and customer service
- Raise the profile of careers and professions in tourism and the visitor economy
- Lead by example in terms of customer service and skills across cultural services such as museums, galleries and libraries.

Regional Development Agencies will:

- Promote business efficiency, investment and competitiveness.
- Work with all relevant bodies on the development of schemes that will improve skills and quality in the tourism sector.
- Promote employment.
- Enhance development and application of skills relevant to employment.
- Support sector development, through relevant structures, in areas such as:
 - o destination planning; policy development and co-ordination;
 - o identification of sources of funding;
 - o key project work;
 - o provision of advice and information;
 - o business performance, performance monitoring and skills;
 - o brand management;
 - o research.

VisitBritain will:

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

The Tourism Alliance will:

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

Guidance notes are also available on the website partnersforengland.com to help you complete the document.

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To download the
Charter, go to
partnersforengland.com

Organisations championing the Charter are:

DCMS, Local Government Association, VisitBritain, Tourism Alliance, England's Regional Development Agencies, Tourism Management Institute, Destination Performance UK, British Resorts and Destinations Association.

The Charter has been developed by the LGA working with the RDAs and the following local authorities:

Chester, New Forest, Liverpool, Bournemouth, Sefton, West Oxfordshire, Hastings, Tameside, Cheltenham, North Somerset, Medway, Torbay, Chester and Cheshire DMO, Leicestershire Promotions, Lincolnshire Tourism, Wyre, Scarborough, Hampshire, Sheffield, GLA (representing London Boroughs), Canterbury.