

Chichester District Council

CABINET

7 July 2015

Developing a New Strategy for the Visitor Economy

1. Contacts

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2. Executive Summary

Following approval of the Initial Project Proposal Document (IPPD), and the report of the Tourism Task and Finish Group to the Overview and Scrutiny Committee (Appendix 2), this paper proposes the development of a new strategy for developing the District's visitor economy. A detailed Project Initiation Document (PID) has been prepared (Appendix 1). This sets out the research, engagement work and resources required to bring partners together to develop the visitor economy under one robust and coherent strategy. This report recommends to Cabinet that the PID be approved and to proceed with the project.

3. Recommendation

That Cabinet approves:

- 2.1 the recommendation of the Overview and Scrutiny Committee that Option 4 as set out in section 9.4 of the Report of the Tourism Task and Finish Group be agreed .’That the Council sets out a brief but clear vision which sets the aspiration, establishes the baseline information and leads the initiative required to bring partners together to develop the visitor economy under one robust and coherent strategy and five-year plan.’**
- 2.2 the Project Initiation Document for ‘Developing a New Strategy for the Visitor Economy’, and notes the detail of funding required totalling £65,000 and requests funding of £46,000 from the Pooled Business Rate Fund and approves £19,000 from CDC reserves to cover this expenditure.**

4. Background

The background narrative to the proposal can be found in the Tourism T&F Group Final Report to OSC on 17 March 2015. (Please see Appendix 2)

- 4.1 Chichester District has considerable tourism assets which, historically, have always made the District an attractive place to visit.

- 4.2 Tourism is a key economic sector and is essential to England's economy. This 'visitor economy' which covers leisure tourism, business trips and visiting friends and relatives, generates £106billion each year, employs 2.6million people and supports thousands of businesses, both directly and indirectly. The South East attracts the highest tourism spend for any region outside London. In Chichester District, tourism and leisure already generates significant direct expenditure and is the largest private sector employer. But the potential market is still huge, and considering the share of market already being captured by other South Coast destinations (e.g. Brighton, Bournemouth, Isle of Wight, New Forest, Kent) there is a clear and growing market for holidays and short breaks in areas such as ours.
- 4.3 Tourism is supported by the Council in the Local Plan, through the Council's Economic Development Strategy, and through its Corporate Plan 2015-2018 which states under the Economy Priority the objective to "Promote Chichester District as a visitor and cultural destination".
- 4.4 In 2014 the Overview and Scrutiny Committee convened a Task and Finish Group to assess the opportunities to develop inbound tourism to the District and to expand the visitor economy. The report of the Group was presented to the Overview and Scrutiny Committee on 17 March. Following consideration of the report the Committee recommended to Cabinet "that Option 4 as set out in section 9.4 of the report be agreed and, in particular, that the Council sets out a brief but clear three to five year plan which sets the aspiration, establishes the baseline information and leads the initiative required to bring partners together to develop the visitor economy under one robust and coherent strategy".
- 4.5 The importance of tourism to the local economy is also recognised by neighbouring authorities, and the Council has contributed to a study on growing the value of tourism in the Coastal West Sussex Partnership (CWSP) area. The study provides some useful data, ideas and clear pointers on how to develop the visitor economy within the Partnership area which includes Chichester. Although we believe that, overall, the approach and the aspirations emerging from that study are too limited, it has established opportunities and proposals to develop joint research projects, better partnership working and potential funding streams from the pooled business rates.

5. Outcomes to be achieved

- 5.1 Improved support to the tourism industry and the development of the District's visitor economy.
- 5.2 A clear and cohesive 'destination' identified.
- 5.3 A robust and determined partnership between Chichester and neighbouring authorities, and with private sector businesses, all working together under one united cohesive brand.
- 5.4 A strong, well-supported and professionally managed Destination Management Organisation.

- 5.5 Successful management and marketing of the area as an attractive, popular and competitive UK and South Coast destination.
- 5.6 New jobs; inward investment in new infrastructure, facilities, attractions and events; and a stronger year-round visitor economy.
- 5.7 Clear financial objectives, targets and KPIs to measure performance and to assist with driving outputs.

6. Proposal

- 6.1 To undertake the work required to develop a new strategy and plan for tourism, in accordance with the Project Initiation Document (PID) included at Appendix 1. This sets out the steps to be taken to engage and work with new and existing partners to develop a robust and coherent 5 year strategy and action plan to drive and grow the visitor economy, including research work across the Coastal West Sussex Partnership area
- 6.2 The PID includes estimates of the personnel and funding resources required, and the estimated timescale for the work
- 6.3 To request the funding of the research in partnership with CWS is established from the pooled business rates.

7. Alternatives that have been considered

- 7.1 The Tourism Task and Finish Group recognised that there are various options going forward and set out four options for consideration. These can be found at section 9 of the Tourism T&F Group Final Report to OSC on 17 March 2015 which is attached at Appendix 2.
- 7.2 As stated in 4.5 above, the Council has also contributed to a study on growing the value of tourism in the Coastal West Sussex Partnership area. While the study presents many opportunities and proposals which we will pursue, we believe the overall approach and the aspirations emerging from that study are too limited. However we propose to work with the group to ensure that the correct level of research is completed in a shorter timescale.

8. Resource and legal implications

- 8.1 The resources required to undertake the work are set-out in section 7.1 of the PID, (See Appendix 1). The total budget for the work across Chichester District and neighbouring authorities is estimated to be £65,000. It is proposed to work with neighbouring authorities to secure £46,000 from the Pooled Business Rates fund, this being subject to agreement from West Sussex Chief Executives and Leaders group, with the remaining money coming from CDC reserves.
- 8.2 The further resources which may be required following completion of the new strategy will vary depending on the final route taken and are yet to be determined. In the event that further resources are required a report detailing costs and proposed funding will be brought back to Cabinet.

9. Consultation

- 9.1 Members and officers of the Tourism T&F Group received a number of presentations, held a number of meetings with relevant parties, and considered various pieces of evidence. Details of these are listed in section 12.1 of the Tourism T&F Group Final Report to OSC on 17 March 2015 which is attached at Appendix 2.
- 9.2 The Tourism T&F Group Final Report to OSC on 17 March 2015 was considered by the Overview and Scrutiny Committee.

10. Community impact and corporate risks

- 10.1 The aim of the review is to have a positive impact on the visitor economy and, in turn, the wider economy in our district.

10. Other Implications

Crime & Disorder: The additional employment created could assist in the reduction of crime and disorder	Yes
Climate Change:	No
Human Rights and Equality Impact:	No
Safeguarding:	No

11. Appendices

Appendix 1 – Project Initiation Document - Developing a New Strategy for the Visitor Economy

Appendix 2 - Tourism Task and Finish Group Final Report to OSC - 17 March 2015

12. Background Papers

Tourism Task and Finish Group Progress Report – 3 July 2014

Tourism Task and Finish Group Progress Report – 18 November 2014