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9 July 2014

To: All Councillors

As a Member or Substitute of the **Environment Committee**, please treat this as your summons to attend a meeting on **Thursday 17th July 2014 at 6.00pm in the Council Chamber, Town Hall, Matlock.**

Yours sincerely

A handwritten signature in black ink, appearing to read "Sandra Lamb". The signature is fluid and cursive, with a large initial 'S'.

Sandra Lamb
Head of Corporate Services

AGENDA

1. APOLOGIES/SUBSTITUTES

Please advise Democratic Services on 01629 761133 or e-mail committee@derbyshiredales.gov.uk of any apologies for absence and substitute arrangements.

2. PUBLIC PARTICIPATION

To enable members of the public to ask questions, express views or present petitions, **IF NOTICE HAS BEEN GIVEN**, (by telephone, in writing or by electronic mail) **BY NO LATER THAN 12 NOON OF THE WORKING DAY PRECEDING THE MEETING.**

3. APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING

15 May 2014.

4. INTERESTS

Members are required to declare the existence and nature of any interests they may have in subsequent agenda items in accordance with the District Council's Code of Conduct. Those Interests are matters that relate to money or that which can be valued in money, affecting the Member her/his partner, extended family and close friends.

Interests that become apparent at a later stage in the proceedings may be declared at that time.

5. QUESTIONS PURSUANT TO RULE OF PROCEDURE NUMBER 15

To answer questions from Members who have given the appropriate notice.

Page Nos

6. PERFORMANCE REPORT 2013/14

3 - 8

To note the improvement in performance in 1 of the 3 Performance Indicators falling under the remit of the Committee in 2013/14 and to seek agreement to the 2014/15 classification of Performance Indicators and that the Committee approves the proposed action plan for the Red indicator.

7. REVIEW OF TOURISM SERVICES

9 - 58

To consider approval of sixteen recommendations, as detailed in the report arising from a Review of the Council's Tourism Service.

Members of the Committee - Councillors, Steve Bull, Mrs Sue Burfoot, Mrs Ann Elliott, Steve Flitter, Chris Furness, Neil Horton, Mrs Cate Hunt, Angus Jenkins, Gary Purdy, Mike Ratcliffe, Lewis Rose OBE, Andrew Shirley, Peter Slack, Geoff Stevens MBE, Mrs Carol Walker, Mrs Jo Wild

Substitutes – Councillors Mrs Jaque Bevan, Mrs Jennifer Bower, Richard Bright, David Burton, Bob Cartwright, Albert Catt, Tom Donnelly, David Fearn, Richard FitzHerbert, Mike Longden, Mrs Jean Monks, Andrew Statham, Mrs Jackie Stevens, Barrie Tipping, Colin Swindell, Mrs Judith Twigg

ENVIRONMENT COMMITTEE

17 JULY 2014

Report of the Head of Regeneration and Policy

PERFORMANCE REPORT 2013/14

SUMMARY

In 2013/14, the District Council improved its performance in 63% of its Priority Indicators. With regard to the 3 Priority Indicators for services falling under the remit of this Committee, the target for increasing the proportion of household waste sent for recycling or composting was achieved and the performance of this indicator also improved. The two remaining targets – keeping 99% of streets litter free and reducing the amount of household waste collected (the increase in part due to the enhanced kerbside recycling service) – were not achieved.

Regarding monitoring this year, the indicator measuring recycling and composting rates has been classified as Green. The indicator monitoring levels of household waste collected has been classified as Red to ensure corrective action is implemented to help achieve the year-end target. The street cleanliness indicator has been replaced with a new indicator for 2014/15 measuring the reduction in complaints received regarding litter and dog fouling.

RECOMMENDATION

1. That the Committee notes the improvement in performance in 1 of the 3 Performance Indicators falling under the remit of this Committee in 2013/14
2. That the Committee agrees the 2014/15 classification of Performance Indicators
3. That the Committee approves the proposed action plan for the Red indicator.

WARDS AFFECTED

All

STRATEGIC LINK

Performance management and improvement directly support the District Council's aim to 'provide excellent services'.

1. BACKGROUND

- 1.1 The District Council manages its services throughout the year using Priority Performance Indicators and a 'traffic light' system. There are 3 Priority Indicators under the remit of this Committee as set out in Appendix 1.
- 1.2 To ensure sufficient scrutiny is given to each of the indicators they are risk classified as either Green, Amber or Red. This classification is made using outturn data,

information on past performance and factors affecting the service in the current year. This 'traffic light' system is explained below:

Performance Indicators are classified according to:-

1. Direction of travel i.e. is performance improving, stable or worsening compared to the previous year?
2. Performance relative to the target i.e. is it on track to achieve target or at risk of not achieving target?

Green = If an indicator is improving and has achieved target for the past year, or is on track to achieve the current year's target.

Red = If an indicator is worsening and has not achieved target for the past year, or is at risk of not achieving the current year's target.

Amber = If an indicator is (i) stable or improving but it has not achieved target or is not on track to achieve target **or** (ii) worsening but has met or is on track to meet the target (i.e. does not meet the criteria for Green or Red).

1.3 Progress on all Priority Performance Indicators is considered by Corporate Management Team quarterly and their risk reviewed to ensure timely corrective action wherever possible. Red and Amber Indicators are monitored monthly by managers against their corrective action plans to seek to improve or sustain performance during the year.

1.4 All Priority Performance Indicators will be reported to Committee twice a year as follows:

- July (this report) – covering the previous year's performance, the current year's targets and risk classification as shown in the final column of Appendix 1
- December - Half year progress against targets and progress against the action plan.

1.5 Two further measures are also included which summarise annual performance for all of the District Council's Priority Indicators (POL 4.1) and Corporate Plan targets (POL 4ii).

2. REVIEW OF 2013/14 PERFORMANCE

2.1 Appendix 1 gives a summary of performance against the indicators in 2013/14 and sets out the targets for 2014/15. One target was achieved and the performance of this indicator also improved. The 2 remaining targets were not achieved.

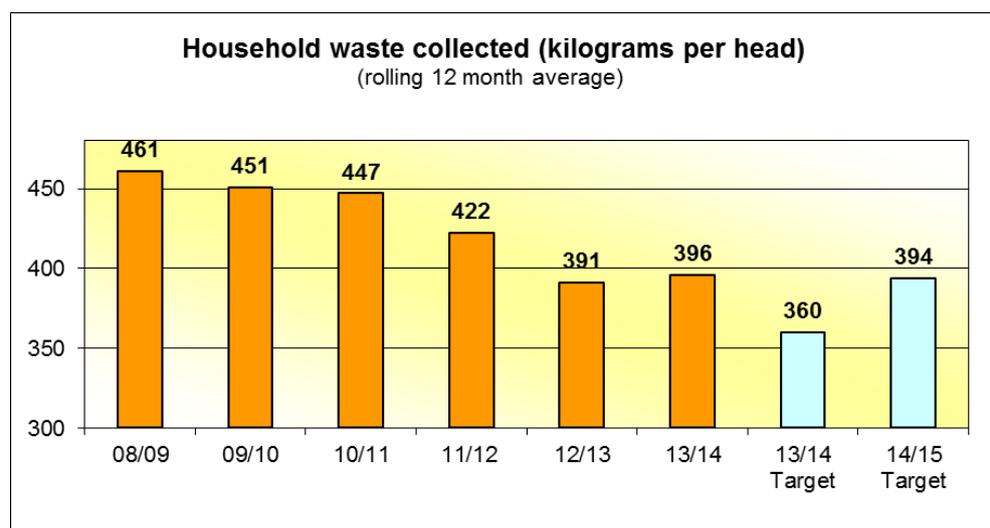
2.2 **NI 192 - % of household waste sent for reuse, recycling, composting or anaerobic digestion** (also a Corporate Plan target)

Overall recycling and composting increased to 56.1% in 2013/14 against a target of 54.7%, up from 47.9% in 2012/13. This is the highest rate achieved by the Council. Recycling increased to 26%, up from 21.6% the previous year and composting

increased to 30.1%, up from 26.2%. There has been a corresponding decrease in waste sent to landfill which has reduced to 43.9% - the lowest ever level. A further increase in recycling rates is anticipated in 2014/15 through initiatives such as the household recycling reward scheme.

2.3 BV 84a - household waste collected (kilograms per head)

Against a target of 360kg per head, household waste collected increased to 396kg in 2013/14 up from 391kg per head in 2012/13. Whilst an increase overall – the mild winter contributing to an increase in street cleansing and green waste tonnages and enhanced kerbside recycling service increasing the amount of recycling waste collected – waste sent to landfill again reduced in 2013/14 to 174kg per head, down from 204kg in 2012/13, an average reduction of 30kg per head.



Action Plan 2014/15: Improvement actions include: more rigorously enforcing the policy of no additional side waste (additional black bags next to the bin); reviewing the allocation of 240 litre household waste bins to families with disposable nappies (to ensure only those requiring a larger bin have one); aiming to further reduce the amount sent to landfill through campaigns to promote smarter shopping e.g. using bags for life and encouraging bulk buying (to reduce the amount of packaging waste); continuing to promote home composting via the County Council's scheme; rationalisation of litter bins and a review of remaining bring sites.

2.4 NI 195a - % of land and highways which is assessed as having deposits of litter that fall below an acceptable level

98% of land and highways surveyed in 2013/14 were litter free, down slightly from 99% in 2012/13 – also the target for 2013/14. Although the target was not achieved, 98% (at the time of the surveys) still represents a high standard of cleanliness. This Performance Indicator has now been discontinued and replaced with a new indicator monitoring the reduction in complaints received in respect of litter and dog fouling (see Appendix 1).

Corporate Indicators

2.5 POL 4i - % of the District Council's Priority Indicators that improved or remained stable compared to the previous year

In 2013/14, performance improved in 10 out of 16 or 63% of Priority Performance Indicators.

2.6 POL 4ii - % of Corporate Plan targets achieved on time

Five out of 9 or 56% of 2013/14 Corporate Plan targets were achieved. Of those that weren't achieved, the difference in performance against target was marginal in 3 out of 4 cases. Details of achievements during the year are summarised in the Corporate Plan 2014/15, available on the District Council's website.

3. PUBLICATION OF THE 2014/15 PERFORMANCE PLAN AND SUMMARY BUDGET

The Performance Plan and Summary Budget 2014/15 was published on the District Council's website in early July. This reports on the progress the Council has made in 2013/14 against the targets for all of its new actions and indicators set out within the District Council's service plans. It also sets out the Council's key actions and targets for 2014/15 which feed into the Corporate Plan.

4. PERFORMANCE INDICATOR CLASSIFICATION FOR 2014/15

4.1 It is proposed to monitor one indicator as Red at the start the year:

BV 84a - household waste collected (kilograms per head)

4.2 NI 192 - % of household waste sent for reuse, recycling, composting or anaerobic digestion has been classified as Green.

4.3 Progress on the Priority Indicators will be reported at the next Committee meeting in December 2014.

5. RISK ASSESSMENT

5.1 Legal

Effective performance management is a means of mitigating risk to service delivery. The legal risk is therefore low.

5.2 Financial

There are no financial considerations arising from the Performance Management report. Where improvement plans have resource implications, these have been accounted for in existing budgets. Should any further financial implications arise, these will be brought to Committee at a future date.

5.3 Corporate Risk

Poor performance would represent poor service to the public and runs contrary to our corporate values of providing 'quality of service' and 'value for money' and our corporate aim to 'provide excellent services'.

5.4 Other considerations

In preparing this report, the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, environmental, health, climate change, human rights, personnel and property.

6. CONTACT INFORMATION

Giles Dann, Policy and Economic Development Manager tel: 01629 761211

giles.dann@derbyshiredales.gov.uk

BACKGROUND PAPERS

Derbyshire Dales District Council

Performance Plan and Summary Budget 2014/15

www.derbyshiredales.gov.uk/yourcouncil/councilperformance

Priority Indicators for Environment Committee Performance Improvement 2012/13 to 2013/14

Summary

| | | |
|--|----------|------------|
| Number of indicators improved or maintained in 2013/14 | 1 | 33% |
| Number of indicators worsened in 2013/14 | 2 | 66% |
| 2013/14 Targets achieved | 1 | 33% |

| Ref | Description | 2012/13 Outturn | 2013/14 Target | 2013/14 Outturn | Improvement Trend since 2012/13 | 2013/14 Target achieved | Comment | 2014/15 Target | Risk at Q1 2014/15 |
|---------|---|--------------------|-------------------|--------------------|---------------------------------------|-------------------------------|---|-------------------|--------------------------|
| NI 192 | % of household waste which has been sent for reuse, recycling, composting or anaerobic digestion | 47.86 | 54.67 | 56.11 | ↑ | ✓ | Latest Rural Services Network benchmarking data (30/09/13) shows that compared with other district councils, Derbyshire Dales recycling performance is top quartile - the Council is now within the top 20 district councils - and highest in Derbyshire by over 10 percentage points | 56.7 | Green |
| BV 84a | Household waste collected (kilograms per head) | 391 | 360 | 396 | ↓ | x | Although the overall amount of household waste collected increased in 2013/14, the amount of waste recycled increased by 1,328 tonnes to 7,348 tonnes and waste composted increased by 1,201 tonnes to 8,504 tonnes. Waste sent to landfill reduced by 30kg per head | 394 | Red |
| NI 195a | % of land and highways which is assessed as having deposits of litter that fall below an acceptable level | 1 | 1 | 2 | ↓ | x | Although the third survey showed an improvement in cleanliness, the average for the year was 2% of streets falling below an acceptable level | N/A | N/A |
| CG 1 | Year on year reduction in the number of complaints in respect of litter and dog fouling | New | New | New | N/A | N/A | Replaced NI 195a | 3% | / |

ENVIRONMENT COMMITTEE
17TH JULY 2014

Report of the Corporate Director

REVIEW OF TOURISM SERVICES

SUMMARY

This report informs Members of the recommendations arising from the review of the Council's Tourism Service and seeks Member endorsement of the recommendations outlined.

RECOMMENDATIONS

1. That the District Council develop a long term Visitor Strategy for the Derbyshire Dales in accordance with the visitor dispersal objectives of Visit Peak District and Derbyshire DMO and the Council's own Economic Development priorities.
2. That the District Council's role in product development initiatives be focussed upon, and undertaken in accordance with, a coherent Visitor Strategy for the Derbyshire Dales which reflects the objectives of VPD&D and also links to the Council's wider Economic Development objectives.
3. That opportunities are taken to extend the remit of existing staff into supporting wider economic development initiatives including promoting the District for inward investment and development of employment sites.
4. That pro-active measures are implemented to reduce the District Council's direct support for VIP's over a period of time with the objective being that VIP's become more self-sustainable through the increased use of information technology.
5. That Service Level Agreements (SLA's) be negotiated and implemented for Arc Leisure Matlock and Ashbourne Library in order to clarify the roles and responsibilities of the venue in managing the VIP.
6. That any future expansion of the existing VIP network should be based upon the Visitor Strategy for the Derbyshire Dales supported by a proven cost/benefit analysis and a clear exit strategy for District Council support.
7. The Peak District National Park Authority and District Council work together in partnership to develop business opportunities within the visitor centre, based on an options appraisal to be completed during 2015/16, to ensure that the centre operates on a cost neutral basis reducing District Council funding support to zero by 1st April 2016.
8. That in the event that the options appraisal to be completed during 2015/16, does not ensure that the centre operates on a cost neutral basis in the 2016/17 financial year, the District Council withdraw entirely from Bakewell Visitor Centre in accordance with the notice periods included within the Service Level Agreement.
9. That discussions be undertaken with Visit Peak District and Derbyshire DMO to secure a destination wide agreement on the development of a consistent approach to branding across the Peak District and a destination dispersal plan. Once agreed, all Derbyshire Dales tourism publications should be produced in accordance with the agreed approach.
10. That the District Council undertake a review of its existing portfolio of tourism publications, including frequency and volume, in order to establish the most cost

effective means of future publication and dispersal prior to any additional and/or new tourism publications being produced.

11. That annual discussions be undertaken with Visit Peak District and Derbyshire DMO to agree on the publications schedule for the Derbyshire Dales. Preference should be given to jointly produced publications, more flexible forms of provision such as increased use of digital media and new technologies in preference to printed media in order to reduce duplication and secure economies in production costs.
12. That the District Council identifies key strategic dispersal places within the district where literature can be displayed collectively in accordance with the Visitor Strategy.
13. That the District Council utilise www.visitpeakdistrict.com as the official website portal for Peak District tourism and the publication of Derbyshire Dales related information, supplemented as appropriate by use of the District Council's own website.
14. That discussions be undertaken with VPD&D to explore the potential to improve the current DMS system and reduce the current inefficiencies that exist in sourcing and updating information.
15. That discussions be undertaken with VPD&D to explore the opportunities to mitigate the business continuity risk that currently exists as a result of the DMS being maintained solely by VPD&D.
16. That a clearer focus to industry support from an economic development perspective is pursued including closer working with the Derbyshire Dales Business Advice service in order assist in the growth and development of tourism businesses in accordance with the objectives of the D2N2 Strategic Economic Plan.

WARDS AFFECTED

All Wards

STRATEGIC LINK

Tourism makes a significant contribution to the economy of the Derbyshire Dales. The review will therefore reflect the District Council's priority of promoting a clean, green and prosperous Dales whilst also seeking to ensure that we deliver value for money and working effectively with partners.

1 BACKGROUND

- 1.1 On 26th September 2013, the Council considered the Medium Term Financial Plan which shows that over the next three years, savings of over £1.4 million are required. At the same meeting, the Council considered a report on 'Planning for the Future', which approved a series of service reviews, including a review of tourism services, which would be carried out with the intention of achieving savings to contribute towards the overall savings target.
- 1.2 At the meeting of this Committee on 28th November 2013, Members endorsed the scope of the review which was to consider:
 - The current role of Derbyshire Dales Tourism Services
 - A review of current resources expended on tourism services
 - The effectiveness of existing partnerships i.e. VPD&D
 - The delivery of tourism services in the absence of VPD&D
 - The potential for the development of new partnerships outside VPD&D

- An overview of the economic impact of Tourism in the Derbyshire Dales
- The role of DDDC in the provision and development of Visitor Information Points
- The role of DDDC in supporting Bakewell Visitor Centre
- The role of DDDC in tourism destination management and marketing
- The role of DDDC Tourism Services in visitor dispersal and promotion
- An evaluation of engagement with the private sector in the delivery of tourism services
- The role of digital tourism services

1.3 The review was intended to be strategic in nature and therefore, excluded specific events such as Matlock Bath Illuminations.

2 SERVICE REVIEW OUTCOME

2.1 A copy of the full Tourism Review report is attached as Appendix 1. The purpose of the review was to consider three key questions :

- Does the service need to be provided at all?
- Does the service need to be provided by the District Council?
- What level of service is needed?

2.2 The review revealed that in recent years, the District Council has significantly reduced its expenditure on tourism services from £437,213 in 2007/08 to £208,652 in 2014/15 - a decrease of some £228,561 (-52%).

2.3 As a discretionary service, the District Council is not obliged to provide a tourism service at all, furthermore the service that is provided does not have to be provided by the District Council. However, the review has demonstrated that the services that are delivered by the Tourism Section, are of benefit to the economy of the Derbyshire Dales and were they not to be provided, there is little prospect of them being delivered by anybody else. As a consequence, any decision to cease delivery of the service would have to have due regard to the consequences of that decision upon the economy of the district.

2.4 However, the review has also demonstrated that there is a need for a clearer focus to be given to the activities that are undertaken in order to maximise the use of resources that are at the Council's disposal for economic development activity. At the present time, the Council has 0.8 FTE dedicated to Economic Development activities yet 1.6 FTE dedicated to Tourism. There is therefore, considerable potential to re-focus the Council's current involvement in tourism (which is part of economic development) whilst also utilising the transferrable skills and knowledge of existing staff in order to maximise delivery of the Council's wider economic development objectives. This would accord with the priority that Members have recently indicated that they would wish to give to economic development initiatives.

2.5 There are considered to be a number of key areas which should form the focus of delivering future savings and economies, most notably :-

- Bakewell Visitor Centre
- Rationalisation of support to VIP's

- Improving the aligning of the activities of the Tourism Section with the wider economic development initiatives undertaken by the District Council.
- Reducing the costs of document production through increased partnership working and utilisation of new technologies and digital media.

3. SUMMARY OF RECOMMENDATIONS

3.1 The review has formulated sixteen recommendations in total. These are outlined in full below :

RECOMMENDATION 1

That the District Council develop a long term Visitor Strategy for the Derbyshire Dales in accordance with the visitor dispersal objectives of Visit Peak District and Derbyshire DMO and the Council's own Economic Development priorities.

RECOMMENDATION 2

That the District Council's role in product development initiatives be focussed upon, and undertaken in accordance with, a coherent Visitor Strategy for the Derbyshire Dales which reflects the objectives of VPD&D and also links to the Council's wider Economic Development objectives.

RECOMMENDATION 3

That opportunities are taken to extend the remit of existing staff into supporting wider economic development initiatives including promoting the District for inward investment and development of employment sites.

RECOMMENDATION 4

That pro-active measures are implemented to reduce the District Council's direct support for VIP's over a period of time with the objective being that VIP's become more self-sustainable through the increased use of information technology.

RECOMMENDATION 5

That Service Level Agreements (SLA's) be negotiated and implemented for Arc Leisure Matlock and Ashbourne Library in order to clarify the roles and responsibilities of the venue in managing the VIP.

RECOMMENDATION 6

That any future expansion of the existing VIP network should be based upon the Visitor Strategy for the Derbyshire Dales supported by a proven cost/benefit analysis and a clear exit strategy for District Council support.

RECOMMENDATION 7

The Peak District National Park Authority and District Council work together in partnership to develop business opportunities within the visitor centre, based on an options appraisal to be completed during 2015/16, to ensure that the centre operates on a cost neutral basis reducing District Council funding support to zero by 1st April 2016.

RECOMMENDATION 8

That in the event that the options appraisal to be completed during 2015/16, does not ensure that the centre operates on a cost neutral basis in the 2016/17 financial year, the District Council withdraw entirely from Bakewell Visitor Centre in accordance with the notice periods included within the Service Level Agreement.

RECOMMENDATION 9

That discussions be undertaken with Visit Peak District and Derbyshire DMO to secure a destination wide agreement on the development of a consistent approach to branding across the Peak District and a destination dispersal plan. Once agreed, all Derbyshire Dales tourism publications should be produced in accordance with the agreed approach.

RECOMMENDATION 10

That the District Council undertake a review of its existing portfolio of tourism publications, including frequency and volume, in order to establish the most cost effective means of future publication and dispersal prior to any additional and/or new tourism publications being produced.

RECOMMENDATION 11

That annual discussions be undertaken with Visit Peak District and Derbyshire DMO to agree on the publications schedule for the Derbyshire Dales. Preference should be given to jointly produced publications, more flexible forms of provision such as increased use of digital media and new technologies in preference to printed media in order to reduce duplication and secure economies in production costs.

RECOMMENDATION 12

That the District Council identifies key strategic dispersal places within the district where literature can be displayed collectively in accordance with the Visitor Strategy.

RECOMMENDATION 13

That the District Council utilise www.visitpeakdistrict.com as the official website portal for Peak District tourism and the publication of Derbyshire Dales related information, supplemented as appropriate by use of the District Council's own website.

RECOMMENDATION 14

That discussions be undertaken with VPD&D to explore the potential to improve the current DMS system and reduce the current inefficiencies that exist in sourcing and updating information.

RECOMMENDATION 15

That discussions be undertaken with VPD&D to explore the opportunities to mitigate the business continuity risk that currently exists as a result of the DMS being maintained solely by VPD&D.

RECOMMENDATION 16

That a clearer focus to industry support from an economic development perspective is pursued including closer working with the Derbyshire Dales Business Advice service in order assist in the growth and development of tourism businesses in accordance with the objectives of the D2N2 Strategic Economic Plan.

3.2 Members are requested to endorse the above recommendations. Subject to Member endorsement, the recommendations will be implemented over a period of time by the Head of Policy and Regeneration.

4 RISK ASSESSMENT

4.1 Legal

The report seeks to enhance and re-focus a discretionary service. The legal risk is currently low and will be continually reviewed as actions are progressed.

4.2 Financial

Efficiency savings should result from the review, and, therefore, the financial risk is low.

5 OTHER CONSIDERATIONS

In preparing this report, the relevance of the following factors has also been considered: prevention of crime and disorder, equalities, environmental, climate change, health, human rights, personnel and property.

6 CONTACT INFORMATION

Paul Wilson, Corporate Director
Tel: 01629 761325 E-mail: paul.wilson@derbyshiredales.gov.uk

7 BACKGROUND PAPERS

| Description | Date |
|---|---------------------------------|
| Council Report : Medium Term Financial Plan | 26 th September 2013 |
| Environment Committee Report | 28 th November 2013 |

8 ATTACHMENTS

Appendix 1 : Tourism Service Review - Final Report (July 2014)

TOURISM SERVICE REVIEW

Final Report



July 2014

TOURISM SERVICE REVIEW

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TOURISM SERVICE REVIEW

1. Introduction and Background

- 1.1 At the meeting of Council held on 26th September 2013, members considered the Medium Term Financial Plan which showed that over the next three years, savings of over £1.4 million are required. At the same meeting, members considered a report on 'Planning for the Future', which approved a series of service reviews, including a review of the District Council's Tourism service. The intention of the service reviews was to identify potential savings which could contribute towards the Council's overall savings target.
- 1.2 The Tourism Service Review has been undertaken to examine the Council's role in tourism, both as a direct provider of services and as a partner in the delivery of strategic tourism initiatives across the Peak District and Derbyshire.
- 1.3 As with all service reviews, the review has considered three key questions:
 - Does the service need to be provided at all?
 - Does the service need to be provided by the District Council?
 - What level of service is needed?
- 1.4 In considering these questions, the following specific areas of enquiry were approved at the meeting of the Council's Environment Committee held on 28th November 2013.
 - An evaluation of the current role of Derbyshire Dales Tourism Services
 - A review of current resources expended on tourism services
 - The effectiveness of existing partnerships i.e. VPD&D
 - The delivery of tourism services in the absence of VPD&D
 - The potential for the development of new partnerships outside VPD&D
 - An overview of the economic impact of Tourism in the Derbyshire Dales
 - The role of DDDC in the provision and development of Visitor Information Points
 - The role of DDDC in supporting Bakewell Visitor Centre
 - The role of DDDC in tourism destination management and marketing
 - The role of DDDC Tourism Services in visitor dispersal and promotion
 - An evaluation of engagement with the private sector in the delivery of tourism services
 - The role of digital tourism services
- 1.5 The review was intended to be strategic in nature and therefore, has excluded specific events such as Matlock Bath Illuminations.

1.6 The review has been undertaken by the following team of Officers:

| | |
|----------------|---|
| Paul Wilson | (Corporate Director) |
| Paul Hambleton | (Principal Accountant) |
| Giles Dann | (Policy & Economic Development Manager) |
| Ros Hession | (Democratic Services Officer - communities) |
| Rob Wilks | (Sports development Officer) |

As part of the review process, a stakeholder group of members have also been engaged, including:

Councillor Geoff Stevens
Councillor David Fearn
Councillor Bob Cartwright

2. Review Process – Summary of Evidence Gathered

2.1 The Tourism Service Review has focussed upon the Council's role in tourism, both as a direct provider of services and as a partner in the delivery of strategic tourism initiatives across the Peak District and Derbyshire. A key part of the review is to consider the future of the service including opportunities for the potential reallocation of resources in accordance with the Council's key aims and objectives.

In this regard, information has been gathered as follows:

a) Documentation

- A review of financial resources expended on all elements of tourism services incl. staffing, supplies and services, Bakewell TIC, Visit Peak District & Derbyshire (VPD&D) contributions etc.
- A review of benchmarking data on tourism expenditure from comparable authorities or CIPFA family group.
- A review of existing tourism web services provided by DDDC and VPD&D, identifying areas of duplication, further development and opportunities for channel shift.
- A review of other tourism web services provided by similar destinations e.g. South Lakeland, focussing upon the range of services delivered electronically and the type of information obtainable.
- A review of all publications produced by DDDC including overall cost of print production, nos. copies produced, cost per copy, revenue generated.
- Identification of publications produced by other third parties e.g. Town Councils.
- A review of the effectiveness of existing Visitor Information Points (VIP's) outlets e.g. additional trade derived, effectiveness of information provided etc.
- Documentary evidence of the economic impact of tourism in the Derbyshire Dales based upon a desktop review of existing published information.
- A review of the role of VPD&D in the delivery of strategic tourism services
- Information on the costs / benefits of the VPD&D Destination Management System.
- Analysis of the District Council's role in the provision of Bakewell TIC.
- A desktop review of the potential future funding opportunities from D2N2 and SCR for Tourism Services in the future.

b) Site Visits

- Peak Rail Visitor Information Point

- Ecclesbourne Valley Railway Visitor Information Point

c) Interviews with Partners / Stakeholders / Staff

- David James Chief Executive, Visit Peak District and Derbyshire
- Jim Dixon Chief Executive, Peak District National Park Authority
- Rachael Gillis Head of Policy, Peak District National Park Authority
- Dai Lerner Executive Director, High Peak Borough Council and Staffordshire Moorlands Borough Council
- Frank Horsley Head of Economic Regeneration, Derbyshire County Council
- Mary Bagley Head of Enterprise and Field Services, Peak District National Park
- Jo Dilley Funding and Finance Manager, Visit Peak District and Derbyshire
- Jackie Statham Managing Director, Peak Rail
- Steve Slinn Peak Rail
- Leigh Gration Stationmaster, Wirksworth Ecclesbourne Valley Railway
- Nancy Maitland Visitor Services Manager, Derbyshire Dales District Council
- Gill Chapman Tourism Officer, Derbyshire Dales District Council

3. Tourism in Context - An Overview

- 3.1 In 2004/05, the East Midlands Development Agency (EMDA) assumed strategic responsibility for tourism in the East Midlands and established a dedicated tourism body, East Midlands Tourism (EMT) to set strategic targets, to allocate funding and measure success.
- 3.2 A Destination Management Organisation (DMO) was established: Visit Peak District and Derbyshire (VPD&D). The DMO received core funding from EMT to contribute towards running costs with the remainder being matched from secondments and contributions, primarily from local authorities. The intention of establishing the new DMO was to deliver marketing activity at a scale that would maximise impact and appeal to potential visitors. This model was repeated across the country.
- 3.3 The size and diverse nature of the tourism industry mitigates for public sector intervention, notably due to the high proportion of small businesses that, pre-internet, did not have a direct route to market – this is the main reason why Destination Management Organisations were originally set up. Today, following the demise of EMT, VPD&D receives significant funding from local authorities, the private sector and the Government's Regional Growth Fund. The DMO purpose is primarily to promote the Peak District and Derbyshire region, working in partnership with the constituent local authorities.
- 3.4 The visitor economy is the UK's sixth largest industry and in the current climate of economic uncertainty it is one of the few sectors seeing substantial growth – it contributes around £115 billion to the UK economy (almost 10 per cent of GDP) and the long-run Gross Value Added (GVA) growth rate of the visitor economy is forecast to be 3.5 per cent per annum over the period 2010 to 2020 which is well ahead of the 2.9 per cent forecast for the economy as a whole.
- 3.5 The industry employs over 2 million people. In 2012 there were 126 million overnight trips by domestic visitors generating £24bn (£190 per trip that averages 3.1 nights). From this holidays generated £13.8bn and £4.5bn on business trips. In the Peak District & Derbyshire, the latest research shows that tourism employs over 27,000 FTEs both directly and indirectly. Over 35 million people visited the Peak District and Derbyshire in 2011, with over 3.6m visitors staying overnight and approximately 35m day visitor trips. This generated revenue of £1,723m to the Peak District and Derbyshire local economy¹.
- 3.6 Tourism has an important role in the wider Derbyshire Dales economy. It is a source of direct employment with 8% of jobs which is close to the average for all Derbyshire districts, the sector has a valuable role in promoting the area's brand and (in common with other sectors) generates supply chain and secondary benefits.
- 3.7 Key features of the importance of tourism to the Derbyshire Dales economy include²:

¹ STEAM Report 2011 VPD&D

² Visit England 2012

- The Derbyshire Dales generates the largest number of staying trips in the whole of the Peak District and Derbyshire.
- Derbyshire Dales generates significantly higher visitor spend than any other destination in Derbyshire (£89m) from 552,000 visitor trips³.
- The Derbyshire Dales has the largest volume of visitor accommodation in Derbyshire with 1067 establishments out of a Derbyshire total of 2077. Derbyshire Dales also has the largest volumes in each category of accommodation.
- In 2011, the estimated spend of overnight visitors to Derbyshire was around £256.0 million with an average expenditure per trip of £134.1. The largest proportion of visitor spend (35%) was in the Derbyshire Dales - £89m.
- The total number of people in Derbyshire employed in tourism-related industries in 2011 was 31,525. Derbyshire Dales had the largest proportion of people employed in tourism-related industries, representing 11% of total employment.
- The economic impact of tourism in the Derbyshire Dales in 2011 is estimated at £296.01m (£220.1m direct expenditure, £75.8m indirect expenditure).⁴

3.8 The District Council has in recent years, rationalised expenditure on tourism services. In 2007/08, total expenditure on District Council Tourism services was £437,213. This included the direct provision of tourist Information centres at Matlock Bath, Matlock, Ashbourne and Bakewell. Budgeted expenditure for the financial year 2014/15 is £208,652, a decrease of some £228,561 (-52%). This has been achieved through a programme of rationalisation including the closure of Matlock Bath TIC (2008), Matlock TIC (April 2012), Ashbourne TIC (December 2013) and the establishment of Visitor Information Points (VIP's) in partnership with the private sector. The District Council currently maintains support to the Peak District National Park Authority at Bakewell Visitor Centre under the terms of a service level agreement, through the provision of premises on a leasehold basis, financial contributions and the provision of staff.

3.9 As demonstrated above, in recent years, the Tourism Services has undergone significant transformation as the Council has gradually sought to move away from being a direct provider of tourism services to a facilitator of tourism services. Accordingly, staffing levels have reduced from 7.08 FTE in 2007/08 to 1.6 FTE in 2014/15.

3.10 The District Council currently employs 1.6 FTE members of staff who are directly involved in supporting the delivery of tourism services and initiatives across the district. In addition, the District Council provides support staff to service Bakewell Visitor Centre in partnership with the Peak District National Park Authority. In 2014/15 the staff support is for 1836 hours.

³ Visit England GBTS 2009-11

⁴ STEAM Report 2011 Derbyshire Dales

4. TOURISM POLICY

- 4.1 In order to consider the role of tourism in a Derbyshire Dales context, it is first necessary to have a clear understanding of the policy context which operates at a local, regional and national level since this serves to highlight the areas of priority for the Government and other strategic bodies within the tourism sector and thus those areas which are most likely to receive both political and monetary support where funding opportunities exist.

Government Tourism Policy

- 4.2 The Government tourism policy was published ahead of the 2012 London Olympics at a time when there was a particular focus on tourism. This has led to an increased commitment to tourism from the Government in the longer term and this paper outlines in more detail, their approach.

The emphasis is on;

- Delivering stronger, more focused tourism bodies, making local tourism organisations more industry led and giving Visit England responsibility for guiding them;
- Raising industry standards by improving the star rating systems, harnessing consumer feedback and providing better tourist information;
- Making the industry more competitive by investing in skills, creating tourism product for bad weather and packaging holidays together for domestic tourists more effectively;.
- Improving the transport infrastructure which visitors use.

- 4.3 This policy provides an outline of how the Government plans to give the tourism sector greater control over its future, enabling quicker adaptation to the demands and changes within the sector.

Visit England: A Strategic Framework for Tourism 2010-2020

- 4.4 The vision of the framework is '*to maximise tourism's contribution to the economy, employment and quality of life in England*' and outlines four main objectives:

1. To increase England's share of global visitor markets;
2. To offer visitors compelling destinations of distinction;
3. To champion a successful, thriving tourism industry, and;
4. To facilitate greater engagement between the visitor and the experience.

- 4.5 These objectives have some bearing on the Derbyshire Dales and the D2N2 Local Enterprise Partnership (LEP) area and similar aims have been highlighted for tourism in the local policy documents. However, where this overarching framework really becomes relevant to the D2N2 area is through its accompanying action plans. In particular, the rural tourism action plan has many synergies with the goals for tourism within much of the D2N2 area and most notably for the Peak District National Park.

- 4.6 The objectives set out within the action plan are;
- 1 To diversify and modernise rural tourism products to generate business opportunities suited to local environments and communities and to develop a year round visitor offer;
 - 2 To increase consumer awareness, understanding and enjoyment of the products and experiences available in rural areas, and;
 - 3 To encourage rural communities and economies to benefit from the value of rural tourism by taking ownership for the development, management, protection and conservation of rural assets and locations.
- 4.7 The impetus behind this emphasis on rural tourism is the belief that rural tourism offers significant growth potential for the wider England visitor economy.

D2N2 Policy Context

- 4.8 The D2N2 Local Enterprise Partnership (LEP) was set up in 2011 to support and encourage economic growth in the region. Their *purpose/vision/ambition* and overall *strategy document* set out a number of strategic priorities which have been selected on the basis that they are deemed important for job creation and have particular significance to the region; the visitor economy is one of these strategic priorities.
- 4.9 In this document the visitor economy is defined as those activities directly associated with tourism, principally hotels and restaurants but also covering a wider range of assets such as visitor attractions, heritage, sports and leisure and the wider retail and cultural offer.
- 4.10 Further work on the *strategic priorities and areas of economic focus* done in 2011 by the D2N2 Board and Nottingham University Business School outlined the key strengths of the visitor economy in the region.

These can be summarised as;

- The Peak District National Park.
- The range of contemporary, historical, urban and rural attractions including some iconic attractions like Chatsworth House.

- 4.11 The document also gives a brief overview of tourism in the region which suggests;
- Tourism has been affected by the recession, however, domestic tourism has been somewhat less affected due to the 'staycation' effect with domestic visitors supporting the short break market in particular;
 - The D2N2 area accounts for 42% of visits to the East Midlands, just over half of which are to Derbyshire;
 - Over 90% of visitors to Derbyshire are domestic visitors;
 - The Derbyshire area has a much higher proportion of holiday visitors than Nottinghamshire;
 - The hotels and catering sector has a lower than national average productivity.

- 4.12 The overall conclusion is that new investment would need to be carefully targeted to ensure that interventions in what is primarily a low skilled sector can be made to lead to growth in higher value tourism business activities.
- 4.13 The *D2N2 Growth Plan 2013-2016* is currently being produced. The consultation draft goes into some depth about the programmes and interventions identified in key areas and the actions needed to achieve positive outcomes.
- 4.14 The *visitor economy group* identified some specific opportunities to support growth in the visitor economy:
- Tourism Investment Assessment: a detailed research and analysis project to assess viability, economic impact and financial delivery options for a long list of new and proposed 'anchor attractions' across the D2N2 area to inform development and marketing priorities. (Essentially the current study has been commissioned to provide this);
 - Anchor attractions: once the anchor attractions have been identified through the investment assessment, D2N2 should identify the role it can play to ensure that finance is secured for their development and modernisation;
 - Major events programme: D2N2 should work with the two Destination Management Partnerships to promote a co-ordinated major events programme.
- 4.15 Between 2013 and 2016 the D2N2 will seek to pursue activity to promote growth through capital investments and revenue support in the visitor economy. Whilst D2N2 are eager to develop the Peak district brand, they are unlikely to provide direct financial support to the provision of tourism services.

Peak District Context

- 4.16 The Peak District National Park Management Plan (2011-2017) review was heavily informed by the preceding plan which covered the period from 2006-2011. The overarching aim is *'to find solutions that make the best use of all resources, meet the needs of communities and businesses, and conserve, enhance and increase understanding of the national park's special qualities'*.

The plan is split into 4 key themes:

- *A diverse working and cherished landscape (DL)* – the visitor economy related issues within this section involve sustaining and enhancing cultural heritage and local traditions;
- *Thriving and vibrant communities (TV)* – the main concern for the visitor economy is the need to have thriving villages, hamlets and the market town of Bakewell which will adapt to new challenges whilst retaining their valued historic and cultural integrity;
- *Welcoming and inspiring place (WI)* – the National Park will become a welcoming and premier destination where visitors are inspired to act in a way

which sustains the environment and the special qualities of the Peak District. Accessible and diverse recreation is also a key goal within this theme;

- *An enterprising and sustainable economy (ES)* – identified within this theme is the need to support all industries but that development in relation to any sector should not impinge on the special landscape

Peak District National Park Core Strategy 2011

4.17 The Core Strategy reinforces the importance of the national park nationally, regionally and locally. It is a spatial planning expression of the previous *National Park Management Plan 2006-2011*. The document also takes into account findings from the *sustainable community strategies* of each local authority and so combines the priorities set out in each of these previous documents.

The policies in this core strategy provide:

- definition and clarity of the approach to conservation and enhancement for the valued characteristics (i.e. the special qualities worth preserving) reflected in national park designation; and
- an appropriate way in which opportunities to support sustainable local communities and businesses can be fostered alongside the pursuit of statutory purposes.

4.18 Key strategic issues are considered regarding recreation and tourism and these explore the ways in which visitors can enjoy the national park in a responsible and sustainable way.

Across all parts of the National Park policies will:

- Manage off-road recreation so that legitimate users can enjoy the area without damaging the landscape or other peoples' enjoyment of it;
- Enable development of appropriate sites and facilities in settlements shown on their key diagram;
- Support low-key development or improvement of facilities in recognised visitor locations where they enhance recreation opportunities and understanding of the National Park;
- Encourage and support sustainable travel options that jointly address visitors' and residents' needs;
- Support work that maintains and fills gaps in the rights of way network.

Derbyshire Dales Context

4.19 Promoting Peak District tourism and culture features prominently in the pre-submission draft Derbyshire Dales Local Plan (June 2013). Securing economic growth through developing tourism is a clearly stated objective within the Local Plan

(Strategic Policy 6). The overall objective is to create more, better jobs and growth of tourism businesses. As such, we aim to work with our partners to:-

- INCREASE the tourism spend in the region through attracting more visits and increased per capita spend per head;
- IDENTIFY and EVALUATE market opportunities and work with our industry partners to showcase and develop outstanding tourism products to attract markets and their high yielding segments;
- PROTECT our tourism businesses from external threats that potentially impact upon their fortunes;
- ENCOURAGE residents to support the tourism economy locally, and
- DELIVER a world class welcome, outstanding value for money and the highest possible standards of service.

5. Visit Peak District and Derbyshire (VPD&D) DMO

5.1 VPDD's primary role is to attract visitors from outside the area to take a holiday or a short break in the Peak District and Derbyshire. This involves attracting people to the area (through tactical marketing campaigns and the Peak District Visitor Guide) but also importantly to 'disperse' them to other attractions that are less well-known (via the Welcome Guide, the destination App and other marketing material, such as the well dressing and camping & caravanning maps).

5.2 At a local level, the VPD&D:

- Promotes and supports visitor attractions through national and international PR campaigns offering unprecedented routes to market;
- Promotes the Peak District and Derbyshire with the key aim of developing a 'world class destination' for cycling and walking, adding real value to planned infrastructure improvements, for example new cycling and walking routes, cycle greenway routes and Countryside Services activity;
- Supports the development of key attractions such as the Derwent Valley Mills WHS and the potential Creswell Crags as key visitor destinations;
- Promotes the Peak District and Derbyshire, outside the area to increase overnight stays and visitor spend.
- Facilitates the Destination Management System (DMS) for the Peak District.
- Supports the delivery and promotion of the Derbyshire food and drink programme;
- Facilitates best practice between market towns and town centres and supports the retail sector in relation to targeting visitors;
- Works to identify new markets and opportunities for international visitors through new and existing civic links;
- Provides qualitative and quantitative data to support economic regeneration across Derby and Derbyshire

- Supports the County Council and local authority partners in identifying more efficient and effective access to information for visitors at a reduced cost, leading to public sector savings;
 - Works closely with Derbyshire Economic Partnership (DEP) to support the inward investment service 'Invest in Derbyshire';
 - Provides specific marketing expertise to County Council and local authority partners where required to support relevant activities;
 - Promotes and supports a range of festivals and events through targeted marketing and PR campaigns
- 5.3 The strategic direction of the Derbyshire Visitor Economy closely aligns with Visit England's Strategic Framework for Tourism 2010 – 2020. The ten year Strategic Framework for Tourism in England, published in March 2010, aims to maximise tourism's contribution to the economy, employment and quality of life in England. It sets out the ways in which the industry can work together to realise the framework's growth ambition of 5% year on year in the value of tourism, creating an additional 225,000 jobs and £50billion of expenditure by 2020.
- 5.4 Four independent objectives have been identified to address the opportunities and challenges for England's visitor economy:
- To increase England's share of global visitor markets
 - To offer visitors compelling destinations
 - To champion a successful, thriving tourism industry
 - To facilitate greater engagement between the visitor and the experience
- 5.5 Visit Peak District and Derbyshire is a key strategic delivery partner and has been identified as one of fourteen primary destinations in the Growing Tourism Locally Campaign.
- 5.6 The Strategic Economic Plan for D2N2 sets out a vision to have a more prosperous, better connected, increasingly resilient and competitive economy. It sets out the way in which different sectors can work together to realise the draft plan's ambition to:
- create 55,000 new jobs by 2023.
 - achieve a step change in skills levels amongst the workforce and young people
 - deliver a significant increase in the number of businesses
- 5.7 The Visitor Economy has been identified as one of six priority sectors which offer the potential for significant economic growth within D2N2.
- 5.8 The vision of Visit Peak District and Derbyshire is to grow the visitor economy in Derbyshire by 5% each year up to 2023, bringing substantially increased economic benefits to the area. This challenging but achievable target will bring about £1.2bn additional visitor spend, and create 18,000 new jobs, all of which will be full time equivalents. This will be achieved by promoting our world class destination and maximising the economic investment of visitors by encouraging them to stay longer and do more.

5.9 The VPD&D Strategic Aims focus on how they can maximise growth, but also generate wider benefits. The Tourism Impact Study undertaken by Colliers International has helped to inform the development of the following aims:

| | | | | | |
|--|--|--|---|---|---|
| <p><u>Strategic Aim 1:</u></p> <p>Maximise the impact of the visitor economy in key destinations and hubs</p> | <p><u>Strategic Aim 2:</u></p> <p>Capital investment to improve the visitor offer</p> | <p><u>Strategic Aim 3:</u></p> <p>Create a leading festivals and events destination</p> | <p><u>Strategic Aim 4:</u></p> <p>Maximise the potential for growth through tactical marketing campaigns</p> | <p><u>Strategic Aim 5:</u></p> <p>Develop a successful thriving & sustainable tourism industry</p> | <p><u>Strategic Aim 6:</u></p> <p>Develop a consistent brand for the Peak District</p> |
|--|--|--|---|---|---|

5.10 However, in recent years, funding provided to VPD&D has been a constant source of tension between DMO partners with funding reducing year on year. In direct response to funding partner expectations, a target was set during 2011/12 to achieve a 60:40 public/private sector funding ratio by 2015. In order to meet this operating model, VPD&D as an organisation has had to change in order to meet these funding challenges. In summary, the following changes have been implemented:

- VPDD was launched as a membership only business in 2012. All businesses advertising are now paying members; this has generated a modest income stream of around £40,000 per annum;
- A patron's scheme has been introduced, providing another income stream currently at around £18,000 per annum;
- VPDD relocated offices to Chesterfield in June 2011 saving in excess of £20,000 in overheads;
- A staffing re-structure was implemented resulting in a number of posts being disestablished and additional responsibilities being absorbed within the lean team remaining. This has led to savings of approximately £80,000 per year;
- VPDD went out to tender for the Destination Management System contract in 2012/13; this provided an opportunity to ensure the best possible value for the investment and gain additional benefits at no extra cost.

5.11 The VPD&D budget for 2014/15 is set out at Appendix 1. This demonstrates that the objective of achieving a 60:40 public/private sector funding ratio by 2015 as set in 2012 has not been achieved.

5.12 In February 2014, Derbyshire County Council in their capacity as the most significant funding partner of VPD&D, convened a special meeting of the VPD Stakeholder Board to consider current funding issues and the requirements of key partners from the *Visit Peak and Derbyshire* DMO. The meeting also discussed possible delivery models and funding options going forward. The outcome of this discussion was that the local authority Leaders on the VPD Board requested that a review of the DMO was undertaken in order to ensure that VPD&D is 'fit for purpose'. As part of this

review, a new Chairman has recently been appointed. There are no proposals to disband the DMO. A broad timetable proposes reporting back to the Board in September 2014 at the latest in order to influence funding for 2015/16.

5.13 If core funding for 2014/15 is not secured, there will be no alternative but to wind down the VPD&D DMO. A small core team would remain employed to manage out any existing advertising (with some contracts committed until December 2014), maintain the website and ensure that the distribution of committed print i.e. the Visitor Guide and Welcome Guide is managed as per contracts with advertisers. As a minimum, this would lead to the loss of:

- primary destination status, the destination of distinction brand and awareness of Derbyshire and the Peak District as a holiday and short break destination. The Peak District is the attack brand recognised by Visit England (not Derbyshire) and is central to the marketing strategy for the area;
- current alignment with Visit England and Visit Britain, and opportunities of future investment;
- confidence by Visitor Economy private sector partners (we currently communicate with 4,000 businesses through the Destination Management System);
- resource and expertise to develop tactical marketing campaigns;
- resource and expertise to successfully bid for funds and draw down additional investment through externally funded programmes for example the EU Strategic Investment Fund

5.14 2014/15 is therefore, a transitional year for VPD&D and it is expected that future opportunities through D2N2 will be presented that will help maintain the important operations of VPD&D. However, the future of VPD&D, at least in its current form is therefore, very much in the balance.

5.15 In the event that VPD&D were to cease to exist, this would have a profound impact upon the ability of the District Council to deliver many of the 'strategic' tourism initiatives that are currently delivered. Accordingly, there would be a need to fundamentally review the manner in which current resources are utilised in the future.

6. Derbyshire Dales Tourism Service - Overview

- 6.1 The District Council currently employs 1.6 FTE members of staff - Tourism Officer (0.9FTE) and Visitor Services Manager (0.7FTE), who are directly involved in supporting the delivery of tourism services and initiatives across the district. A further 2 members of staff are employed on a fixed hours basis solely to service Bakewell Visitor Centre in partnership with the Peak District National Park Authority.
- 6.2 In recent years, the Tourism Services has undergone significant transformation as the Council has gradually sought to move away from being a direct provider of tourism services to a facilitator of tourism services. Accordingly, staffing levels have reduced from 7.08 FTE in 2007/08 to 1.6 FTE in 2014/15.
- 6.3 In 2007/08, the District Council was the direct providers of three tourist Information Centres (Matlock, Matlock Bath and Ashbourne) and provided staff support and resources to Bakewell Visitor Centre.
- 6.4 However, in recent years the District Council has rationalised expenditure on tourism services. In 2007/08, total expenditure on District Council Tourism services was £437,213 whilst budgeted expenditure for the financial year 2014/15 is £208,652, a decrease of some £228,561 (-52%). This has been achieved through a programme of rationalisation including the closure of Matlock Bath TIC (2008), Matlock TIC (April 2012), Ashbourne TIC (December 2013) and the establishment of Visitor Information Points (VIP's) in partnership with the private sector. The District Council currently maintains support to the Peak District National Park Authority at Bakewell Visitor Centre under the terms of a service level agreement, through the provision of premises on a leasehold basis, financial contributions and the provision of staff.
- 6.5 Notwithstanding the significant reductions in expenditure that have been achieved to date, further consideration needs to be given to the fact that tourism is a discretionary service and therefore, it is open to the District Council to determine whether the service needs to be provided at all. If the service is to be provided, consideration needs to be given as to whether it should be provided directly by the District Council. In addition, consideration needs to be given to the level of service that is provided.
- 6.6 The District Council's tourism staff are involved in the following activities:
- Product Development
 - Management and Co-Ordination of Visitor Information Points
 - Bakewell Visitor Centre
 - Visitor Information and Publications
 - Industry Support, Communications and Research
 - DMS Events Management
 - Tourist Board engagement
 - Provision of Supplemental Tourism Information
 - Enquiries and Publications
 - Other miscellaneous activities

- 6.7 The remainder of this report therefore seeks to evaluate all of the above areas of activity in detail.

7. Product Development and Promotion

- 7.1 The District Council is heavily involved in product development initiatives across the Peak District, working collaboratively with other partners. Extensive collaborative working takes place with High Peak Borough Council, Staffordshire Moorlands District Council and the Peak District National Park Authority on a variety of projects and initiatives, including:

Cycling Tourism Development incl L'Eroica vintage cycle event 2014

- Development of criteria for grant aid to local businesses to become more cycle friendly via the cycle hubs development fund, part of the £7.5m awarded for development of cycling infrastructure in the area.
- Previous cycle development work has included setting up the electric bicycle network in the area, promotion of the 'Cyclists Welcome' scheme and being the lead partner on producing the '9 journeys of discovery' cycle routes guide to the Peak District as part of the Pedal Peak campaign, Phase 1.
- Working (since 2012) with the planning team to bring L'Eroica vintage cycle event to the Derbyshire Dales in 2014 and for at least the next five years. Three day festival in Bakewell and three cycle routes planned, potential for 5k cyclists plus friends/family and spectators. Liaising with local communities along the routes to facilitate food stops/food festivals in village locations.
- Organising community engagement evenings in Bakewell, Hartington and Tideswell, three key places on the L'Eroica routes.

Peak District Walking and Cycling Festivals

- Organisation of the Peak District Walking and Cycling Festivals. The walking festival is in its 10th year and following the successful launch of a cycling festival in 2013, will be followed by a 'Summer of Cycling' in 2014.

Other Projects

- PDNPA Interpretation Partnership to interpret the impact of WW1 on the landscape.
- Arkwright Society Project Advisory Group for the World Heritage Gateway Project.
- Peak District Recreation Strategy Steering Group (coordinated by the PDNPA)

- 7.2 The Council's Tourism Officer currently spends 55% of her time on product development initiatives. Whilst many of these initiatives could be considered to contribute towards developing the economy of the Derbyshire Dales and encourage visitors to visit the Dales and spend locally, they are undertaken in the absence of, a

clearly developed, coherent Visitor Strategy which explains how the activities undertaken support the District Council's priorities, and the wider economic development objectives of the Council thus demonstrating the value of what is being undertaken.

- 7.3 It is therefore considered that the tourism activities of the District Council need to be more clearly focussed upon delivering clearly identified priorities and understanding the economic benefits of activities in advance, thereby achieving maximum impact from the limited resources that are available. There is also considerable potential to develop the links between tourism and health/well-being.

RECOMMENDATION 1

That the District Council develop a long term Visitor Strategy for the Derbyshire Dales in accordance with the visitor dispersal objectives of Visit Peak District and Derbyshire DMO and the Council's own Economic Development priorities.

RECOMMENDATION 2

That the District Council's role in product development initiatives be focussed upon, and undertaken in accordance with, a coherent Visitor Strategy for the Derbyshire Dales which reflects the objectives of VPD&D and also links to the Council's wider Economic Development objectives.

RECOMMENDATION 3

That opportunities are taken to extend the remit of existing staff into supporting wider economic development initiatives including promoting the District for inward investment and development of employment sites.

8. Management and Co-Ordination of Visitor Information Points

- 8.1 This covers the management and co-ordination of visitor services activities and provision carried out in VIP's under the terms of Service Level Agreements (SLA's). It includes, sourcing literature from third parties, management of digital visitor information, liaison with partners regarding visitor needs, collection of visitor feedback, collection of footfall data, identification of development opportunities and events provision.
- 8.2 In June 2011, Council gave consideration to the need to reduce spending levels across all services and specifically, identified Tourism as an area where savings in the order of £110,000 needed to be achieved.
- 8.3 In order to achieve savings of this magnitude, Members endorsed an approach which sought to change the delivery of tourism services, away from the conventional Tourist Information Centres in favour of developing a network of Partnership Visitor Information Points (VIPs).
- 8.4 This decision was based upon research undertaken by the Visit Peak District and Derbyshire DMO Management Group who commissioned East Midlands Tourism to

undertake “A Review of Visitor Services Delivery” (March 2011). This review concluded that despite the existence of a well-established network of TIC's and visitor services in a great variety of urban and rural locations, some facilities frequently fail to match visitor behaviour and demand. Furthermore, whilst face to face services are much valued, they come at a relatively high cost and that these costs could be reduced by pursuing an alternative means of service delivery.

- 8.5 The VIP concept is based upon a “hub” and “spoke” framework and offers the potential to deliver tourism services at reduced cost by working closer with the private sector to find new ways to provide visitor information, in locations, which will offer the maximum impact for the minimum financial input.
- 8.6 There are four levels of VIP which vary in level of service provided to visitors, according to location and partnership arrangements.

Level One - VIP with DMS access, Internet, Literature and reference material.

- 8.7 This is the highest-level VIP where visitors can receive information via face-to-face contact, the DMS and the Internet as well as literature and reference material provided by the District Council. The DMS is transferred from the TIC to the VIP and the costs would be met by the host. The DMS enables the host to provide additional services such as current accommodation information, potentially bookings and digital print. The host would be expected to provide a specified level of service to visitors and a Service Level Agreement would be set up between the host and the Council via the District Council. Training, ongoing servicing, monitoring, management and development would be carried out by the District Council. The benefit for the host would be the increase in footfall and revenue through sales of literature etc. previously sold in the TIC.

Level Two - VIP with Internet, Literature and reference material.

- 8.8 This would be the next level VIP and would follow the model in place at the Peak District Mining Museum. The same details regarding service level agreements, training etc. would be applicable as that with the Level One VIP.

Level Three - VIP with Kiosk, Literature and (possibly) reference material.

- 8.9 A completely self-service model where the District Council would carrying out ongoing servicing, monitoring, management and development.

Level Four - VIP Literature only.

- 8.10 A literature only model with the District Council carrying out ongoing servicing, monitoring, management and development.
- 8.11 The Derbyshire Dales network would consist of a “hub” at Matlock Town Hall, which would manage and support VIPs (the “spokes”) at various locations and levels of operation, e.g. the existing Centre at Bakewell. The first phase of VIP implementation was concluded in April 2011 with the closure of Matlock TIC and the establishment of a new ‘Level Two’ VIP at Peak Rail, Matlock Station. This initiative

has proved to be a tremendous success and has been recognised through the Community Rail Awards as an example of best practice.

8.12 At the meeting of Council held on 27th October 2011, Members agreed a phased approach to the implementation of the VIP network. It is pertinent to note that Derbyshire Dales are the only authority to have actively responded to the findings of the East Midlands Tourism Review report.

8.13 There are currently 8 VIP's within the Derbyshire Dales at the following locations:

- Peak Rail, Matlock (Level 1)
- Ashbourne Visitor Centre (Level 1)
- Matlock Bath Mining Museum (Level 2)
- Outside at Hathersage (Level 3)
- The Rook at Hartington (Level 3)
- Arc Leisure Matlock (Level 4)
- Ashbourne Library (Level 4)
- Ecclesbourne Valley Railway (Level 4)

8.14 Proposals for the establishment of an additional 2 VIP's are currently being considered in the following locations:

- Peak Village (Level 4)
- Grindleford (Level 4)

8.15 Whilst the establishment of VIP's supports the wider VPD&D objective of dispersal, the ability of the District Council to further develop and support the VIP network is considered to be limited. At the present time, 50% of the Visitor Services Manager's time is spent solely servicing VIP's which is not considered to be sustainable in the future. It is therefore considered that over a period of time, direct District Council support of VIP's should be reduced with the objective being that VIP's become self-sustainable. Furthermore, any expansion of the existing VIP network should be based upon a clear cost/benefit impact analysis prior to them being established.

RECOMMENDATION 4

That pro-active measures are implemented to reduce the District Council's direct support for VIP's over a period of time with the objective being that VIP's become more self-sustainable through the increased use of information technology.

RECOMMENDATION 5

That Service Level Agreements (SLA's) be negotiated and implemented for Arc Leisure Matlock and Ashbourne Library in order to clarify the roles and responsibilities of the venue in managing the VIP.

RECOMMENDATION 6

That any future expansion of the existing VIP network should be based upon the

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| Visitor Strategy for the Derbyshire Dales supported by a proven cost/benefit analysis and a clear exit strategy for District Council support. |
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9. Bakewell Visitor Centre

- 9.1 Bakewell Visitor Centre is located in the Bakewell Old Market Hall, a 17th Century Grade II* listed building in the centre of the town. The building is owned by the District Council and was leased by the predecessor Bakewell Urban District Council to the Peak Park Joint Planning Board (now Peak District National Park Authority) from 1st November 1968 for a period of 99 years at a rent of £1 per annum.
- 9.2 In terms of value, the rental value of the building for retail use has been estimated to be in the region of £25,000 per annum on a full repairing and insuring basis. In terms of capital value, the property would be worth in the region of £500,000. However, the current lease does not include a break clause, therefore despite the considerable capital value of the property to the District Council, unless the current lease was terminated by agreement with the PDNPA, the District Council do not have exclusivity of use until 2065.
- 9.3 The existing centre opened as a National Park Visitor Centre in June 1971. In March 1985, it was refurbished by the PDNPA to become a joint National Park and Tourist Information centre in partnership with the District Council. The refurbishment costs of £46,000 were met equally by the PDNPA and the District Council, assisted by a grant from the English Tourist Board. Since 1985, refurbishments and improvements have been completed on an ongoing basis.
- 9.4 The joint management arrangements for the centre date from a letter of agreement between the District Council and the PDNPA which was approved by a joint Member Working Party on 18th October 1983. No reviews were carried out until Committees of the Council and the PDNPA agreed in 1997, the basis of a revised 5-year agreement with effect from 1st April 1998.
- 9.5 The apportionment of operating cost is calculated on an annual basis based on actual expenditure incurred during the previous financial year. The District Council provides detail of employee costs and central support services. The funding support of 40% District Council and 60% PDNPA of the net total cost after deduction of income is then calculated retrospectively and the District Council is invoiced accordingly.
- 9.6 Expenditure incurred by the District Council in the period 2007/08 – 2014/15 is outlined in table 1 below:

| | DDDC Employee Costs | Staff Contribution to PDNPA | Central Support Services | Total |
|---------|----------------------------|------------------------------------|---------------------------------|--------------|
| 2007/08 | £24,289.11 | £16,169.75 | £5,320 | £45,778.86 |
| 2008/09 | £40,782.98 | £18,365.00 | £6,266.00 | £65,413.98 |

| | | | | |
|---------|------------|------------|-----------|------------|
| 2009/10 | £39,061.14 | £16,274.00 | £4,562.00 | £59,897.14 |
| 2010/11 | £34,972.91 | £17,485.00 | £31.00 | £52,488.91 |
| 2011/12 | £31,421.39 | £16,954.00 | £7,286.00 | £55,661.39 |
| 2012/13 | £34,650.76 | £17,103.00 | £7,778.00 | £59,531.76 |
| 2013/14 | £15,041.00 | £14,880.00 | £4,862.00 | £34,783.00 |
| 2014/15 | £14,773.00 | £8,235.00 | £5,605.00 | £28,613.00 |

Table 1: Bakewell Visitor Centre Expenditure 2007/08 – 2014/15

- 9.7 In 2012, the agreement was renegotiated between the Peak District National Park Authority and the District Council in order to reduce the financial costs of operating the centre. The current agreement covers the period 1st April 2013 – 31st March 2018. As a direct result of the 2013 renegotiations, District Council support for Bakewell Visitor Centre has been reduced by approximately 52%, saving approximately £31,000 in 2014/15 compared to 2012/13.
- 9.8 Visitor numbers at the centre average at around 181,000 per year and in terms of merchandise related activity, there has been a substantial increase relative to growth and performance over a 10 year period since 2003/04/ Gross turnover has continued to increase year on year at Bakewell Visitor Centre throughout a difficult economic climate. Since 2003/04, gross turnover has increased from £72,000 to £162,000 in 2013/14; an increase of 125% over the period, as a result of effective merchandising operations and business development at the centre. The installation of the Peak District Photography Gallery in 2012 generated an additional £15,199 in gross sales turnover during 2013/14.
- 9.9 A schedule of reductions in operating costs whilst maintaining quality improvements, business development and merchandise activity since 2012 has resulted in significant reductions in the overall operating budget and District Council contribution to net operating cost in 2013/14 and 2014/15. In 2013/14 the District Council contribution reduced from £17,103 in 2012/13 to £14,880 following a renegotiation of the agreement and cost apportionment. The District Council contribution will reduce further in 2014/15 in line with negotiations and provisions of the Joint Management Agreement 2013-18.
- 9.10 The Centre must fulfil the PDNPA's role in promoting understanding of the special qualities of the National Park, whilst meeting the District Council's primary objective of providing services to support sustainable tourism and promoting the wider Derbyshire Dales. These roles are not mutually exclusive.
- 9.11 The centre must incorporate high quality interpretation of the Peak District National Park and deliver services to support sustainable tourism in the Peak District, the wider Derbyshire Dales and the Derbyshire destination.

- 9.12 For the period 2013 to 2018, the District Council are committed to providing staffing hours either in the form of actual staff or an equivalent financial contribution in line with an agreed staffing profile (1836 hours for 2014/15).
- 9.13 Overall management responsibility for the Centre lies with the PDNPA with input from the District Council's Visitor Services Manager. An annual Management / Steering Group of joint authority officers meets to review the performance and costs of service provision at the centre in January/ February each year to consider the outturn from the previous financial year and to agree the financial contributions and targets for the following year.
- 9.14 Future capital improvements to the Centre are undertaken in partnership and by agreement with contributions from both the District Council and the PDNPA related to the degree to which the respective primary aims of promoting understanding and tourism development benefit.
- 9.15 From 2013/14 onwards, the agreement reflects:
- The aim to reduce operating costs associated with running the centre whilst maintaining high quality standards of service and centre environment;
 - The drive to increase income generated through sales, commissioned services and appropriate commercial ventures.
- 9.16 The agreement provides termination clauses of no less than 6 months where changes in revenue budgets make it necessary for either party to discontinue services and/or operations.
- 9.17 Following the establishment of the Matlock and Ashbourne VIP's, the District Council has significantly reduced its TIC staffing establishment from 7.08 FTE to 1.6 FTE. In addition, the District Council provides the PDNPA with an agreed number of staff hours (1836 for 2014/15) to assist in the delivery of services at Bakewell Visitor Centre who operate alongside PDNPA employees.
- 9.18 Despite the successful renegotiation of the partnership agreement in 2012, the District Council's financial support for the Bakewell Visitor Centre remains significant, particularly following the establishment of Matlock and Ashbourne Visitor Information Points (VIP's). During the last 12 months, in order to further reduce the District Council's expenditure, tentative discussions have taken place with the PDNPA in regard to the employee transfer of the existing two members of staff who work solely at the Bakewell centre to the PDNPA. Whilst in principle the PDNPA were initially supportive (at Officer level) of this proposal, they have requested that the District Council provide a guaranteed funding commitment to support the transfer of the staff for a period of 5 years. This would equate to a funding commitment of circa £100,000. In the current financial climate, and having regard to the fact that the approach to the provision of visitor information across the rest of the Derbyshire Dales has been to make financial savings whilst also maintaining the provision of a service, it is not considered that this is an affordable proposition.

- 9.19 For the spending review period 2014/15 and 2015/16 the PDNPA budget will be reduced by 8.5% in 2014/15 (£592,669) and then a further 1.7% (£110,745) from an overall budget of £690,536 in 2013/14. The Visitor Services and visitor centre operating budget will reduce by a further £35,000 in 2014/15.
- 9.20 The Peak District National Park Authority is supportive of the District Council reducing its TIC staffing establishment further via a review of service provision and staffing levels at the centre in line with a renegotiation of District Council funding support taking into account reductions achieved to 2014/15. The Peak District National Park Authority is also supportive of further development of the business model currently in operation at the centre in line with the corporate objectives and budget reductions of both the District Council and the Authority.
- 9.21 There are therefore, considered to be a number of possible options available to the District Council to secure further financial savings in respect of Bakewell Visitor Centre. These are outlined below and assessed according to their relative degree of risk.

| OPTIONS | RISK TO DELIVERY | COST / SAVING |
|--|------------------|--|
| 1. Continue with the current arrangements as per the Service Level agreement. | Low | Cost £23,000 pa |
| 2. Transfer the existing two members of staff to the PDNPA and provide a financial commitment to meeting the costs of these staff for a period of 5 years. | Medium | Cost circa £100,000 over 5 years |
| 3. Transfer the existing two members of staff to the PDNPA and provide no guarantee of further financial support for staff. | Medium | Saving £15,000 pa |
| 4. Terminate the employment of the existing two members of staff and terminate the current partnership agreement with the PDNPA affording 6 months' notice. | Medium | Saving circa £23,000 pa minus redundancy costs |
| 5. Terminate the current partnership agreement with the PDNPA affording 6 months' notice and negotiate the termination of the current lease on the premises with a view to disposal of the property. | High | Saving circa £23,000 pa minus any potential redundancy costs plus |

| | | |
|---|--------|---|
| | | £500,000 capital receipt |
| <p>6. Terminate the current partnership agreement with the PDNPA affording 6 months' notice; negotiate the termination of the current lease on the premises with a view to disposal of the property.</p> <p>Explore opportunities for the establishment of a VIP elsewhere in Bakewell with the PDNPA and/or private sector as a profitable business model e.g. Agricultural Business Centre.</p> | High | <p>Saving circa £23,000 pa minus any potential redundancy costs plus £500,000 capital receipt</p> <p>Cost circa £10,000 VIP set-up cost</p> |
| <p>7. Negotiate the establishment of a VIP in the existing premises with the involvement of a private sector partner and explore opportunities to increase income generating use of the building to reduce overall costs of service delivery.</p> | High | <p>Saving circa £23,000 pa minus any potential redundancy costs</p> <p>Cost circa £10,000 VIP set-up cost</p> |
| <p>8. Negotiate with the PDNPA, District Council funding support for the centre, whilst PDNPA review service provision and staffing levels, to enable DDDC to reduce its TIC staffing establishment.</p> | Medium | <p>Saving upto £23,000 pa minus any potential redundancy costs</p> |
| <p>9. The Peak District National Park Authority and District Council work together in partnership to develop business opportunities within the visitor centre, based on an options appraisal to be completed during 2015/16, to ensure that the centre operates on a cost neutral basis reducing District Council funding support to zero by 1st April 2016.</p> | Medium | <p>Saving £23,000 pa</p> |

9.22 In order to deliver the current services at Bakewell Visitor Centre, the Peak District National Park Authority is reliant upon the District Council providing staff resources. In the event that the District Council did not provide staff support, the PDNPA would

either have to reduce the opening hours of the Bakewell Centre, increase the hours of their existing staff or employ additional staff to meet the shortfall.

- 9.23 Discussions with the PDNPA have indicated that there are no current proposals for them to withdraw services from Bakewell Visitor Centre. It is therefore, likely that the centre will continue to operate as a Visitor Centre in the immediate future. Following the closure of Matlock and Ashbourne Tourist Information Centres, the District Council no longer employs (with the exception of Bakewell) any TIC Assistants since all such services are now delivered by the private/voluntary sector. In this regard, there is no cogent reason why a similar model could not be adopted in respect of Bakewell.
- 9.24 Whilst it is important to the local economy that a Visitor Centre continues to operate in Bakewell, experience in Ashbourne and Matlock has demonstrated that this does not necessarily have to be provided by the District Council / PDNPA at public expense. If a VIP can be viable in Matlock and Ashbourne with significantly fewer visitors, there is considered to be significant potential for a VIP model to work equally, if not more successfully in Bakewell due to the high volume of visitors that are served by the centre. For example, one such option may be to explore the potential to create a profitable VIP / Café facility at the Agricultural Business Centre, by utilising the current Café accommodation which is under-utilised and subject to a current lease review. However, such a decision would need the agreement of the Peak District National Park Authority who would also need to be satisfied that such a move would not impact upon the statutory duty of the National Park to deliver its 'National Park promoting understanding and enterprise objectives'.
- 9.25 Notwithstanding the above, the continued deployment of TIC Assistants to support Bakewell Visitor Centre at the District Council's expense is no longer considered to be a feasible proposition. Whilst consideration has been given to negotiating the transfer of existing Bakewell Visitor Centre staff to the Peak District National Park Authority on their existing terms and conditions, the PDNPA have advised that this is not a proposition that they could accommodate due to the need to make ongoing savings in their existing operations. However, the Peak District National Park Authority is supportive of the District Council reducing its TIC staffing establishment further via a review of service provision and staffing levels at the centre. This objective can be achieved by the District Council and the PDNPA working in partnership to develop business opportunities at the centre.
- 9.26 In the event that the options appraisal to be completed during 2015/16, does not ensure that the centre operates on a cost neutral basis in the 2016/17 financial year, the District Council should withdraw entirely from Bakewell Visitor Centre.

RECOMMENDATION 7

The Peak District National Park Authority and District Council work together in partnership to develop business opportunities within the visitor centre, based on an options appraisal to be completed during 2015/16, to ensure that the centre operates on a cost neutral basis reducing District Council funding support to zero by 1st April 2016.

RECOMMENDATION 8

That in the event that the options appraisal to be completed during 2015/16, does not ensure that the centre operates on a cost neutral basis in the 2016/17 financial year, the District Council withdraw entirely from Bakewell Visitor Centre in accordance with the notice periods included within the Service Level Agreement.

10. Visitor Information and Publications

- 10.1 Visitor information is provided through a variety of different sources. Visit Peak District and Derbyshire DMO produce two main publications, the Visitor Guide (A4 size brochure) which is intended to inspire potential visitors to choose the Peak District as a destination for holidays and short breaks and the Welcome Magazine. The Welcome Magazine (A5 size) is effectively an 'in destination' publication designed to complement the Visitor Guide and encourage dispersal around the whole of the Peak District and Derbyshire destination. It includes themed editorial sections such as Peak attractions, key events, market towns and villages, farmers markets, well dressings and gardens, film and TV locations. It also includes an area map and contact details for all TIC's and visitor centres. 150,000 copies are produced annually and are distributed through an established network of 400 sites within the destination including TIC's, VIPO's, libraries etc.
- 10.2 In addition to the above, the District Council publishes:-
- Town mini-guides for Bakewell, Ashbourne and Matlock.
 - Walking guides such as the 'Limestone Way' guide and 'Walks in the Matlocks'.
 - Themed publications e.g. 'Delicious Dales' and 'Floral Dales'.
 - Village and Town Trails e.g. Hartington, Bakewell and Tideswell in partnership with local communities.
 - Website content management
- 10.3 The Peak District and Derbyshire attracts 4m staying visitors and 35m day visitors each year, spending £1.7bn per year. It is of equal importance to look after our current visitor numbers as it is to explore and open up opportunities to attract new visitors. To achieve this we must ensure that we get the basics right. We must continue to market and champion our most distinctive assets, as well as our independent retailers and restaurants. We must create a stronger sense of place, improve on our customer service, and the quality and warmth of our welcome must be accepted as a basic essential.
- 10.4 Visitor information provision has changed significantly in recent years and visitors increasingly use online and mobile sources of data. More and more businesses are moving towards digital advertising only through web applications. There is therefore, a need to keep ahead of the game and invest in new ways of communicating with visitors through tactical marketing campaigns that will attract, in particular, new types of visitors to the area.

- 10.5 Accordingly, there is an important need to review the way that information is provided and to consider more flexible forms of provision. Initiatives that should be assessed include working with commercial partners to provide information from other locations and considering how new technologies can best be used e.g. QR codes. Consideration should also be given to how to reduce duplication in the provision of online information and apps.
- 10.6 Recent research undertaken by Colliers International on behalf of D2N2⁵ has demonstrated that the existing visitor information strategy for the area needs to be updated as part of a national review. In particular, Colliers identified the need for a consistent brand to be promoted and considered that whilst *'most people believe that the Peak District should be the overarching destination brand and that use of the Derbyshire Dales and the Staffordshire Moorlands (in tourism publications) dilutes the opportunities presented by the magnificence of the National Park. A single brand should therefore be agreed and promoted consistently'*. This recommendation was considered by the VPD&D Board meeting on 27th February 2014, alongside all other recommendations contained within the Colliers report and was approved.
- 10.7 At the present time, the reason that different names appear in different places is understandable. Local authorities are responsible for the signage which appears on roads and for the names they use on their websites. There is therefore, a natural desire to use the name of the authority. Unfortunately, this confusion of brands reduces the opportunity to present a single, strong 'branded' destination.
- 10.8 Most visitors recognise 'The Peak District' as the brand for the National Park area. Many would also undoubtedly assume that towns on the edge of the National Park, such as Leek, Matlock, Buxton and Ashbourne were also part of 'The Peak District'. Adoption of a Peak District destination brand could spread beyond the boundaries of the National Park of course and embrace places which fall within the area as perceived by visitors. A terminology would therefore need to be agreed which allows the name to be used consistently alongside the destinations within it (for example Bakewell within The Peak District etc.)
- 10.9 Colliers also considered that partners should also agree where it will be used, for example on websites, leaflets and visitor signage. There is a particular opportunity to promote the destination name clearly on road signs on the busy stretch of the M1 which currently signposts to the 'Derbyshire Dales'.
- 10.10 In support of the above, Visit Peak District and Derbyshire contend that in order to effectively promote the 'Peak District' brand, there must be a consistent approach to branding which would include the production of some guidelines/toolkit which would include branding type face, colours to use and ideally some communication line to link the 'local destination' with the main attractor which is the 'Peak District'. VPD&D consider that the attractor brand will always be the Peak District and the dispersal vehicle(s) will be the Visit Peak District App, Welcome Guide and Camping & Caravanning Guide. Further dispersal tools may include a combined Well Dressing and Gardens Guide and possibly a Food and Drink Guide. Whilst the list is

⁵ D2N2 Tourism Impact Study (January 2014)

potentially extensive, such publications would be based upon themes and not geographical area.

- 10.11 Whilst VPD&D acknowledge that within the district boundaries, there will be a continued need to promote the key market towns such as Bakewell, Matlock and Ashbourne, they contend that if districts are going to produce town specific literature, that it should be branded coherently and related back to the Peak District. For example Ashbourne town literature may use a tagline such as ‘the best kept secret in the Peak District’ or Bakewell to state the ‘Heart of the Peak District’ etc.
- 10.12 The continuation of district branded publicity material will, in the opinion of VPD&D and Colliers, under value the core brand of the ‘Peak District’ and confuse people as to where they are. VPD&D and Colliers contend that, what is required is for all Peak District partners to agree with VPD&D in advance, the dispersal material for the year in order to ensure that there is consistency in branding and also the potential to share production costs. In addition, they consider that a Dispersal Plan should be agreed, based upon the existing VIP network within the district where literature can be displayed collectively. These key places would feature all of the key pieces of Peak District dispersal material and the responsibility of topping up these sites would fall to the local tourism officers.
- 10.13 In order to evaluate the impact of such a proposition, it is necessary to consider the extent of current Derbyshire Dales branded publications. A summary of the main Derbyshire Dales publications and their associated costs (excluding staff time) is outlined at table x below.

| Publication | Production Cost | Copies Published | Revenue |
|-----------------------------|-----------------|------------------|------------------------------|
| Ashboure Mini-Guide | £1,725 | 15,000 | Nil |
| Bakewell Mini-Guide | £2,145 | 20,000 | Nil |
| Derbyshire Dales Mini-Guide | £3,580 | 40,000 | Nil |
| Matlock Parks Leaflet | £1,725 | 15,000 | Nil |
| Delicious Dales (2014) | £3,600 | 35,000 | Costs covered by advertising |
| Floral Dales Leaflet (2014) | £536 | 10,000 | Nil |

- 10.14 It is difficult to quantify the economic benefit to the Derbyshire Dales of producing tourism material such as that outlined above. However, once visitors have taken the decision to come to the Derbyshire Dales, possibly attracted by the VPD&D Visitor Guide or other media publicity, any material which encourages them to stay longer or explore previously unknown parts of the district will inevitably produce some economic benefits, albeit difficult to quantify. By way of example, over 50% of the Derbyshire Dales Mini-Guide print run is distributed to accommodation providers in the Dales to help their visitors plan their visit. Neither Visit Peak District nor any other

commercial organisation provides this level of information on the Dales area in any of its publications. It is inconceivable that visitors who have taken the decision to stay in Derbyshire Dales accommodation will not have regard to the content of such a publication in planning and organising their excursions.

- 10.15 The review has considered whether the costs of producing such material should be borne entirely by the District Council. In this regard, whilst there is potential for Town Councils and other organisations to produce local information, there is a risk that the quality and consistency of material may not be of the desired standard, thus potentially impacting upon the visitor's impression of the destination. Also, the VPD&D objective of securing consistency in branding would be potentially undermined.
- 10.16 The review has concluded that whilst additional 'in-destination' dispersal material is popular with visitors and disappears from VIP's and other dispersal points in vast quantities, it is difficult to quantify the net benefit to the Derbyshire Dales economy as a direct result of producing such printed material at significant cost. There is therefore, a need to review the most effective means of publication and also ascertain the relative impact as far as is possible. If such printed material is to be continued, opportunities should still be taken to maximise opportunities for the use of digital media and new technologies where feasible. However, in order to achieve the tourism objectives of the DMO, there is a need for greater consistency in branding and shared costs of production.
- 10.17 Whilst the production of consistently branded material will inevitably result in a decrease in the 'Derbyshire Dales' identity in favour of the 'Peak District' brand, the DMO Board have now adopted the recommendations of the Colliers Report such that individual districts should now be seen to be moving towards greater branding consistency. However, in order to effectively implement such a strategy, VPD&D must develop a consistent 'branding toolkit' in order to enable consistent in approach across the whole of the destination. In due course, consistency in the production of dispersal material should in turn, reduce production costs for individual districts as dispersal will become more targeted.

RECOMMENDATION 9

That discussions be undertaken with Visit Peak District and Derbyshire DMO to secure a destination wide agreement on the development of a consistent approach to branding across the Peak District and a destination dispersal plan. Once agreed, all Derbyshire Dales tourism publications should be produced in accordance with the agreed approach.

RECOMMENDATION 10

That the District Council undertake a review of its existing portfolio of tourism publications, including frequency and volume, in order to establish the most cost effective means of future publication and dispersal prior to any additional and/or new tourism publications being produced.

RECOMMENDATION 11

That annual discussions be undertaken with Visit Peak District and Derbyshire DMO to agree on the publications schedule for the Derbyshire Dales. Preference should be given to jointly produced publications, more flexible forms of provision such as increased use of digital media and new technologies in preference to printed media in order to reduce duplication and secure economies in production costs.

RECOMMENDATION 12

That the District Council identifies key strategic dispersal places within the district where literature can be displayed collectively in accordance with the Visitor Strategy.

10.18 The official website for Peak District tourism is www.visitpeakdistrict.com and is maintained by VPD&D. During 2013, VPD&D recorded annual web traffic at its highest ever levels with:

- Unique Visitors 1,444,212
- Estimated Users 5,836,211
- Website Page Views 55,055,583

This represented an increase of 59% on 2012 levels.

10.19 The Visit Peak District website is therefore, phenomenally successful at providing access to tourism related information for the benefit of visitors and helps to reinforce the 'Peak District' brand. In addition to the above, a Peak Explorer App for mobile phones is under further development in order to significantly increase levels of usage from an initial slow start in 2013. The App has recently been promoted in the 'Your Derbyshire' publication in association with Derbyshire County Council and in a new promotion for Trent Barton's Sixes bus route which runs from Derby northwards along the A6 to Bakewell.

10.20 One of the main constraints to effective Peak District marketing and promotion is the lack of information that exists in relation to 'who are our customers'. VPD&D have recently undertaken a wide ranging analysis of data to help build a deeper understanding of the visitor profile and motivations, and to help determine priorities for future promotional activity. Consumer data has been captured from a number of sources over a number of years, but little formal analysis has traditionally been carried out.

10.21 In the first phase, VPD&D have conducted an ACORN analysis of around 87,000 contacts which has been compiled during the last 6 years, including visitor guide requests, events data capture and responders to digital promotions. A further MOSAIC analysis has been made of visitor guide requests from the VPD&D website, and a geographic analysis run on bookings made on www.visitpeakdistrict.com since 2009. Coupled with the 'brand tracker' data supplied under contract by Visit England, this provides a 'snapshot' of the potential and actual customer base, helping VPD&D

identify those markets where VPD&D are already strong, and those which offer opportunities for growth.

- 10.22 In addition to the Visit Peak District website, information is also published on the District Council's own website, the purpose of which is to compliment or signpost visitors to www.visitpeakdistrict.com. Whilst there may be benefits in providing additional 'in-depth' information on the District Council's website, the nature of which is not covered in sufficient detail at www.visitpeakdistrict.com, there are resource implications in maintaining such information which must be taken into consideration. Wherever possible, it is appropriate to ensure that visitors are directed to www.visitpeakdistrict.com in order to avoid duplication of material and to provide wide access to information about the Peak District.

RECOMMENDATION 13

That the District Council utilise www.visitpeakdistrict.com as the official website portal for Peak District tourism and the publication of Derbyshire Dales related information, supplemented as appropriate by use of the District Council's own website.

11. Event Co-Ordination and Destination Management System (DMS) Events Management

- 11.1 This covers the management of event contacts and event information on the DMS including:-
- Sourcing and input of events for the Matlock area and overseeing of Ashbourne and Bakewell events management.
 - Compilation and updating annually of events contacts information for publications e.g. Floral Dales.
 - Communication with Tourism businesses via weekly events mail out via digital print facility on DMS to accommodation providers and others industry partners to promote specific events e.g. Victorian Weekend.
- 11.2 The DMS is currently in use at all Visitor Centres across the Peak District and Derbyshire area and some Visitor Information Points. The purpose of the DMS is to provide information to tourism providers in supporting the delivery of services to visitors and currently provides access to 4000 tourism related businesses. The system was originally, the system was purchased by the Local Authority partners before the formation of the VPD&D Destination Management Organisation. The system has gone through many developments over the last 10 years and was retendered in 2012/13.
- 11.3 In terms of servicing visitor enquiries, the DMS provides:-
- Accommodation information, availability and booking;
 - Events information;
 - Attractions;
 - Travel information;
 - Activity information;

- BABA (Book A bed Ahead) – using the DMS to source accommodation further afield

11.4 In terms of servicing needs of tourism providers, the DMS:-

- Generates accommodation bookings and enquiries;
- Providers supply details of events to VCs and staff source event information themselves. Users input local events onto the DMS What's On which then feeds the website and other local TICs have access to the information also feeds into weekly events listing;
- Activity information;
- A weekly events listing is collated using digital print and emailed out from VCs to local accommodation/tourism providers;

11.5 At the present time, VPD&D provide the 'back of house' elements of the system through the employment of an Information and Data Manager and a data steward (Data Support Executive).

11.6 The records are based on contacts and each of the venues and accommodation records need a contact to be attached to it. Each time a new provider signs up to the DMS, a data capture form is completed and the contact forms the basis of the record.

11.7 All of the DMS records are maintained by VPD&D and the vast majority of the records are within the Derbyshire Dales. Unfortunately, the District Council has no ability to manage or manipulate the records since this can only be undertaken by VPD&D personnel. Management of the DMS costs the District Council approximately £6,700 per annum plus staff time. In addition, there is a significant business continuity risk arising from the fact that any future demise of VPD&D would have a significant impact upon the District Council's ability to publish information to tourism providers. Whilst the DMS is an essential tool in providing up-to-date information to service providers and visitors, there are inefficiencies in the way the current system is maintained.

RECOMMENDATION 14

That discussions be undertaken with VPD&D to explore the potential to improve the current DMS system and reduce the current inefficiencies that exist in sourcing and updating information.

RECOMMENDATION 15

That discussions be undertaken with VPD&D to explore the opportunities to mitigate the business continuity risk that currently exists as a result of the DMS being maintained solely by VPD&D.

12. Industry Support, Communications and Research

12.1 The District Council's Tourism Officer currently spends 15% of her time on industry support. This includes keeping up to date with tourism legislation, marketing and

quality issues, communicating with local tourism businesses (1200+) including publication of biannual Dales Tourism Matters newsletter and providing business support activities.

- 12.2 One of the key components of supporting the tourism industry is how the District Council can assist in its future development in order to maximise the opportunities that exist. The vision of Visit Peak District and Derbyshire is to grow the visitor economy in Derbyshire by 5% each year up to 2023, bringing substantially increased economic benefits to the area. This challenging but achievable target will bring about £1.2bn additional visitor spend, and create 18,000 new jobs, all of which will be full time equivalents. VPD&D seek to achieve this by promoting our world class destination and maximising the economic investment of visitors by encouraging them to stay longer and do more.
- 12.3 Visitor economy businesses within the Peak District and Derbyshire currently employ over 27,000 people. The skills of the workforce are therefore paramount in order to improve the visitor experience and raise productivity. As a destination, the Peak District, must therefore seek to invest and develop in this area.
- 12.4 One in twelve jobs in the UK is either directly or indirectly supported by tourism. 44% of people employed in tourism are under 30 compared with an average for the wider economy of 24%⁶. There is therefore, an important role to play in promoting the sector as a place to be proud to work within, with opportunities to develop rewarding careers. It is a flexible and versatile sector and offers a range of entry level opportunities for school leavers, people without formal qualifications, those re-entering the workforce and for part time or temporary employees. Current skill shortages in areas such as chefs, customer care staff and hospitality management can be addressed through opportunities such as apprenticeships that enable local people to benefit from quality training and skills development that will lead to a career with stability and long term prospects.
- 12.5 In order to achieve this, one of the objectives should be to provide the platform for SMEs in the area's visitor economy to become more innovative, meet the expectations of the visitor, survive and grow, and create more job opportunities for local people. This ambition can be realised through a programme of sector specific support including small infrastructure/ improvement grants, specialist training events, workshops, and individual support for tourism businesses, retailers, food and drink outlets.
- 12.6 VPD&D partnership initiatives currently being considered include:
- Up-skilling SMEs in the use of ICT, in particular on-line trading, social media, customer review systems, etc. .
 - Getting the most out of websites and online bookability, with the aim of improving occupancy levels
 - Training events to improve customer service, financial management, food management, all geared towards increasing productivity and profitability.

⁶ ONS 2012

- Introduction of a Peak District and Derbyshire visitor economy apprenticeship scheme
- Link with Visit England to increase buy-in from indigenous businesses to offer local training opportunities

12.7 Whilst neither VPD&D or the District Council is able to achieve these objectives in isolation, there is considerable potential to work together and with other partner organisations in developing tourism related businesses with an objective to create more, higher value jobs whilst also encouraging business growth and improving the quality of the overall tourism product that is delivered. A clear objective of the District Council should be to secure the delivery of high quality tourism jobs into which local people can develop their careers, as opposed to the creation of low wage, low skill, part-time jobs which often characterise the tourism sector.

12.8 The Strategic Economic Plan for D2N2 sets out a vision to have a more prosperous, better connected, increasingly resilient and competitive economy. It sets out the way in which different sectors can work together to realise the draft plan's ambition to:

- create 55,000 new jobs by 2023.
- achieve a step change in skills levels amongst the workforce and young people
- deliver a significant increase in the number of businesses

12.9 The Visitor Economy has been identified as one of six priority sectors which offer the potential for significant economic growth within D2N2. There is therefore, considerable opportunity to pursue new growth opportunities in accordance with D2N2 which may include new the development of new product markets e.g. group travel offers, leisure, food and drink etc. all of which may contribute to business growth, job creation and the retention of visitors in the Peak District for a longer period, spending more money in the process.

RECOMMENDATION 16

That a clearer focus to industry support from an economic development perspective is pursued including closer working with the Derbyshire Dales Business Advice service in order assist in the growth and development of tourism businesses in accordance with the objectives of the D2N2 Strategic Economic Plan and the District Council's Economic Strategy.

13. Tourist Board Engagement

13.1 The District Council's Tourism Officer works alongside Visit Peak District to ensure that the Derbyshire Dales gains maximum benefit from tourist board marketing campaigns and opportunities. This includes:-

- Supporting the recruitment of tourist board members and advertisers/sponsors.
- Liaison with PR manager, Membership Manager and Marketing Manager.
- District Council representative at VPD&D Tourism Officers Group.
- Providing input into the VPD&D publications (e.g. Peak District Visitor Guide, Welcome magazine, camping and caravanning guide) and website.

13.2 The review has concluded that whilst these activities are necessary in order to ensure that the Derbyshire Dales is adequately represented, the recommendations of this review (if accepted) will provide for a more focussed input in the future.

14. SUMMARY

14.1 The purpose of the review was to consider three key questions:

- Does the service need to be provided at all?
- Does the service need to be provided by the District Council?
- What level of service is needed?

14.2 The District Council has in recent years, significantly reduced its expenditure on tourism services from £437,213 in 2007/08 to £208,652 in 2014/15 - a decrease of some £228,561 (-52%). A general breakdown of tourism expenditure for 2014/15 (excluding support services and miscellaneous costs of circa £57,150) is as follows:-

| | Tourism Staff (1.6FTE) Salaries plus oncosts | VIP and Bakewell Centre Support Costs | Publications and Marketing | Data and Research Info incl VPD&D Costs | Total |
|---------|---|--|-----------------------------------|--|--------------|
| 2014/15 | £87,419 | £25,008 | £21,320 | £17,755 | £151,502 |

14.3 As a discretionary service, the District Council is not obliged to provide a tourism service; furthermore the service that is provided does not have to be provided by the District Council. However, the review has demonstrated that the services that are delivered by the Tourism Section, are of benefit to the economy of the Derbyshire Dales and were they not to be provided, there is little prospect of them being delivered by anybody else. As a consequence, any decision to cease delivery of the service would have to have due regard to the consequences of that decision upon the economy of the district. However, the review has also demonstrated that there is a need for a clearer focus to be given to the activities that are undertaken in order to maximise the use of resources that are at the Council's disposal for economic development activity. At the present time, the Council has 0.8 FTE dedicated to Economic Development activities yet 1.6 FTE dedicated to Tourism. There is therefore, considerable potential to re-focus the Council's current involvement in tourism (which is part of economic development) whilst also utilising the transferrable skills and knowledge of existing staff in order to maximise delivery of the Council's wider economic development objectives.

14.4 There are considered to be a number of key areas which should form the focus of delivering future savings and economies, most notably:-

- Bakewell Visitor Centre
- Rationalisation of support to VIP's
- Improving the aligning of the activities of the Tourism Section with the wider economic development initiatives undertaken by the District Council.
- Reducing the costs of document production through increased partnership working and utilisation of new technologies and digital media.

ACKNOWLEDGEMENTS

The Review Team would like to place on record, their thanks to the various individuals who contributed their time in helping in the research stages of this review. The positive engagement of the existing tourism employees in this process, has also been extremely beneficial and has ensured that the review could be undertaken thoroughly and on the basis of a clear understanding of the challenges that the service faces both now and in the future.

15. SUMMARY OF RECOMMENDATIONS

RECOMMENDATION 1

That the District Council develop a long term Visitor Strategy for the Derbyshire Dales in accordance with the visitor dispersal objectives of Visit Peak District and Derbyshire DMO and the Council's own Economic Development priorities..

RECOMMENDATION 2

That the District Council's role in product development initiatives be focussed upon, and undertaken in accordance with, a coherent Visitor Strategy for the Derbyshire Dales which reflects the objectives of VPD&D and also links to the Council's wider Economic Development objectives.

RECOMMENDATION 3

That opportunities are taken to extend the remit of existing staff into supporting wider economic development initiatives including promoting the District for inward investment and development of employment sites.

RECOMMENDATION 4

That pro-active measures are implemented to reduce the District Council's direct support for VIP's over a period of time with the objective being that VIP's become more self-sustainable through the increased use of information technology.

RECOMMENDATION 5

That Service Level Agreements (SLA's) be negotiated and implemented for Arc Leisure Matlock and Ashbourne Library in order to clarify the roles and responsibilities of the venue in managing the VIP.

RECOMMENDATION 6

That any future expansion of the existing VIP network should be based upon the Visitor Strategy for the Derbyshire Dales supported by a proven cost/benefit analysis and a clear exit strategy for District Council support.

RECOMMENDATION 7

That the District Council seek to negotiate with the Peak District National Park Authority the transfer of the existing two permanent members of staff on their existing terms and conditions with effect from 1st April 2015 and secure a negotiated agreement with the casual member of staff as to their continued involvement in Bakewell Visitor Centre without any future funding commitments.

RECOMMENDATION 8

That in the event that the transfer of existing DDDC staff to the PDNPA is not achievable, consideration should be given to the District Council withdrawing entirely from Bakewell Visitor Centre in accordance with the notice periods included within the Service Level Agreement.

RECOMMENDATION 9

That discussions be undertaken with Visit Peak District and Derbyshire DMO to secure a destination wide agreement on the development of a consistent approach to branding across the Peak District and a destination dispersal plan. Once agreed, all Derbyshire Dales tourism publications should be produced in accordance with the agreed approach.

RECOMMENDATION 10

That the District Council undertake a review of its existing portfolio of tourism publications, including frequency and volume, in order to establish the most cost effective means of future publication and dispersal prior to any additional and/or new tourism publications being produced.

RECOMMENDATION 11

That annual discussions be undertaken with Visit Peak District and Derbyshire DMO to agree on the publications schedule for the Derbyshire Dales. Preference should be given to jointly produced publications, more flexible forms of provision such as increased use of digital media and new technologies in preference to printed media in order to reduce duplication and secure economies in production costs.

RECOMMENDATION 12

That the District Council identifies key strategic dispersal places within the district where literature can be displayed collectively in accordance with the Visitor Strategy.

RECOMMENDATION 13

That the District Council utilise www.visitpeakdistrict.com as the official website portal for Peak District tourism and the publication of Derbyshire Dales related information, supplemented as appropriate by use of the District Council's own website.

RECOMMENDATION 14

That discussions be undertaken with VPD&D to explore the potential to improve the current DMS system and reduce the current inefficiencies that exist in sourcing and updating information.

RECOMMENDATION 15

That discussions be undertaken with VPD&D to explore the opportunities to mitigate the business continuity risk that currently exists as a result of the DMS being maintained solely by VPD&D.

RECOMMENDATION 16

That a clearer focus to industry support from an economic development perspective is pursued including closer working with the Derbyshire Dales Business Advice service in order assist in the growth and development of tourism businesses in accordance with the objectives of the D2N2 Strategic Economic Plan.

Appendix 1 : VPD&D Budget 2014/15

| Income and Expenditure Statement 2014/15 | | Per month total | Total |
|--|----------------|------------------------|-----------------|
| Staff salaries (12 staff) | | 29,670 | 356,039 |
| Associated staff costs | | | |
| Death in service | | 125 | 1,502 |
| Travel and subsistence | | 1,083 | 13,000 |
| | | 30,878 | 370,541 |
| Management Expenses/overheads | | | |
| Finance Accountancy and Consultancy | | 2,917 | 35,000 |
| Rent, IT & HR Support | | 2,000 | 24,000 |
| Postage and stationery costs | | 375 | 4,500 |
| Equipment IT | | 125 | 1,500 |
| Room Hire and meeting costs | | 100 | 1,200 |
| | | 5,517 | 66,200 |
| Project Expenditure | | | |
| Annual Conference | | 458 | 5,500 |
| DMS & Kiosks - annual contract | | 2,819 | 33,823 |
| Industry communications | | 417 | 5,000 |
| | | 3,694 | 44,323 |
| Destination Activity: | | | |
| RGF Campaign cash & core marketing matched funding | | 4,375 | 52,500 |
| RGF Campaign - Cash & In Kind | | 4,167 | 50,000 |
| Core Marketing budget | | 18,333 | 220,000 |
| 2014 Summer of cycling | | 1,667 | 20,000 |
| Arts Council - tactical marketing campaign | | 1,667 | 20,000 |
| Evaluation (STEAM & VE brand tracker) | | 889 | 10,665 |
| Sub Total | | 31,097 | 373,165 |
| | | | |
| Total anticipated expenditure 2014/15 | | £71,186 | £854,229 |
| | | | |
| FUNDED BY: | 2013/14 | | 2014/15 |
| Derbyshire County Council | 234,000 | | 164,000 |
| Derby City Council (incl. DMS) | 38,997 | | 38,997 |
| Chesterfield Borough Council (incl. DMS) | 17,217 | | 13,717 |
| Bolsover District Council | 10,500 | | 10,500 |
| North East Derbyshire District Council | 10,500 | | 10,500 |
| South Derbyshire (incl. DMS) | 12,552 | | 6,552 |
| Erewash | 9,500 | | 9,500 |
| Amber Valley | 9,500 | | 9,500 |
| High Peak Borough Council | 11,802 | | 11,802 |

| | | | |
|---|-----------------|--|-----------------|
| Derbyshire Dales District Council (incl. DMS) | 16,217 | | 16,217 |
| Peak District National Park (incl. DMS) | 11,831 | | 11,831 |
| Staffordshire Moorlands (includes DMS + kiosk) | 13,802 | | 13,802 |
| University of Derby, Derby College & Sheffield Hallam | 18,500 | | 18,500 |
| Kirklees, Cheshire and Sheffield | 41,500 | | 12,500 |
| Marketing Collateral income - Welcome & App | 41,764 | | 42,000 |
| Private Sector Partner income - RGF Campaign | 35,955 | | 10,000 |
| Visit England Income - RGF main Campaign and thematic | 127,500 | | 42,500 |
| Marketing in kind match RGF | tbc | | 40,000 |
| Arts Council | 0 | | 20,000 |
| Visitor Guide, web and membership income | 243,000 | | 245,000 |
| Conference and Excel income | 4,780 | | 5,500 |
| Conference Derbyshire | 6,497 | | 6,500 |
| D2N2 - transition funding (inc summer of cycling) | 0 | | 50,665 |
| Reserves | 0 | | 50,000 |
| Total Income | £915,914 | | £860,083 |
| Surplus/-Deficit | | | £5,854 |
| Balance | £915,914 | | £860,083 |

| Income Summary | | | |
|--|-----------------|--|-----------------|
| Derby and Derbyshire Local Authority Contribution | 396,418 | | 316,918 |
| Peak District - Primary Destination Partners | 41,500 | | 12,500 |
| College and University contributions | 18,500 | | 18,500 |
| Visit England Income - RGF & Pvte sector | 163,455 | | 92,500 |
| Arts Council fund | 0 | | 20,000 |
| D2N2 | 0 | | 50,665 |
| Private Sector Investment - core marketing and campaigns | 296,041 | | 299,000 |
| Reserves | 0 | | 50,000 |
| Sub Total | £915,914 | | £860,083 |
| Contributions expressed as a percentage | | | |
| Derby and Derbyshire Local Authority Contribution | 43% | | 37% |
| Peak District - Primary Destination Partners | 5% | | 1% |
| College and University contributions | 2% | | 2% |
| Visit England Income - RGF | 18% | | 11% |
| Arts Council fund | 0% | | 2% |
| D2N2 | 0% | | 6% |
| Private Sector Investment | 32% | | 35% |
| Reserves | 0% | | 6% |
| Total | 100% | | 100% |