

YORKSHIRE DALES NATIONAL PARK AUTHORITY

28 March 2006

NORTH YORKSHIRE SUB REGIONAL TOURISM REVIEW**Purpose of report**

To update members on progress in relation to the new Tourism agenda in North Yorkshire; and to seek a member representative for the Dales/Harrogate Area Tourism Partnership (ATP).

Strategic Planning Framework

Information and recommendations contained in this report are consistent with the Authority's statutory purposes and its approved strategic planning framework: -

- **National Park Management Plan**

UE4 Understanding and Enjoyment should spread beyond the NP boundary to regional, national and international audiences.

UE5 promoting understanding and enjoyment of the national park and its special qualities will be most successful when as many people as possible are involved.

UE6 more users does not have to mean more problems, increasing understanding of the national park encourages users to change how they act.

- **Best Value Performance Plan**

Provide accessible high quality information and services that stimulate interest, encourage responsible behaviour and so help as many people as possible to enjoy the special qualities of the national park

Sustainable Tourism is currently a priority B programme and the Joint Promotions Initiative (JPI) is on the Authority's list of approved partnerships.

Background

In November 2005 members considered a paper, which highlighted the changes taking place, in the way tourism was to be managed, in North Yorkshire (the Sub Region) These changes came about as a result of a national review, which resulted in a government decision to give the Regional Development Agencies (RDA's) an increased role and responsibilities for tourism. As a result Yorkshire Forward, commissioned a programme of research and consultation, which has resulted in the establishment of Three Area Tourism Partnerships in the North Yorkshire sub region. These ATP's are –

- York
- Moor and Coast
- Yorkshire Dales and Harrogate

The National Park Authority has been involved in a tourism partnership for a number of years, the Yorkshire Dales Joint Promotions Initiative (JPI) which members should be familiar with. The new ATP arrangements are a logical extension to this partnership.

In November 2005 the Authority considered an outline business plan for the Yorkshire Dales and Harrogate ATP. The final version of this business plan (attached as an **Annex**) was submitted to Yorkshire Forward for consideration in January 2006. Although final confirmation that Yorkshire Forward is satisfied with the submission has not yet been received, the ATP has had a positive informal response that it is acceptable.

During the development of the business plan a meeting took place involving the Chief Executives of Craven, Richmondshire, Harrogate District Councils and the National Park Authority to discuss aspects of the emerging document. As a result some changes to the plan, mainly relating to representation on the Partnership, have been included. These changes include the appointment of a member, from each of the partners to assist in steering the work of the partnership. This appointment is for a three-year period. An officer, acting in an advisory capacity will assist the member in this work. The detailed action plan, to implement the Business Plan, is still being developed by the new partnership and has to be submitted to Yorkshire Forward by June 2006.

Next Steps

The next stages in this process are: -

1. Yorkshire Forward to confirm they are satisfied with the Business Plan.
2. Agree the role of the sub regional body to oversee access to the Sub Regional Investment Plan (SRIP)
3. Seek initial start up funding from Yorkshire Forward.
4. Seek agreement regarding Authority involvement in the Area Tourism Partnership.
5. Communicate information about the new Area Tourism Partnership to stakeholders and businesses.
6. Preparation of a detailed action plan on how the partners will deliver sustainable tourism by June 2006.

Conclusion

This process will allow the National Park Authority to work with key partners in the formation of a strategic, sustainable partnership between the private and public sector. It will further develop the work of the Dales Tourism Forum and the Yorkshire Dales Joint Promotions Initiative, in raising the profile of tourism in economic and environmental terms within the Yorkshire Dales.

RECOMMENDATION

That members note the progress being made and agree that: -

1. Officers work with Yorkshire Forward to finalise agreement on the three-year business plan.

2. A member representative is appointed to represent the Authority on the Yorkshire Dales and Harrogate ATP.
3. A further paper is brought back to a future Authority meeting providing members with the detailed action plan.

Julie Barker
Sustainable Tourism Manager

28 March 2006

Previous papers - North Yorkshire Sub-Regional Tourism Review, NPA November 2005

YORKSHIRE DALES

&

HARROGATE

AREA TOURISM PARTNERSHIP

BUSINESS PLAN

2006 – 2010

Contents

1. Executive Summary
2. Introduction
 - 2.1 Summary
 - 2.2 Background
 - 2.3 Rationale for the Yorkshire Dales Area Tourism Partnership
 - 2.4 Development of the Yorkshire Dales Area Tourism Partnership
 - 2.5 Timeframe
 - 2.6 Content
 - 2.7 Limitations
3. Wider Context and Strategic Rationale
 - 3.1 The Regional Context
 - 3.2 The Sub-Regional Context
 - 3.3 The Local Context
4. The Function of the Yorkshire Dales Area Tourism Partnership
 - 4.1 Rationale of the Yorkshire Dales Area Tourism Partnership
 - 4.2 Principles and Aims of Operation
 - 4.3 Roles and Responsibilities
5. Operational Framework and Governance Arrangements
 - 5.1 Organisational Form and Decision-making Arrangements
 - 5.2 Legal Status
6. First Year Priorities for the Yorkshire Dales Area Tourism Partnership
7. Financial Profile
8. Risk Assessment
9. Performance Targets

Appendices:

- Appendix A - Terms of Reference
- Appendix B - Implementation Plan

1. Executive Summary

The purpose of this Business Plan is to present the partners' vision for the development of the existing partnership approach in order to:

- Build on existing achievements,
- Strengthen the involvement of the private sector,
- Develop and grow its range of activities and functions,
- Extend the Partnership to include the whole of Harrogate Borough,
- Maximise the contribution made by tourism earnings in the Yorkshire Dales to the 5% per annum growth target for the Yorkshire region.

With the Yorkshire Dales being the third most mentioned destination in Yorkshire for a weekend away, short break or holiday, the area is a key component of the region's tourism product and has a leading role to play in supporting the successful delivery of the region's Strategic Framework for the Visitor Economy. Furthermore, with 9% increase in tourism earnings between 2003 and 2004, and 11% growth in the number of tourist days during the same period, the Yorkshire Dales is well placed to enhance its role as a key destination, while adding to its value as part of the Yorkshire brand and increasing its contribution to the economic prosperity of the region.

Having succeeded in establishing an excellent eight-year track record of increasing business into the Yorkshire Dales, the existing partnership has proved valuable and effective in providing the support sought by the private sector. An extended and enlarged partnership is therefore well placed to deliver local and regional aspirations of providing the highest quality standards in terms of facilities and customer service.

The Business Plan outlines the development of the existing partnership approach, paying particular attention to its expanded functions and revised operational and management framework. It is recognised that the revised partnership is an organic structure that will be subject to evolution and change in order to meet new challenges and changes in the market place. The Business Plan also highlights a number of activities that the partnership will focus on, in order to continue to develop the Yorkshire Dales and Harrogate as a quality destination, which is primed to give the visitor a quality experience from first contact (pre-arrival) through to departure. These will be elaborated upon in the forthcoming Area Tourism Plan for the Yorkshire Dales and Harrogate.

2. Introduction

2.1 Summary:

The Business Plan covers the four-year period commencing April 2006 to March 2010 for the Yorkshire Dales and Harrogate Area Tourism Partnership. The Business Plan looks at the development of the existing partnership approach by:

- (a) The merger of the successful and high profile Yorkshire Dales Joint Promotions Initiative and the Dales Tourism Forum in order to form one partnership,
- (b) Expanding the role of the partnership to encompass the whole of Harrogate Borough,
- (c) Integrating more closely the activities of individual partners, and
- (d) Involving the private sector in setting and delivering the tourism agenda.

2.2 Background:

The promotion and development of tourism within the Yorkshire Dales currently falls within the remit of two partnerships, the Dales Tourism Forum and the Yorkshire Dales Joint Promotions Initiative. The following is a brief outline summary explaining the rationale behind the formation of the two partnerships and their operational remit.

Dales Tourism Forum

The Dales Tourism Forum was derived from the Working Group responsible for the co-ordination of the Yorkshire Dales Visitor Study (1991). Following the formal presentation in 1992 to sponsoring bodies and Councillors, it was agreed that the Working Group should continue to meet with the aim of ensuring that policies for tourism and management of the Yorkshire Dales National Park and the wider Dales area in the future are co-ordinated in an effective way.

The Dales Tourism Forum was the first time that all the organisations with a remit to address tourism issues had come together in partnership, to facilitate the free exchange of information and ideas, the development of new initiatives and sharing of resources.

Whilst the environment in which the Dales Tourism Forum operates has changed, the ethos behind its formation in 1992 still remains relevant today, and therefore, the purposes of the Dales Tourism Forum, as defined in the Joint Common Policy Statement remain pertinent. The purposes of the Dales Tourism Forum are to seek to:

- (a) maximise the benefits of joint working where common ground can be established in their diverse aims and objectives for the area and to have an enabling role in the development of initiatives that benefit the area.
- (b) provide a strategic direction on tourism development by acting as an umbrella organisation for established initiatives such as the Yorkshire Dales Joint Promotions Initiative, and any other working groups, which may need to be set up to deliver projects.

Yorkshire Dales Joint Promotions Initiative:

The most high profile and successful initiative to be developed under the umbrella of the Dales Tourism Forum is the Yorkshire Dales Joint Promotions Initiative.

Formed in 1996, the Yorkshire Dales Joint Promotions Initiative was a groundbreaking marketing project focused on promoting the Yorkshire Dales as a single geographical entity, and today, still continues to set standards with regard to destination marketing. The partnership is frequently cited as a good example of local authorities working together and pooling resources to achieve a common objective.

Prior to 1996, local authorities had previously promoted themselves using their individual district names. However, according to the findings of the North Yorkshire Attitudes and Motivations Study (1994), this had been ineffectual, as respondents did not recognise the districts, found it confusing and felt there was an overall lack of identity. Whereas they already had a degree of knowledge with regard to geographical areas, such as the Yorkshire Dales, North York Moors, York and Harrogate, and unanimously agreed that they would prefer information to be delivered in a similar format. It was therefore a natural progression for the Dales Tourism Forum, led by the District Councils of Craven and Richmondshire to join together to promote themselves under the umbrella of the Yorkshire Dales.

The Yorkshire Dales Joint Promotions Initiative continues to be seen as an innovative approach to destination marketing, as it moves away from the traditional perception held by local authorities in that people are familiar with, and, are influenced by administrative boundaries when choosing a holiday destination whereas, in fact, by acting in isolation individual effort can result in lost opportunities. The Joint Promotions Initiative is not merely an add on to existing promotional activities, but a radical and pioneering partnership approach to promote an alternative vision of the Yorkshire Dales by creating a new recognisable identity based on a single geographical area.

A primary objective of the Joint Promotions Initiative is to enhance the economic prosperity of the Yorkshire Dales by stimulating greater demand for services and products provided by local businesses, resulting in the creation of new business and employment opportunities. The following table shows how tourism in the Yorkshire Dales has performed since the establishment of the Joint Promotions Initiative, and the contribution that it makes to the region's economy.

	1997	1999	2002	2004
Value of tourism earnings	£183.4million	£209.9million	£236.1million	£416.9million
Employment (FTEs)	6,723	6,838	7,183	10,513
Tourist Days	8,916,000	10,350,000	11,120,000	13,113,000
Tourist Numbers	5,904,000	7,583,000	8,300,000	9,587,000

Source: (i) Scarborough Tourism Economic Activity Monitor (STEAM)

The existing partnership approach to the development and promotion of tourism in the Yorkshire Dales already has an excellent track record of increasing business into the area, and therefore is well placed to make a significant contribution to the 5% per annum growth target on tourism earnings for the Yorkshire region.

2.3 Rationale for the Yorkshire Dales and Harrogate Area Tourism Partnership:

Yorkshire Forward initiated a review of how tourism was supported across the region in response to being given strategic responsibility for tourism in April 2003.

The review concluded that there was widespread concern across the tourism industry that the current support structures were inadequate to deliver the services in terms of the support and promotion that the industry would like to see. In particular, concerns were raised regarding confusion over the roles of the currently established organisations and the belief that there was some duplication of activities. It was therefore recommended that in order to address these concerns a new, clearer structure for tourism in the region was needed.

Furthermore, the review concluded that whilst the Joint Promotions Initiative was a good example of local authorities working together and pooling resources to achieve a common objective, there was a threat to its long-term existence due to the lack of a formal framework. The report by KPMG, entitled Yorkshire and the Humber Tourism Study (June 2002) stated that the loss of such a successful partnership would be seen as a retrograde step.

Part of the review work commissioned by Yorkshire Forward involved a major consultation exercise to help determine the most appropriate arrangements for supporting tourism activity and delivery at a sub-regional level.

This involved individual interviews and a series of workshops with key players in the industry from private and public sectors across the sub-region. Feedback from the consultations held in the Districts of Craven and Richmondshire was very supportive of the existing partnership approach to the development and promotion of the area under the umbrella of the Yorkshire Dales.

Those businesses attending the workshops said that their preferred option to lead the co-ordination and delivery of tourism services within the Yorkshire Dales was through an enhanced Joint Promotions Initiative. The workshops felt that the adoption of a more formal strategic structure would improve input from, and encourage the involvement of the private sector. It was felt that "no change" to the current delivery mechanism would be a retrograde step and a missed opportunity for improvement.

2.4 Development of the Yorkshire Dales and Harrogate Area Tourism Partnership:

The Business Plan therefore takes forward the existing partnership approach and represents the first step of merging the Yorkshire Dales Joint Promotions Initiative, the remainder of Harrogate Borough and the Dales Tourism Forum

to form one fully integrated, cohesive and strategic partnership – the Yorkshire Dales and Harrogate Area Tourism Partnership.

In addition to confirming the role that the Yorkshire Dales and Harrogate Area Tourism Partnership will play in supporting the local tourism industry and its contribution to the delivery of the region's Strategic Framework for the Visitor Economy, the Business Plan covers the practical issues of the partnership's operational framework, staffing, funding and performance monitoring arrangements.

The Business Plan also offers an opportunity to start the process of developing the key themes and priorities that partners wish to pursue in the continued development of the Yorkshire Dales as a popular, high quality visitor destination. In this way, the Yorkshire Dales will assist the region to reach its target of 5% annual growth in tourism earnings by 2010. The key themes and priorities for achieving the aspirations of the Yorkshire Dales will be developed much further in the Area Tourism Plan for the Yorkshire Dales and Harrogate, which will be prepared in the spring of 2005, and will inform the first review of this Business Plan.

2.5 Timeframe:

It is intended that the Business Plan is flexible, with the capacity to evolve and change in order to meet new challenges and changes in the market place. Notwithstanding, the requirements and activities in the first financial year (2006/2007) are reasonable estimates, those for the remaining three financial years (2007/2008, 2008/2009 and 2009/2010) will need to be modified in light of a number of factors, starting with the Yorkshire Dales and Harrogate Area Tourism Plan in spring 2006, and continuing with the Sub-Regional Investment Planning process (SRIP) in the summer/autumn of 2006. In addition, operational and management framework will be reviewed in the context of the Yorkshire Dales and Harrogate Area Tourism Plan.

2.6 Content:

The Business Plan assesses the national, regional, sub-regional and local strategic context in which the Yorkshire Dales tourism industry operates, and seeks to show how the Yorkshire Dales and Harrogate Area Tourism Partnership, with the support of other agencies, will help to grow the value of tourism in the area and sub-region, and therefore add value to the economy at all levels. The Business Plan will then outline the remit and functions of the Yorkshire Dales and Harrogate Area Tourism Partnership, its operational and management framework, required staffing, expenditure and funding profiles and initial performance targets and monitoring arrangements. The Business Plan will conclude with a risk assessment of the partnership and implementation plan of activities, including the production of the Yorkshire Dales and Harrogate Area Tourism Plan.

2.7 Limitations:

At this stage, the Business Plan is an indicative plan for the second, third and fourth years of operation. The first year of operation, covering the financial year 2006/2007 will be reviewed in the light of the Yorkshire Dales and Harrogate Area Tourism Plan and decisions on funding.

3. Wider Context and Strategic Rationale

The public and private sector across the Yorkshire Dales already has an excellent record of working in partnership internally. In addition, to which, it also has a reputation for actively seeking and welcoming the development of joint working arrangements with other groups outside the area in order to operate in a much wider context and deliver greater benefits. This ethos of joint working in order to support the achievement of the wider aspirations for the sub-region and region are at the forefront of this Business Plan.

3.1 The Regional Context:

“A Strategic Framework for the Visitor Economy” (produced by Yorkshire Forward in 2005) provides the strategic context for the region. This outlines a number of proposed objectives and targets. The headline target is to be the “Leading Edge” region for tourism and increase the value of tourism earnings by 5% per annum (from £4.2 billion in 2003 to £5.9 billion by 2010).

Other priorities and objectives include:

- Sustainable Tourism - to achieve growth in the visitor economy consistent with the principles of sustainable development.
- Innovation and Product Development - to foster innovation in tourism and support ‘step change’ of the tourism product.
- Quality and Quality of Place -to achieve increases in visitor satisfaction by improving quality of place and quality of product.
- Business support and skills – to support business growth and innovation in tourism, and develop the entrepreneurial and business skills of the tourism workforce
- The Information Base and Market Intelligence – improve the quality of data available to support the long term planning and assist businesses to be more competitive.
- Visitor Information – to gain a strong competitive edge for Yorkshire and Humber by providing state of the art information services.
- Marketing – increase earnings from tourism by targeting high spending visitors, and develop the marketing strategy to deliver the principles of sustainable tourism.

The Strategic Framework for the Visitor Economy identifies specific actions where sub-regional partnerships will have either a leading or supporting role. They include actions relating to:

- Sustainable tourism
- Quality and quality of place
- Business Growth, Development and Skills
- The Information Base and Market Intelligence
- Visitor Information
- Marketing

The regional Marketing Strategy (produced by Yorkshire Tourist Board) also provides relevant context. This will provide an overall framework for regional tourism marketing and is due to be published in February 2006

3.2 The Sub-Regional Context:

Discussions are currently taking place about how the three Area Tourism Partnerships in the York and North Yorkshire sub-region can work together in putting forward tourism proposals into the Sub-Regional Investment Plan process. These discussions will not be concluded, however, until all three Area Tourism Partnerships are operational, so the sub-regional context will be developed more fully later in 2006.

The Sub-Regional Investment Plan for York and North Yorkshire sets out the priorities for investment in support of the Regional Economic Strategy. The priorities are being revised at present.

3.3 The Local Context:

There are a number of local strategies and policy documents, which strongly feature tourism as a key economic driver, and therefore, are of relevance to the Yorkshire Dales and Harrogate Area Tourism Partnership and will also influence the key themes and priorities that the partners wish to develop much further in the Area Tourism Plan. These documents include:

- Tourism Strategy for Craven
- Craven Economic Development Strategy
- Craven District Council's Corporate Plan (2005 to 2008)
- Craven Community Strategy
- Harrogate District Tourism Strategy
- Richmondshire Tourism Strategy
- The Yorkshire Dales National Park Authority Integrated Access Strategy

4. The Function of the Yorkshire Dales and Harrogate Area Tourism Partnership

4.1 Rationale of the Yorkshire Dales and Harrogate Area Tourism Partnership:

To establish a formal strategic, sustainable partnership between the private and public sector to enable them both to provide a customer focussed service and quality product, which will give a competitive edge to the Yorkshire Dales and raise the profile of tourism as an economic driver, whilst valuing the unique environment and the quality of life of local people.

4.2 Principles and Aims of Operation:

Principle 1:

To establish an integrated, strategic approach to the long-term development of the “tourism product” by:

- acting as an umbrella organisation for the co-ordination and delivery of tourism services
- preparing a strategy for the development of the tourism product and overseeing the delivery of the Area Tourism Plan
- establishing performance targets

Principle 2:

To build on the existing good practice shown in the current partnership approach to the promotion of the Yorkshire Dales as a single geographical entity by:

- improving the effective use of existing resources
- maximising the benefits of joint working
- providing a more effective and efficient service to the visitor

Principle 3:

To improve service delivery to the tourism industry by:

- providing a seamless approach to service delivery
- optimising the specialist skills and expertise held by the public sector partners
- delivering a service which exceeds the needs of the tourism industry

Principle 4:

To engage the tourism industry and achieve the active involvement of businesses of all sizes by:

- enabling the tourism industry to play a leading role in setting and delivering the tourism agenda
- enabling all businesses to have a stake in the partnership
- establishing effective dialogue with the tourism industry

Principle 5:

To encourage the partnership to be sustainable by:

- ensuring the partnership has the ability to generate its own revenue
- promoting environmental good practice
- ensuring the active, long-term support of the public sector partners
- obtaining and retaining the active support and participation of the tourism industry

Principle 6:

To ensure that the partnership and the sub-regional tourism delivery structure is complementary by:

- participating in the Sub-Regional Investment Planning process
- building links with other sub-regional partnerships and sharing good practice
- ensuring that the partnership supports and contributes towards the delivery of the region's Strategic Framework for the Visitor Economy

4.3 Roles and Responsibilities:

The Yorkshire Dales and Harrogate Area Tourism Partnership sees its responsibilities covering the following areas of activity. However, it is anticipated that it will take up to two years to implement the appropriate changes to current work practices and technology functionality before the partnership is in a position to provide the full spectrum of activity and services to the standard aspired to.

Area Tourism Plan

The Yorkshire Dales and Harrogate Area Tourism Partnership will lead in the preparation of an Action Plan for the local tourism industry, identifying the key themes and priorities for the management, development and marketing of the Yorkshire Dales as a quality visitor destination. The Area Tourism Plan, which will be prepared in consultation with the many public, private and voluntary sector organisations who are involved and contribute towards the creation and promotion of the tourism product, will bring together all current activity, future aspirations and priorities in order to determine the future direction of tourism across the Yorkshire Dales. In addition to establishing the context for future growth and development, the Area Tourism Plan will be about providing a catalyst for co-ordinating action in order to make the most of existing resources, attracting new investment and achieving better results.

Business Engagement

One of the key principles of the Yorkshire Dales and Harrogate Area Tourism Partnership will be to engage all sectors of the tourism industry, not just hospitality and visitor attractions. In accordance with the rationale of the Partnership, it will encourage operators to achieve high quality standards, both in terms of facilities and customer care. In conjunction with the Yorkshire Tourist Board and other sub-regional partners, the Partnership will be committed to helping achieve the regional target of 80% accommodation businesses being inspected by 2010.

The Partnership will look to engage and establish effective dialogue with the tourism industry by operating a free registration scheme for businesses. In addition to the operation of a business-to-business section on the website and the circulation of a monthly newsletter, all members of the tourism industry will be invited to attend regular forums in order to give them an opportunity to communicate directly with the Partnership.

The Delivery Hub will act as the point of contact for businesses and partners in order to ensure a seamless approach to service delivery in a clear and accessible way. The Delivery Hub will be responsible for all communication with the local tourism industry, and will handle all enquiries and issues of quality. Whilst the Delivery Hub may not be able to solve all enquiries, it will be supported by an easily identifiable structure, which will enable these enquiries to be passed on to the appropriate service provider.

Product Development

The Yorkshire Dales and Harrogate Area Tourism Partnership will influence and, where appropriate, be involved in or initiate product development and investment through its Area Tourism Plan. The Partnership will look to use its special position to identify gaps/deficiencies in infrastructure, accommodation provision, events and activities, which when filled would lead to a greatly enhanced Yorkshire Dales product. The Partnership would wish to work with Yorkshire Forward and the Yorkshire Tourist Board on the development of initiatives, which promote innovation in tourism, and support a step change in the development of the tourism product.

Research and Data Intelligence

In order to guide strategy and service development, a key activity for the Yorkshire Dales and Harrogate Area Tourism Partnership will be research, performance monitoring and economic impact modelling. In conjunction with the Yorkshire Tourist Board and Yorkshire Futures, the Area Tourism Partnership will help improve the quality of data available for both the region and the Yorkshire Dales.

This activity will inform the development of marketing campaigns, and monitor their effectiveness in achieving the target outcome. This type of work will contribute to the emerging Regional Tourism Marketing Strategy.

This area of activity will also cover the management of business and customer databases, such as the Customer Relationship Management (CRM) system, which will help ensure that the Yorkshire Dales and Harrogate Area Tourism Partnership can play a role in supporting the emerging Action Plan for Visitor Information Provision in Yorkshire and the Humber.

Marketing

In order to maximise the economic impact of tourism to the Yorkshire Dales, and make a significant contribution to the achievement of the growth target for tourism earnings in the region, the Area Tourism Partnership will look to target higher spending visitors by undertaking appropriate marketing activity. The range of marketing activity that the Partnership will look to undertake will include the production and distribution of printed materials; maintenance and

promotion of the website, advertising campaigns, trade and consumer exhibitions, brand animation and public relations (including media communications, newsletters and familiarisation trips). The marketing activity undertaken by the Partnership will support and contribute to the delivery of the emerging Regional Tourism Marketing Strategy.

The existing partnership approach has been successful in eliminating duplication by producing one piece of print for the Yorkshire Dales as a whole instead of the previous District-based publications, such as the Visitor Guide and Events listing. The Yorkshire Dales and Harrogate Area Tourism Partnership will also be looking to identify further areas of duplication and opportunities to rationalise activity further in order to maximise the effectiveness of available resources - human and monetary. This represents another way in which the Partnership will make a positive contribution to the emerging Action Plan for Visitor Information Provision in Yorkshire and the Humber.

Information Provision

The Area Tourism Partnership will have responsibility for ensuring that the same high standard of information is provided to the visitor throughout the Yorkshire Dales. This will mean that the Partnership will be responsible for ensuring a high standard of service provision at all Information Centres and Information Points; the production of an improvement plan is one of the priorities identified for the first year of this Business Plan. The Partnership will work closely with the Yorkshire Tourist Board to ensure interoperability between the two Destination Management Systems (DMS) – Nexus and Integra that are currently in operation in the Yorkshire Dales.

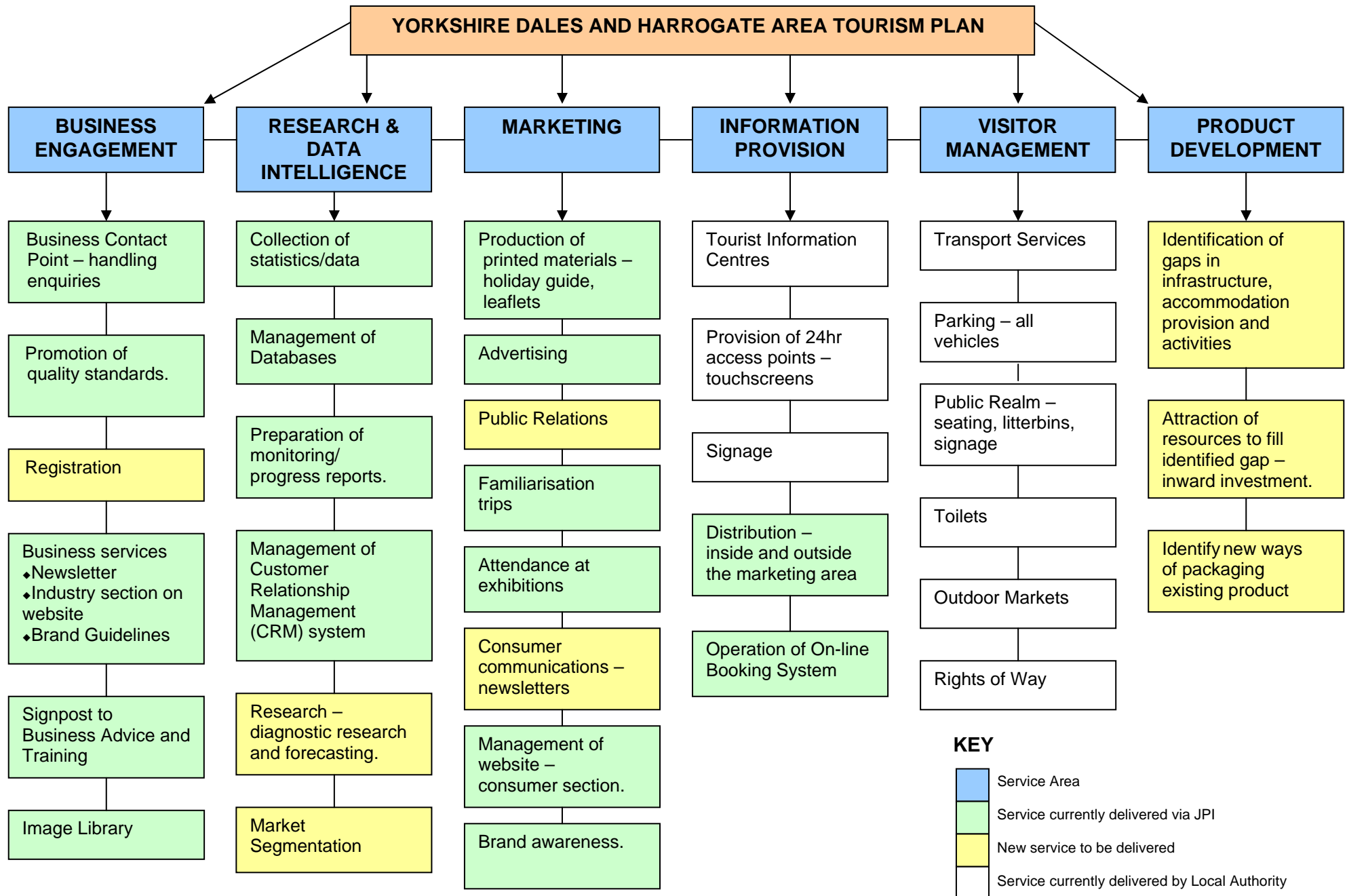
Through this activity area, the Partnership will work in conjunction with the Yorkshire Tourist Board to (a) increase the quality of information available to visitors, especially via the website and emerging technologies and, (b) promote on-line bookability. The Partnership will play a key role in contributing to the delivery of the emerging Action Plan for Visitor Information Provision in Yorkshire and the Humber.

Visitor Management

This activity encompasses the entire infrastructure required by people when visiting the Yorkshire Dales, including transport services, car parking, toilets, signage, seating, litterbins, outdoor markets, etc. Whilst the Yorkshire Dales and Harrogate Area Tourism Partnership will not be taking direct responsibility for the delivery of these services, it will work internally and externally with other authorities and agencies in order to achieve a high quality and integrated approach across the whole area.

The diagram on page 14 illustrates the range of functions that the Yorkshire Dales and Harrogate Area Tourism Partnership will be directly responsible for delivering and those activities where the Partnership will be undertaking a co-ordinating role in order to ensure quality of provision and service.

Roles and Responsibilities of the Yorkshire Dales and Harrogate Area Tourism Partnership



5. Operational Framework and Governance Arrangements

5.1 Organisational Form and Decision-making Arrangements:

The proposal presented in the Business Plan is to merge the successful and high profile Yorkshire Dales Joint Promotions Initiative, the Dales Tourism Forum and the remainder of Harrogate Borough in order to create one fully integrated public and private sector partnership – the Yorkshire Dales and Harrogate Area Tourism Partnership.

The Partnership Executive

The Partnership will be directed by a Partnership Executive, which will be charged with the responsibility of:

- Determining priorities
- Leading the delivery of the Yorkshire Dales and Harrogate Area Tourism Plan
- Co-ordinating policy
- Agreeing budgets priorities
- Monitoring performance/progress

Five members on the Partnership Executive will be selected by each of the following local authority partners:

- Richmondshire District Council
- Craven District Council
- Yorkshire Dales National Park Authority
- South Lakeland/Eden District Council
- Harrogate Borough Council

In order to gain a balanced view of tourism within the Yorkshire Dales, the remaining members of the Partnership Executive will be recruited from the private sector. In order to try and cover the broadest range of industries that contribute to the Yorkshire Dales tourism project, the private sector members will be selected with respect to a particular sector of the tourism industry. For example:

- Accommodation
- Attractions
- Events (through an events organiser)
- Retail/Local Producer
- Food & Drink

In addition to which, a Board Director for the Yorkshire Tourist Board, such as the Champion for North Yorkshire will also be invited to have a place on the Partnership Executive to strengthen linkages, communication and co-ordination of priorities between the Partnership and the Yorkshire Tourist Board.

Furthermore, the Partnership Executive will look to recruit an Independent Business Advisor/Guru, who with a wealth of experience in business will be able to probe and give an impartial view on proposals and ideas. The Partnership will be looking to recruit someone from a non-tourism sector,

who, whilst having a connection/interest in the Yorkshire Dales area as the relevant expertise and experience, such as in marketing, public relations, financial.

The Partnership Executive will appoint one of its members to be Chair, paying due respect to the experience, expertise and skills required and of the time commitment needed for the Chair to represent the Yorkshire Dales and Harrogate Area Tourism Partnership to the tourism industry and other stakeholders.

The qualities and expertise that the Yorkshire Dales and Harrogate Area Tourism Partnership will be looking for from its private sector members is outlined in the Terms of Reference at Appendix A.

Operational Working Group

Local Authority Tourism Officers will form the basis of an Operational Working Group, to oversee and take on responsibility for the delivery of day-to-day delivery and operational issues. The core of the Operational Working Group will comprise of Tourism Officers from the following authorities:

- Richmondshire District Council
- Craven District Council
- Yorkshire Dales National Park Authority
- South Lakeland/Eden District Council
- Harrogate Borough Council
- Hambleton District Council
- North Yorkshire County Council
- Yorkshire Tourist Board

Other Officers, including representatives of the private sector will be invited to attend and participate in the work of the Operational Working Group on any occasion to provide technical expertise and/or input on individual topics or projects as appropriate, such as information technology, public relations.

The function of the Operational Working Group will be to:

- Co-ordinate operational activities
- Manage delivery of the Yorkshire Dales and Harrogate Tourism Action Plan
- Develop new initiatives/products
- Advise and update the Partnership Executive

Partnership Co-ordinator and Delivery Hub

A vital component of the Yorkshire Dales and Harrogate Area Tourism Partnership will be the Partnership Co-ordinator and the Delivery Hub, who will be responsible for:

- Delivering the Yorkshire Dales and Harrogate Area Tourism Plan
- Acting as secretariat for both the Partnership Executive and the Operational Working Group
- Updating and reporting to the Partnership Executive and the Operational Working Group
- Managing central functions/contact office

- Liaising with the private sector and overseeing the provision of business services, particularly to those businesses registered with the Partnership.

The Delivery Hub will act as a “front door” for businesses to access advice, business support and help with workforce skills. It will seek to guide and co-ordinate the provision of business support and training in conjunction with sub-regional partners, such as the Learning Skills Council and Business Link York and North Yorkshire. The Delivery Hub will lead the Partnership’s drive to encourage operators to achieve high quality standards, including the importance of participating in accreditation services. Working with the Yorkshire Tourist Board, the Delivery Hub will contribute to helping the region achieve its target of 80% accommodation businesses being inspected by 2010.

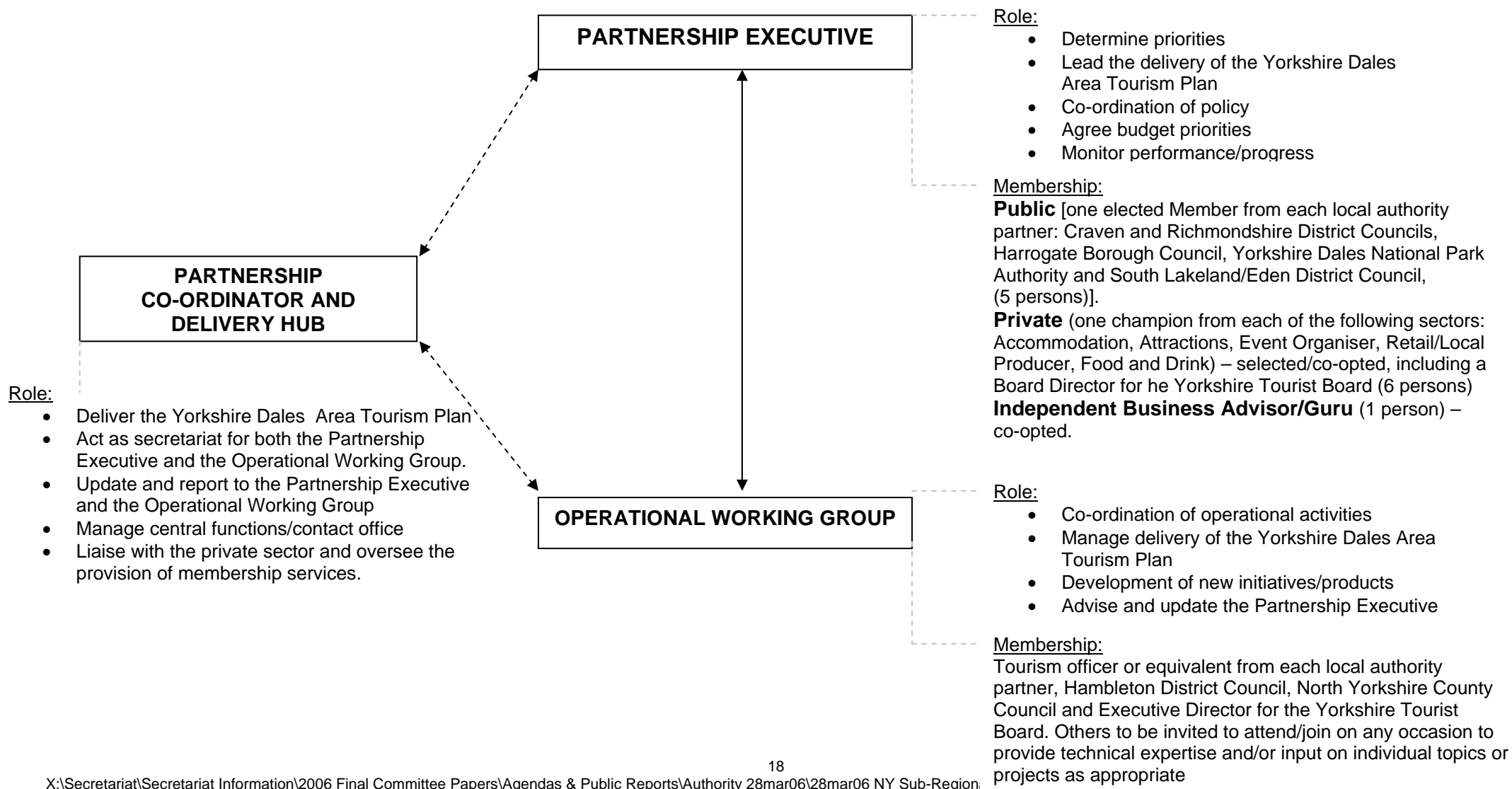
The diagram of page 18 gives an overview of the organisational form as described above.

5.2 Legal Status:

The Yorkshire Dales and Harrogate Area Tourism Partnership will be a self-managing organisation directed by an Executive Partnership. The Partnership will be an unincorporated body and as such Craven District Council will act as its “accountable body” for the receipt, payment, accounting and auditing of all funds of the Partnership. Craven District Council will also act as the employing body for the three paid staff employed specifically to serve the Yorkshire Dales and Harrogate Area Tourism Partnership. These posts form the nucleus of the Delivery Hub and will be located at offices in Settle.

Organisational Form and Decision-making Arrangements of the Yorkshire Dales and Harrogate Area Tourism Partnership

The following is an overview of the operational and management framework governing the Yorkshire Dales and Harrogate Area Tourism Partnership.



6. **First Year Priorities for the Yorkshire Dales and Harrogate Area Tourism Partnership**

In the first year of this Business Plan, the Yorkshire Dales and Harrogate Area Tourism Partnership will have the following key priorities:

Establishment of the Yorkshire Dales and Harrogate Area Tourism Partnership

- Recruitment and induction of the Partnership Co-ordinator
- Recruitment of private sector members to the Partnership Executive
- Selection of Chair for the Partnership Executive
- Establishment of good working relationships with other sub-regional partners and Area Tourism Partnerships
- Investigate opportunities to use the Yorkshire Dales brand to generate revenue

Business Engagement

- Launch the new Partnership in April 2006
- Keep businesses informed about the development of the Partnership throughout the year and the range of services available and how to access them
- Develop a Communication Strategy aimed at establishing effective dialogue between the Partnership and the local tourism industry
- Launch the free registration scheme for businesses
- Host at least one forum in each administrative area for local businesses

Yorkshire Dales and Harrogate Area Tourism Plan

- Preparation of the Area Tourism Plan in consultation with the many public, private and voluntary sector organisations who are involved and contribute towards the creation and promotion of the tourism product. The Area Tourism Plan will identify what needs to be done, and by whom, to develop the tourism product, promote the Yorkshire Dales, improve the visitor experience and help businesses to become more productive and profitable.

Product Development

- Identify opportunities for innovative product development

Marketing

- Review the current market segments in respect of the Yorkshire Dales and define target markets
- Develop a Marketing Plan for 2007 and onwards
- Identify new opportunities to co-ordinate promotional activities and rationalise printed materials.

Visitor Information

- Prepare an improvement plan for the Partnership's Tourist Information Centre network
- Work with the Yorkshire Tourist Board to ensure interoperability between the two Destination Management Systems (DMS) – Nexus and Integra

7. Financial Profile

The budget summary on page 22 provides an indication of the projected costs in respect of the operation of the Yorkshire Dales and Harrogate Area Tourism Partnership, including delivery of core areas of activity. The need for further investment to support new products to deliver other agreed priorities will be elaborated upon in the forthcoming Yorkshire Dales and Harrogate Area Tourism Plan.

At this stage, it is envisaged that funders will buy into supporting the operating and core costs of the Partnership, as this is the mechanism by which to enable the Yorkshire Dales to achieve its aspirations and make a major contribution towards achieving the growth target with regard to tourism earnings for the region.

Notwithstanding, the requirements and activities in the first financial year (2006/2007) are reasonable estimates, those for the remaining three financial years (2007/2008, 2008/2009 and 2009/2010) will need to be modified in light of a number of factors, starting with the Yorkshire Dales and Harrogate Area Tourism Plan in spring 2006, and continuing with the Sub-Regional Investment Planning process (SRIP) in the summer/autumn of 2006.

Projected expenditure and funding in respect of the Yorkshire Dales and Harrogate Area Tourism Partnership during the lifetime of the Business Plan.

Expenditure Item:						Funding Source					
	2006/07	2007/08	2008/09	2009/10	Total	Yorkshire Forward	NYCC	JPI Core Budget	Private Sector	Partner In-kind	Total
Delivery Hub -											
Salaries and On-Costs	89,626	92,987	96,513	100,121	379,247	379,247					379,247
Recruitment	10,000	0	0	0	10,000	10,000					10,000
Operational Expenses	25,032	25,132	26,393	27,732	104,289	59,423				44,866	104,289
Sub-Total	124,658	118,119	122,906	127,853	493,536	448,670				44,866	493,536
Operational Activities -											
Business Engagement	31,040	32,944	33,945	35,363	133,292	133,292					133,292
Research & Data Intelligence	39,000	34,000	24,500	24,500	122,000	122,000					122,000
Marketing	615,363	661,605	695,796	729,226	2,701,990			107,636	690,204	1,904,150	2,701,990
Information Provision	691,421	694,169	714,994	736,443	2,837,027			78,364		2,758,663	2,837,027
Visitor Management											
Product Development											
Sub-Total	1,376,824	1,422,718	1,469,235	1,525,532	5,794,309	255,292		186,000	690,204	4,662,813	5,794,309
Total Expenditure	1,501,482	1,540,837	1,592,141	1,653,385	6,287,845	703,962		186,000	690,204	4,707,679	6,287,845
Funding Sources:											
Yorkshire Forward	183,366	174,325	170,178	176,093	703,962						
NYCC											
JPI Core Budget	47,379	46,207	46,207	46,207	186,000						
Private Sector	172,551	172,551	172,551	172,551	690,204						
Partner In-kind	1,098,186	1,147,754	1,203,205	1,258,534	4,707,679						
Total Funding	1,501,482	1,540,837	1,592,141	1,653,385	6,287,845						

8. Risk Assessment

There are two perspectives within the risk assessment, the first set of risks are concerned with the process of establishing Yorkshire Dales and Harrogate Area Tourism Partnership and the second are risks associated with the organisation once it has been set up.

Both sets are summarised in the following tables together with the potential impact and potential solutions.

8.1 Process Risk Assessment:

Potential Risk	Potential Impact	Potential Solution
Lack of agreement among local authority partners	<ul style="list-style-type: none"> ▪ Delays in setting up the new organisation ▪ External funding compromised ▪ Restricted access to the Sub-Regional Investment Planning process ▪ Non-participation on the sub-regional co-ordinating body 	<ul style="list-style-type: none"> ▪ Further discussion and negotiation ▪ External facilitation to resolve conflict ▪ Essential services and programmes delivered by partners
Lack of local authority support	<ul style="list-style-type: none"> ▪ Delays in setting up the new organisation ▪ Reduce the effectiveness of the Partnership ▪ Reduce the long- term sustainability of the Partnership 	<ul style="list-style-type: none"> ▪ Further discussion and negotiation ▪ Revisit the proposal
Insufficient funding and resources committed	<ul style="list-style-type: none"> ▪ The Yorkshire Dales and Harrogate Area Tourism Partnership being unsustainable ▪ Activity restricted 	<ul style="list-style-type: none"> ▪ Further discussion and negotiation
Delays in setting up the Yorkshire Dales and Harrogate Area Tourism Partnership	<ul style="list-style-type: none"> ▪ Delays in implementing programmes and delivering services ▪ External funding compromised ▪ Loss of credibility with industry and public sector 	<ul style="list-style-type: none"> ▪ Contingency planning to deliver services and programmes through partners and contracted services ▪ Communications with industry and public sector
Difficulties in recruiting a Partnership Co-ordinator with right skills	<ul style="list-style-type: none"> ▪ Delays in implementing programmes and delivering services 	<ul style="list-style-type: none"> ▪ Use head-hunters ▪ Re-advertise ▪ Contingency planning to deliver services and programmes through partners and contracted services

Potential Risk	Potential Impact	Potential Solution
Difficulties in recruiting credible and/or effective private sector champions to the Partnership Executive	<ul style="list-style-type: none"> ▪ Loss of credibility with industry and public sector ▪ Inhibits effectiveness of the Yorkshire Dales and Harrogate Area Tourism Partnership 	<ul style="list-style-type: none"> ▪ Identify and encourage specific individuals to apply ▪ Good induction programme/training/skill development programme for Partnership Executive members

8.2 Organisational Risk Assessment

Potential Risk	Potential Impact	Potential Solution
Delays in respect of appointing the Partnership Co-ordinator and other staff	<ul style="list-style-type: none"> ▪ Delays in implementing programmes and delivering services ▪ Loss of credibility with industry and public sector 	<ul style="list-style-type: none"> ▪ Short- term secondments from local authorities or other partners ▪ Contingency planning to deliver services and programmes through partners and contracted services ▪ Communications with industry and public sector
Failure to meet income targets	<ul style="list-style-type: none"> ▪ Non service delivery ▪ Staff redundancies ▪ Yorkshire Dales and Harrogate Area Tourism Partnership dissolved 	<ul style="list-style-type: none"> ▪ Build up a financial reserve against adverse trading ▪ Underwriting/re-financing of the Partnership by partners ▪ Scaling down of operational costs and revisions to Business Plan ▪ Winding up Yorkshire Dales and Harrogate Area Tourism Partnership and partners to develop alternative pattern of destination management

Potential Risk	Potential Impact	Potential Solution
Failure to meet targets for number of businesses registering with the Partnership	<ul style="list-style-type: none"> ▪ Representation of tourism industry compromised ▪ Loss of credibility and authority of the Yorkshire Dales and Harrogate Area Tourism Partnership 	<ul style="list-style-type: none"> ▪ Step up promotional campaign ▪ Promote through tourism associations and others
Failure to deliver services	<ul style="list-style-type: none"> ▪ Failure to attract industry participation ▪ Failure to attract visitors ▪ Failure to achieve performance targets of external funders ▪ Compromises income 	<ul style="list-style-type: none"> ▪ Commitment of additional resources ▪ Local Authority partners to deliver services ▪ Revision to the Business Plan/alternative pattern of destination management adopted
Conflict among partners	<ul style="list-style-type: none"> ▪ Benefits of new arrangements diminished ▪ Yorkshire Forward funding compromised 	<ul style="list-style-type: none"> ▪ Review of modus operandi of the Partnership ▪ External facilitation to resolve conflict
Conflict among Partnership Executive	<ul style="list-style-type: none"> ▪ Benefits of new arrangements diminished ▪ Credibility of Yorkshire Dales and Harrogate Area Tourism Partnership diminished among industry, partners and Yorkshire Forward ▪ Leadership and direction of Yorkshire Dales and Harrogate Area Tourism Partnership diminished ▪ Hub staff and other members of the delivery team de-motivated 	<ul style="list-style-type: none"> ▪ External facilitation to resolve conflict ▪ Team building, training, support or mentoring for Partnership Executive ▪ Review of structure of Partnership Executive ▪ Appoint a new Partnership Executive

9. Performance Targets

Performance management will be essential in ensuring that the Yorkshire Dales and Harrogate Area Tourism Partnership continues to develop and secure results for the number of different stakeholders involved in the Partnership. The performance of Yorkshire Dales and Harrogate Area Tourism Partnership will be assessed against the following SMART targets.

- Increase the value of visitor spend by 2% per annum
- Increase the number of overnight stays to 1.6million over three years
- Increase the proportion of overnight stays as a proportion of all visits from 12% to 15% over three years
- Register 400 or more businesses in the first year
- Increase private sector income by £5,000 per annum
- Increase the number of businesses adopting the Yorkshire Dales brand by 33% by the end of the first year
- Achieve 240,000 visits to www.yorkshiredales.org by the end of the first year
- Maintain the top ten ranking of www.yorkshiredales.org on the Google search engine when searching for “Yorkshire Dales”
- Increase the number of businesses implementing five environmental measures by 10% by the end of the first year
- Increase the number of businesses participating in the Donate to the Dales scheme by 5% year on year

Achievement of the above targets will be measured using a range of monitoring processes and analytical reports/studies, such as:

- Visitor surveys
- Economic impact assessments
- Budget monitoring
- Consultation with the tourism industry and other stakeholders
- Databases

**TERMS OF REFERENCE
FOR
YORKSHIRE DALES AND HARROGATE
AREA TOURISM PARTNERSHIP**

(Draft, subject to adoption by the Partnership Executive)

1. Purpose of the Partnership:

The role of Yorkshire Dales and Harrogate Area Tourism Partnership will be to provide an integrated approach to co-ordinate and drive forward the development of the Yorkshire Dales as a quality, sustainable tourism destination by enhancing the visitor experience and exceeding their expectations whilst maximising the economic contribution of tourism for the benefit of the community and the environment.

2. Status of the Group:

The Yorkshire Dales and Harrogate Area Tourism Partnership is a non-statutory, self-managing public and private sector partnership, directed by an Executive Partnership.

3. Organisational Framework and Decision-making Arrangements:

3.1 Partnership Executive

The Yorkshire Dales and Harrogate Area Tourism Partnership will be directed by a Partnership Executive of 12 members, comprising of:

3.1.1 Five members selected by each of the following local authority partners. The public sector partners will be represented by an elected Member with an appropriate local authority officer in attendance to act in an advisory role:

- Craven District Council
- Richmondshire District Council
- Harrogate Borough Council
- South Lakeland/Eden District Council
- Yorkshire Dales National Park Authority

3.1.2 Five private sector members, one recruited from each of the following sectors of the tourism industry:

- Accommodation
- Attractions
- Event Organiser
- Retail/Local Producer
- Food and Drink

- 3.1.3 An Independent Business Advisor/Guru recruited with respect to their experience in business to give an impartial overview and bring a new innovative approach to the work of the Partnership and help scrutinise proposals and recommendations. Preferably, someone from a non-tourism sector should fill this position, and who also has a high degree of experience and expertise in a relevant field.
- 3.1.4 One place will be reserved for a Board Director for the Yorkshire Tourist Board
- 3.1.5 The qualities and expertise that the Yorkshire Dales and Harrogate Area Tourism Partnership should be looking for from its private sector members and the Independent Business Advisor is contained in Appendix A(1).
- 3.1.6 The private sector members will be unpaid. However, they will be entitled to receive essential expenses in respect of carrying out approved duties, such as mileage to attend meetings of the Partnership Executive. Payment of essential expenses will be based on mileage and subsistence rates employed by the accountable body for the Yorkshire Dales and Harrogate Area Tourism Partnership. Essential expenses will be reimbursed in accordance with the financial procedures employed by the accountable body.

3.2 Chair of Yorkshire Dales and Harrogate Area Tourism Partnership

The Executive Partnership will determine which of its members will hold the position of Chair. The qualities and expertise that the Executive Partnership should be looking for in its Chair is contained at Appendix A(1).

The elected Chair for the Partnership Executive, will also act in the capacity of Chair and representative for the Yorkshire Dales and Harrogate Area Tourism Partnership.

The term of office for position of Chair will be reviewed every two-years.

3.3 Recruitment of Private Sector Members

The term of office will be on a rotation, with half of the private sector members rotating every three-years. Private sector members due to rotate are eligible to nominate himself or herself for re-selection if they so wish, subject to the mutual consent of the Partnership Executive. In the event that the Partnership Executive does not give their mutual consent to the re-instatement of a retiring private sector member, an open application process will be employed.

Private sector members are entitled to nominate themselves for re-selection two times, making the maximum term of office that any private sector member can serve, of nine years.

If a private sector member misses more than two consecutive meetings of the Partnership Executive they will be asked to resign their position.

3.4 Recruitment of Public Sector Members

Each local authority partner is entitled to appoint and remove its own representative on the Partnership Executive.

If a public sector member misses more than two consecutive meetings of the Partnership Executive, the Partnership will ask the relevant local authority partner to review their representation.

In the absence of the appointed representative (elected Member) for a local authority partner, the attending Officer from that local authority will act and vote in proxy.

3.5 Operational Working Group

Delivery of day-to-day activity and operational issues will be overseen and driven by the Operational Working Group comprising of Tourism, or equivalent Officer from the following local authority partners:

- Craven District Council
- Richmondshire District Council
- Harrogate Borough Council
- South Lakeland District Council
- Eden District Council
- Yorkshire Dales National Park Authority
- Hambleton District Council
- North Yorkshire County Council
- Yorkshire Tourist Board

Other officers, including representatives of the private sector will be invited to attend and participate in the work of the Operational Working Group on any occasion to provide technical expertise and/or input on individual topics or projects as appropriate.

3.6 Membership of the Yorkshire Dales and Harrogate Area Tourism Partnership

The Chair of the Yorkshire Dales and Harrogate Area Tourism Partnership must receive any proposed changes to the membership and/or composition of the Partnership Executive and/or Operational Working Group in writing. Such changes will be fully considered by the Partnership Executive and only allowed by full agreement of that meeting.

If any local authority partner wishes to withdraw their support from the Yorkshire Dales and Harrogate Area Tourism Partnership, they must give a minimum of twelve-month's notice in order to keep to a minimum the impact of their actions.

4. Roles and Responsibilities:

4.1 Partnership Executive

The function of the Partnership Executive is to:

- Determine priorities
- Lead the delivery of the Yorkshire Dales and Harrogate Area Tourism Plan
- Co-ordinate policy
- Agree budget priorities
- Monitor performance/progress

4.2 Operational Working Group

The function of the Operational Working Group is to:

- Co-ordinate operational activities
- Manage delivery of the Yorkshire Dales and Harrogate Area Tourism Plan
- Develop new initiatives/products
- Advise and update the Partnership Executive

4.3 Partnership Co-ordinator and Delivery Hub

The function of the Partnership Co-ordinator and the Delivery Hub is to:

- Deliver the Yorkshire Dales and Harrogate Area Tourism Plan
- Act as Secretariat for both the Partnership Executive and the Operational Working Group
- Update and report to the Partnership Executive and the Operational Working Group
- Manage central functions, such as contact office
- Liaise with the private sector and oversee the provision of membership services

The priorities and work programme of the Partnership Co-ordinator and Delivery Hub will be set by the Operational Working Group and endorsed by the Partnership Executive as part of the annual review of the Area Tourism Plan.

The Operational Working Group will monitor progress towards the achievement of the work programme in respect of the Partnership Co-ordinator and Delivery Hub.

4.4 Role of Public Sector Members

All public sector members are expected to contribute towards the Yorkshire Dales and Harrogate Area Tourism Partnership financially or in-kind to pre-agreed values.

All public sector members are expected to undertake agreed duties, tasks or projects to an agreed, recognised standard in order to progress the priorities

of the Yorkshire Dales and Harrogate Area Tourism Partnership and support the delivery of the Area Tourism Plan.

5. Arrangements for Meetings:

The Partnership Executive and the Operational Working Group can invite a representative(s) from other organisations to meetings on any occasion to provide technical expertise and/or input on individual topics or projects as appropriate.

The Partnership Executive and the Operational Working Group can set up “task and finish” sub-groups to address specific priorities and/or projects.

5.1 Meetings of Partnership Executive

The following applies to all meetings of the Partnership Executive:

- Meetings will be held on a quarterly basis.
- All meetings will be chaired by the elected Chair – If the Chair should be absent, the Partnership Executive shall elect one of their number to be chair for the duration of the meeting.
- The quorum at meetings is six with at least three being from the public sector.
- Decisions will be by consensus, however, in the event of decisions needing to be taken to the vote, voting will be by show of hands, with the majority decision being final and binding. Each member, except for invited advisory officers and the Partnership Co-ordinator will have one vote. Where there is a substantial minority with concerns about an issue/project, the Partnership Executive can make reference to this in its recommendation.
- The Chair will hold the casting vote.
- The Partnership Co-ordinator will be responsible for minuting meetings, circulating minutes and agendas to all members of the prior to the next meeting.

5.2 Meetings of the Operational Working Group

The following applies to all meetings of the Operational Working Group:

- Meetings will be held every two months, or as and when required.
- The Tourism Officer (or their nominated substitute) for Richmondshire District Council will act as Chair.
- The quorum at meetings is three, excluding the Partnership Co-ordinator.
- Decisions will be made by consensus, however, in the event of decisions needing to be taken to the vote, voting will be by show of

hands and a majority decision will be final and binding. Each member will have one vote with the exception of the Partnership Co-ordinator. Where there is a substantial minority with concerns about an issue/project, the Operational Working Group can make reference to this in its recommendation.

- The Partnership Co-ordinator will be responsible for minuting meetings, circulating minutes and agendas to all members of the prior to the next meeting.

Meetings of the Operational Working Group will also include the Partnership Co-ordinator in a non-voting, advisory capacity.

6. Code of Conduct and Conflicts of Interest:

Members of the Partnership Executive will agree to abide by certain rules in relation to conflicts of interest. They recognise the importance of the fact that the Yorkshire Dales and Harrogate Area Tourism Partnership will be informing priorities relating to the use of public money. In that context, it is important to ensure that there is no impression created that individuals are using their position to promote a private or personal interest, whether financial or otherwise, rather than forwarding the general public interest.

In order to ensure that any potential conflict of interest does not constitute a problem, the following rules will apply:

- At each meeting the Chair should in their opening remarks remind all members of their responsibilities regarding declaration of interest. Members must formally declare their interest to the partnership in advance of any discussion.
- Where a member stands to gain financially, they must withdraw from any discussion and must not vote. At the discretion of the Chair, they may be asked to leave the room.
- Members will have their Declaration of Interest and action taken recorded in the minutes.

Interests to be declared could include financial, personal or business interests and will include the interests of the individual's employer, employees, spouse or partner and close relations, for example, parents, brother/sister, grandparents and aunt/uncle or cousin.

Where members of the Partnership Executive have an interest, which is shared by members of the public generally, they do not have to declare it.

Members of the Partnership Executive will respect any matters of confidentiality.

7. Geographical Area of Coverage

The Yorkshire Dales and Harrogate Area Tourism Partnership will operate in the area defined as the Yorkshire Dales and Harrogate, which encompasses the complete Districts of Craven, Richmondshire and Harrogate Borough, plus those parts of South Lakeland and Eden, which lie east of the M6, A685 and south of the A66 and that part of Hambleton District, which lies to the west of the A1.

The defined area takes in the entire Yorkshire Dales National Park, the Nidderdale Area of Outstanding Natural Beauty and encompasses part of the Forest of Bowland Area of Outstanding National Beauty.

Proposed changes to the area defined, as the Yorkshire Dales and Harrogate must be received in writing by the Chair of the Partnership. Such changes will be considered by the Partnership Executive and only allowed by full agreement of the meeting.

The Yorkshire Dales and Harrogate Area Tourism Partnership will not agree to any changes of the defined area if it is felt that they would threaten the integrity of the Yorkshire Dales and Harrogate brand.

8. Quality

As today's visitors become more discerning, Yorkshire Dales and Harrogate Area Tourism Partnership needs to be aware of the need to meet, and where possible, exceed the expectations of visitors. The high environmental quality of the Yorkshire Dales National Park, Nidderdale AONB, Forest of Bowland AONB and surrounding area are of prime importance and a great asset to be able to promote. Most visitors, when asked, rate the landscape very highly and appreciate it as a special place to stay. It is imperative, therefore, that the Yorkshire Dales and Harrogate Area Tourism Partnership produces a quality product and service to reflect the image and reputation of the Yorkshire Dales and Harrogate as a quality destination.

In turn, encouragement should be given to all tourism businesses to ensure they meet visitor expectations whether attractions or accommodation and that the highest possible customer care is offered to all visitors to the Yorkshire Dales and Harrogate. To ensure the availability of accommodation offering a quality service that meets the expectations of the visitor, the Yorkshire Dales and Harrogate Area Tourism Partnership will only promote those establishments that meet National minimum standards.

9. Sustainability

It is acknowledged that carefully managed tourism can bring economic rewards to the host community. In preparing the Area Tourism Plan for the promotion and development of the Yorkshire Dales and Harrogate tourism product, the Partnership will assess and minimise any potential environmental impacts. The Partnership will aim to encourage visitors to act as responsible visitors when in the area, and to monitor activities in order to safeguard the long-term prosperity of the Yorkshire Dales and Harrogate.

In addition, the Yorkshire Dales and Harrogate Area Tourism Partnership will include in all its promotional materials messages to stimulate sustainable tourism and continually review and innovate new ways of influencing the activities of its visitors.

10. Yorkshire Dales and Harrogate Area Tourism Plan

Revised amendments/updates to the Yorkshire Dales and Harrogate Area Tourism Plan will be drafted during August/September each year and brought to the Partnership Executive for refinement and approval.

11. Budget

An annual budget will be prepared during August/September each year, which will include proposed contributions from public sector partners (financial and in-kind) to link into the updating of the Yorkshire Dales and Harrogate Area Tourism Plan.

The banker, also known as the accountable body for those funds held by the Yorkshire Dales and Harrogate Area Tourism Partnership will be one of the local authority partners.

Revised: 2nd February 2006

YORKSHIRE DALES AND HARROGATE AREA TOURISM PARTNERSHIP PARTNERSHIP EXECUTIVE

GUIDANCE FOR SELECTION OF PRIVATE SECTOR MEMBERS

The **private sector members** must be from tourism-related businesses. They must:

- Be good strategic thinkers, able to think creatively and beyond their own business/sector
- Be entrepreneurial and from a quality, customer focused business
- Be experienced in operating and managing a business
- Be committed to and/or in investing in the area
- Understand and be supportive of the various aspects of Yorkshire Dales and Harrogate Area Tourism Partnership business
- Be effective communicators
- Be able to contribute positively, and be willing and able to commit time.
- Across the Board there should be a reasonable representation of different sectors of tourism [accommodation; attractions; events (through an events organiser); retail/local producer; food & drink (through a restaurant/café owner)].

The private sector members should be representative of the different sectors of the tourism industry, such as accommodation, attractions, events (e.g. an event organiser, retail/local producer, food and drink (e.g. a restaurant/café owner).

It would also be desirable (but not essential) for the private sector champions to have:

- Experience on a Board of Directors and/or a public-private group
- An understanding of the way the public sector works, including its need for transparency and accountability.

In addition, ideally at least one private sector member should have sound financial understanding/expertise.

**YORKSHIRE DALES AND HARROGATE AREA TOURISM PARTNERSHIP
PARTNERSHIP EXECUTIVE**

**GUIDANCE FOR SELECTION OF INDEPENDENT BUSINESS
ADVISOR/GURU**

The **Business Adviser/Guru** must:

- Be outstanding
- Be a successful business person in their own right
- Be respected and bring credibility to the Partnership Executive of Yorkshire Dales and Harrogate Area Tourism Partnership
- Be able to offer advice to the Partnership Executive which will aid it in its commercial activity
- Be able to offer advice in specific areas which will contribute to the work of Yorkshire Dales and Harrogate Area Tourism Partnership (e.g. marketing, IT, web development, CRM etc)
- Bring imagination and innovation to the work of Yorkshire Dales and Harrogate Area Tourism Partnership
- Have personal influence and charisma
- Be committed to the Yorkshire Dales and Harrogate area

YORKSHIRE DALES AND HARROGATE AREA TOURISM PARTNERSHIP PARTNERSHIP EXECUTIVE

GUIDANCE FOR SELECTION OF CHAIR

The **Chair** should:

- Have senior management experience and authority
- Be a good strategic thinker, able to think creatively and beyond his/her own business/sector
- Have strong proven leadership, negotiating and communication skills
- Have profile and be well-connected within the region/county
- Be able to demonstrate his/her commitment to the Yorkshire Dales
- A Chair from the private sector should have an understanding of the way the public sector works, including its need for transparency and accountability
- A Chair from the public sector should have an understanding and empathy for the way the private sector works, including its commercial focus and desire for flexibility of action and rapid decision taking
- Have an understanding of and commitment to the area's visitor economy

It would also be desirable (but not essential) if the Chair had experience on a board of directors and/or on a private-public sector group.

Implementation Plan for Yorkshire Dales and Harrogate Area Tourism Partnership

December 2005

1. Introduction

The local authorities in the Yorkshire Dales are working together to establish a tourism partnership currently called the Yorkshire Dales and Harrogate Area Tourism Partnership. A Business Plan is being produced and the mechanisms for collaboration and support are well advanced. The aim is that the new partnership should be operational by April 2006. This document, drafted by TEAM tourism consultants for the partners, describes the steps that need to take place between January and April 2006 to ensure this deadline is met.

The document addresses the following six areas:

- Business Plan
- Staffing and Recruitment
- Partnership Executive
- Operational Working Group
- Premises
- Tourism Action Plan

1. Business Plan

The Business Plan is approaching completion having been largely discussed and agreed over the past few months. The following steps are needed to move to completion:

1. Initial funding projections
2. Finalise Business Plan
3. Submission to and approvals from Yorkshire Forward
4. Necessary approvals from partners
5. Revisions to Business Plan
6. Production of funding agreements or service level agreements with partners

The aim is to have the Business Plan and all the funding in place and agreed by 15 March 2006.

1.1 Initial Funding Projections

The financial tables are the major component yet to be produced for the Business Plan. TEAM are producing these on the basis of the following figures supplied by the partners:

- Financial contribution to be provided by each partner to the Yorkshire Dales and Harrogate Area Tourism Partnership for the first four years (lifetime of the Business Plan).
- In-kind contribution to be provided by each partner to the Yorkshire Dales and Harrogate Area Tourism Partnership for the first four years (lifetime of the Business Plan).

<i>Financial data supplied</i>	<i>14 December 2005</i>
<i>Production of financial projections for Business Plan</i>	<i>23 December 2005</i>
<i>Financial projections agreed</i>	<i>10 January 2006</i>

1.2 Finalise Business Plan

Work is underway to complete the Business Plan. Following a series of meetings during December final refinements to aims and objectives for the new partnership; registration arrangements for businesses and recruitment to the Partnership Executive are to be made.

<i>Business Plan finalised</i>	<i>27 January 2006</i>
--------------------------------	------------------------

1.3 Submission to and approvals from Yorkshire Forward

Yorkshire Forward has given a deadline of end January 2006 for submission of Business Plans from area tourism partnerships.

<i>Submit Business Plan to Yorkshire Forward</i>	<i>03 February 2006</i>
<i>Complete composite Performance Management Framework (PMF): Stage 2 for the Sub-Regional Area Tourism Partnerships</i>	<i>09 February 2006</i>
<i>Consideration by Yorkshire Forward's Stage 2 Panel</i>	<i>21 February 2006</i>
<i>Complete composite PMF: Stage 3 for the Sub-Regional Area Tourism Partnerships</i>	<i>14 February 2006</i>
<i>Appraisal of PMF: Stage 3</i>	<i>28 February 2006</i>
<i>Decision on PMF: Stage 3</i>	<i>31 March 2006</i>

1.4 Necessary approvals from partners

The proposals for the new partnership have been discussed collectively and individually with the various partner authorities and agreement has been reached on structures and approach. A number of authorities have delegated authority to officers to approve the Business Plan, while others will need to have it ratified by committee or cabinet. Partners will also need to formally approve their funding contribution and in-kind contribution either at officer or member level. It will be up to the individual partners to steer the Business Plan and approval for support through their authorities.

<i>Business Plan approved by all partners</i>	<i>24 February 2006</i>
<i>Funding approved by all partners</i>	<i>24 February 2006</i>
<i>In-kind support approved by all partners</i>	<i>24 February 2006</i>

1.5 Revisions to Business Plan

On the basis of negotiations and funding approvals with Yorkshire Forward and other partners it is likely that the Business Plan will need to be amended. This is likely to be particularly pertinent to the financial projections for the partnership.

<i>Business Plan revised</i>	<i>28 February 2006</i>
------------------------------	-------------------------

1.6 Production of funding agreements or service level agreements with partners

On the basis of what has been approved and detailed in the Business Plan agreements should be drawn up and committed to by the various partners and funders. These need not be complex or formal documents (indeed a service level agreement may be inappropriate if a simpler agreement is acceptable). The agreement required by partners of Yorkshire Dales and Harrogate Area Tourism Partnership may need to be less formal than that between the new partnership and other funders such as Yorkshire Forward and North Yorkshire County Council.

<i>Agree format of funding/support agreements</i>	<i>17 February 2006</i>
<i>Draft agreements</i>	<i>28 February 2006</i>
<i>Sign/commit to agreements</i>	<i>15 March 2006</i>

2. Staffing and Recruitment

The Business Plan identifies the need for three staff within the Delivery Hub to deliver services on behalf of the new partnership. These posts are:

- Partnership Co-ordinator
- Administration Assistant
- Research Assistant

The main issue around staffing and recruitment is one of timing – ie making sure the funding is in place before being able to appoint staff in time for the operational launch in April 2006. In practice it will mean much of the preparation work and even the

advertising of posts being done in advance of funding being confirmed. The funding and support from partners is already there in principle, however to fund the appointment of staff support from Yorkshire Forward is necessary. The deadline for response on the Business Plan from Yorkshire Forward is 10th February and it would seem reasonable to assume that if this is positive it will be safe to start the recruitment process with no formal contracts of employment being offered until Yorkshire Forward's funding has been committed in mid February.

The timescales for recruitment are tight – the earliest new staff could be in place is end April, possibly later depending on notice which might need to be served. It is thus extremely important that the recruitment timetable is followed to make sure the new partnership is up and running as soon as possible in the new financial year.

There are 3 main tasks:

1. Job descriptions
2. Existing staffing
3. Recruitment

2.1 Job descriptions

Job descriptions, job specifications, salary levels and conditions of employment will be required for all posts. Assuming job descriptions exist for the JPI posts these can be used as the basis for the new partnership posts.

<i>Produce job descriptions and job specifications for 3 posts</i>	<i>07 February 2006</i>
<i>Confirm salary levels and conditions of employment</i>	<i>17 February 2006</i>
<i>Agree which posts will be advertised</i>	<i>20 February 2006</i>

2.2 Existing Staffing

The JPI currently has an Administration Assistant and Research Assistant employed until March 2006. An early decision needs to be taken about whether their employment will be extended into the new partnership. Any implications regarding their current terms and conditions including TUPE (transfer of undertaking) need to be established. If appropriate they should be offered contracts at the point the funding confirmed to ensure they will stay.

<i>Establish existing staff terms and conditions</i>	<i>24 February 2006</i>
<i>Existing posts confirmed</i>	<i>24 February 2006</i>
<i>Contracts prepared</i>	<i>28 February 2006</i>
<i>Staff in place</i>	<i>6 April 2006</i>

2.3 Recruitment

It will make sense for one organisation to manage the recruitment process for staff. This should probably be Craven District Council, which will be the accountable body for Yorkshire Dales and Harrogate Area Tourism Partnership. The costs of recruitment will also need to be found.

<i>Confirm Craven District Council will manage recruitment</i>	<i>27 January 2006</i>
<i>Confirm how costs will be met</i>	<i>27 January 2006</i>
<i>Job advert designed</i>	<i>07 February 2006</i>
<i>Media booked</i>	<i>07 February 2006</i>
<i>Appointments panel agreed, short listing and interview dates confirmed</i>	<i>07 February 2006</i>
<i>Advertisements placed</i>	<i>10 February 2006</i>
<i>Closing date</i>	<i>02 March 2006</i>
<i>Short listing</i>	<i>09 March 2006</i>
<i>Interviews held</i>	<i>16 March 2006</i>
<i>Appointments made</i>	<i>23 March 2006</i>
<i>Contracts prepared</i>	<i>31 March 2006</i>
<i>New staff in place</i>	<i>end April 2006 (at earliest)</i>

3. Premises

The intention is that the Delivery Hub should be located in the current JPI premises in the town hall in Settle. Therefore the only necessary is to ensure the continuation of these arrangements.

4. Partnership Executive

The Business Plan outlines a clear structure and process for the establishment of the Partnership Executive, which will take a strategic overview of the work of Yorkshire Dales and Harrogate Area Tourism Partnership. Ideally the Partnership Executive should be up and running in advance of April which means that swift progress will need to be made towards confirming the members of the Partnership Executive. The following public sector partners are eligible to nominate representatives:

- Craven District Council
- Richmondshire District Council
- Harrogate Borough Council
- South Lakeland/Eden District Council
- Yorkshire Dales National Park Authority

Private sector champions will be co-opted from each of the following sectors:

- Accommodation
- Attractions
- Event Organiser
- Retail/Local Producer
- Food and Drink
- Independent business expert

There are three main tasks in setting up the Partnership Executive:

1. Private sector members
2. Public sector members
3. Establishing the Partnership Executive

4.1 Private Sector members

Private sector members will be nominated by the local authority partners on the basis of their knowledge of the businesses within their area.

<i>Partners propose one potential champion in each sector</i>	<i>03 February 2006</i>
<i>Partners meet and agree first and second choice for Chair</i>	<i>28 February 2006</i>
<i>First choice (and then second choice) invited to be Chair by appropriate means</i>	<i>01 March 2006</i>
<i>Agree first choice for members and decide how to invite</i>	<i>28 February 2006</i>
<i>Invite and confirm first choice members</i>	<i>01 March 2006</i>
<i>Invite and confirm second choice members as necessary</i>	<i>09 March 2006</i>

4.2 Public sector members

Public sector members will be selected by the partner authorities.

<i>Formally invite partners to nominate their representative</i>	<i>03 February 2006</i>
--	-------------------------

4.3 Establishing the Partnership Executive

<i>Arrange first meeting of Partnership Executive</i>	<i>02 March 2006</i>
<i>Produce briefing pack for members</i>	<i>14 March 2006</i>
<i>Hold first meeting of Partnership Executive</i>	<i>17 March 2006</i>

5. Operational Working Group

The third component part of Yorkshire Dales and Harrogate Area Tourism Partnership is the Operational Working Group of officers who will contribute to the delivery of the Area

Tourism Plan and co-ordinate operational activity among the partners and by the Partnership Hub. It makes sense to establish the group as early as possible in 2006. Membership will be drawn from:

- Craven District Council
- Richmondshire District Council
- Harrogate Borough Council
- South Lakeland/Eden District Council
- Yorkshire Dales National Park Authority
- Hambleton District Council
- North Yorkshire County Council
- Yorkshire Tourist Board

Identify membership of the group
Arrange first meeting

31 January 2006
06 February 2006

6. Area Tourism Plan

Once established Yorkshire Dales and Harrogate Tourism Partnership will produce an annual Action Plan in September each year identifying the priorities for tourism development in the Dales. The deadline for this first action plan is June 2006.

The first 3 months of 2006 will be fully committed finalising the Business Plan and setting up the new organisational structures, it therefore seems sensible to programme the time-intensive consultation work into April. This will also give an opportunity to launch the new Yorkshire Dales and Harrogate Tourism Partnership with the trade. It would be ideal to have the new partnership co-ordinator in post for this but as she/he is unlikely to be in post until end April or possibly even May or June then work on the Action Plan should proceed to the timetable described below.

There are 4 main tasks in producing the Action Plan:

1. Review and identification of the issues
2. Discussion with partners
3. Industry consultation
4. Production of the action plan

6.1 Review and identification of the issues

Considerable research has already been taken so the first step is simply to pull it together and identify the issues facing tourism development in the Dales.

<i>Review and summarise current strategies and research</i>	<i>27 February 2006</i>
<i>Identify topic areas and issues for consultation</i>	<i>06 March 2006</i>

6.2 Discussion with partners

One of the first tasks for the newly formed groups will be to input to the development of the Action Plan. This will be one of the agenda items at first meetings.

<i>Discuss topic areas and issues with Operational Working Group</i>	<i>07 March 2006</i>
<i>Produce formal consultation paper for local authority partners</i>	<i>13 March 2006</i>
<i>Discuss with Partnership Executive</i>	<i>17 March 2006</i>
<i>Arrange individual meetings with Yorkshire Forward and Yorkshire Tourist Board</i>	<i>31 March 2006</i>

6.3 Industry consultation

The consultation, which will take place with the industry around the Action Plan will be one of the first public appearances of the newly formed Yorkshire Dales and Harrogate Area Tourism Partnership. The communication about the events, how they are structured and how they are run needs careful planning and execution to provide maximum PR for the new partnership. Those running the workshop will need to be well briefed and ready to answer any questions, which may arise.

<i>Arrange series of 6 structured consultation workshops</i>	<i>31 March 2006</i>
<i>Run workshops</i>	<i>17–28 April 2006</i>

6.4 Production of the Action Plan

With the input from the consultation with partners and the industry the Action Plan itself should be straightforward to produce. It is not recommended that another consultation should be embarked upon following its production – the chance to input is at consultation phase. Rather to move things on and for the Partnership to get into delivery rather than talking about the Action Plan should be regarded as the final version, subject to input from the Operational Working Group and the Partnership Executive. As the plan will be reviewed annually there will be the chance for all to input again in 2007.

<i>Draft Action Plan</i>	<i>17 May 2006</i>
<i>Discuss within Operational Working Group and Partnership Executive</i>	<i>31 May 2006</i>
<i>Produce final version of Action Plan</i>	<i>15 June 2006</i>

team 