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| <b>Report of:</b>        | <b>Head of Economic Prosperity</b>       |
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| <b>Portfolio Leader:</b> | <b>Economic Development and Planning</b> |
| <b>Key Decision:</b>     | <b>Yes</b>                               |
| <b>Report Track:</b>     | <b>Cabinet: 14/03/19</b>                 |

**CABINET**  
**14 MARCH 2019**  
**REVIEW OF TOURISM PROVISION**

**1 Purpose of Report**

- 1.1 To review the current delivery arrangements for Tourism in the context of new investment taking place in the District.
- 1.2 To update members on the options for future Tourism service delivery and to seek endorsement for taking appropriate actions to secure any new arrangements as necessary.

**2 Recommendations**

- 2.1 That the Council continues their current membership with the Staffordshire Destination Management Partnership (DMP) for the financial year 2019/2020 to allow time for a full assessment of value for money and to conduct a further review of provision at the end of the financial year.
- 2.2 That Cabinet authorises officers to begin working with the West Midlands Growth Company (aligned to the West Midlands Combined Authority geography) on an ad-hoc basis to benefit from their up-coming projects. This includes authorising the purchase of tourism research reports when deemed necessary and with any costs being contained within approved budgets.
- 2.3 That the Council reviews the current approach to the in-house Tourism provision within the District and then develop a new approach to increase the provision and gain maximum benefit to the District ahead of the opening of the McArthurGlen Designer Outlet in Cannock.

**3 Key Issues and Reasons for Recommendation**Key Issues

- 3.1 The Tourism needs of the District have recently changed in light of developments e.g. the McArthurGlen Designer Outlet Cannock commencing construction. Maximising benefits from the development and its visitors is a key corporate priority for the Council.
- 3.2 Changes in key stakeholders within the District focussed around Tourism service delivery have evolved and new agencies such as the Local Enterprise Partnerships (LEP) and West Midlands Combined Authority (WMCA) have taken a more proactive role and focus on the visitor economy. New opportunities for Business support and funding are emerging, these opportunities need further investigation to better understand whether the new key stakeholders could attract further investment and benefit to the District.
- 3.3 Changes in resources within the Economic Development Team to reflect current corporate priorities and has consequently diminished the resources available in order to deliver a Tourism service across the District.
- 3.4 Discussions with neighbouring Southern Staffordshire Local Authorities have taken place but are expected to continue during 2019. A joint collaborative working arrangement is beneficial to the Council as it could; offer linked trips between Districts; would create a more enticing experience for visitors; offer economies of scale and offer better value for money than a piecemeal approach.
- 3.5 The nationwide LEP review may affect future relationships and geographical boundaries with current or potential Tourism providers. It was anticipated that the results of the review would be publically available in November 2018. However, the results are now expected in early 2019 (post Brexit).
- 3.6 Alignment with others partners will be of increasing importance to focus limited resources in a single geography and with potentially one entity.

Reason for Recommendations

- 3.7 Currently, the Staffordshire DMP membership is arguably not being fully utilised because of limited officer resource within the Economic Development Team to work proactively with the DMP. Officers have concerns regarding DMP membership and its ability to offer value for money at a time when resources are limited.
- 3.8 Additional time is needed for officers over a limited period (i.e. 2019/2020) to engage with the DMP to properly evaluate the service and benefits of membership.
- 3.9 The Economic Development and Planning Portfolio Leader is an active Board Member of the DMP but has expressed some concerns on the value of the DMP at a District level.

- 3.10 With the opening of the McArthurGlen Designer Outlet in Cannock during 2020, the Council needs to be in a position to take advantage of all new opportunities this investment will bring. In particular the development will introduce linked trips between the outlet and other attractions in the District (including Cannock Town Centre), maximising visitor spend will be crucial to the vibrancy of the town centre and beyond.
- 3.11 There has been no value for money assessment for a number of years (nearly 5) carried out on the Tourism provision from the DMP. Therefore, allowing time during 2019/2020 for officers to consider the benefit and value the DMP brings to Cannock Chase will ensure that the District will be in a stronger position for Tourism Provision in the months before the Designer Outlet opens.

## **4 Relationship to Corporate Priorities**

4.1 This report supports the Council's Corporate Priorities as follows:

(i) Building prosperity for the area by:

- Creating a strong and diverse town centre to attract additional customers and visitors.
- Creating a positive environment in which businesses in the District can thrive.
- Establishing McArthurGlen Designer Outlet Cannock as a major visitor attraction and maximising the benefits it will bring to the whole District.

(ii) Promotes the Community by:

- Promoting attractive and healthy environments.

## **5 Report Detail**

### **Background**

#### **Previous reports**

- 5.1 There are no publically available records of reports, strategies or campaigns created by the Council in the Committee Cabinet Report records from 2007 onwards.
- 5.2 A report to the Staffordshire Local Government Association detailing proposals regarding creating the DMP was published in November 2004; the Council was involved in the creation process.

#### **Changes to Resources (Staff and Budgets)**

- 5.3 In the lead up to 2014, there were 1+1/2 Tourism officers (1 full time and 1 part time) within the Economic Development Team to cover Tourism delivery. The costs to employ these posts were circa £48,910 per annum (figures from 2014-

2015) and were financed via Economic Development and recharged to the Tourism budget.

- 5.4 Duties included; updating the Visit Cannock Chase website, producing the Visit leaflet, attending events including Cosford Air Show, creating a regular tourism network newsletter, reviewing and carrying out surveys/reports and maintaining a positive working relationship with tourism providers (e.g. hotel operators) within the District.
- 5.5 In addition to dedicated staff, a basic Tourism budget of circa £8,610 per annum was available with additional S106 funds (ranging from £5,500 to £10,000 per annum) to increase the budget.
- 5.6 The S106 funding pot was depleted in 2016-2017 with the budget reduced back to the standard £8,920 per annum.

### **Change in Tourism Provision, priorities and relationships**

- 5.7 As staff resources have been redeployed to other priorities, resourcing a bespoke Tourism service through the Council became unsustainable. In 2014, after consultation with Portfolio Leaders, staff resources were re-directed to delivery of more generic Economic Prosperity priorities. The loss of a key staff member and the emergence of new key stakeholders e.g. Local Enterprise Partnerships (LEPs) and West Midlands Combined Authority (WMCA) have followed.
- 5.8 More recently, there has been an expectation for the DMP to promote the District with minimal investment from the Council. However, without guidance and input from the Council, the DMP have been unable to keep up with previous levels of provision in the District.
- 5.9 Since the Council's priorities have shifted from Tourism to more generic Economic priorities, the Council have been unable to maintain a proactive relationship with Tourism Providers. Meaning, there is no longer a Tourism network/platform for businesses to communicate and raise issues/concerns within the Sector – District based.
- 5.10 With the McArthurGlen Cannock Designer Outlet to be opened in 2020, it could be argued that the Council should take a more prominent role in Tourism Provision in the District to ensure maximum benefit from visitors and if it is to achieve best value for money from the limited resources it has to invest .

### **LEP Review**

- 5.11 A nationwide Local Enterprise Partnership (LEP) review has recently taken place, reviewing the current areas to make a simpler, more functional approach. In the new structure, it is anticipated that there will be no local authorities sitting within overlapping LEPs.
- 5.12 The outcome may affect the relationship between the Council and Tourism Providers operating across the District, as they could be directly aligned with opposite LEPs whom we are members of. Whilst it may not directly stop the

Council working with any potential provider, it could impact whether the District is a good strategic fit with the LEP.

- 5.13 The LEP review has been delayed and a further direction and update is due imminently.

**Current Tourism Provision**

**Resources**

- 5.14 Currently within the Economic Development Team there are 5 full-time members of staff and 1 part-time (see Appendix 1).
- 5.15 1 full-time staff member is on a fixed term contract (ending 03/06/2020) funded via S106 funds (Town centre Partnership). The part-time post holder is on loan from the planning department (due to retire during 2019).
- 5.16 1 full-time member of staff has recently been increased from a part-time role (18.5 hours) to full time (37 hours) in January 2019; this was part of the current budget process.
- 5.17 In terms of financial resource, limited budget has been spent in 2018/2019 as it is intended to rollover remaining budget from the 2018/2019 allocation into 2019/2020. This is to create a larger marketing campaign budget and leaflet ready for the when the McArthurGlen Designer Cannock Outlet opens.
- 5.18 There is no staff resource at present focussed solely on delivery of a Tourism service for the Council. This should be reconsidered post 2019 in accordance with the full DMP assessment. Staff resources will need to be considered if the Council wishes to provide a full Tourism Service going forward into the future as current staffing levels and corporate priorities do not provide spare capacity to perform this function in Economic Development.

**Current Tourism Offer**

- 5.19 A brief overview of the Current Tourism Offer in the Cannock Chase District is detailed below.

| <b>Visitor Centres</b>  | <b>Green Spaces</b>   | <b>Recreation</b>   |
|---|---|---|
| <ul style="list-style-type: none"> <li>• Marquis Drive</li> <li>• Birches Valley</li> <li>• Museum of Cannock Chase</li> <li>• <i>Chasewater</i></li> <li>• <i>Wolsey Visitor Centre/ Staffordshire Wildlife Trust</i><br/><i>(not in District boundary)</i></li> </ul> | <ul style="list-style-type: none"> <li>• Hednesford Park</li> <li>• Hednesford Pavilion</li> <li>• Cannock Park</li> <li>• Mill Green Nature Reserve</li> <li>• Rugeley Park</li> <li>• Brereton Park</li> <li>• Cannock Chase</li> </ul> | <ul style="list-style-type: none"> <li>• Cinema</li> <li>• Ice-rink</li> <li>• Trampoline zone</li> <li>• Soft play</li> <li>• Skate parks</li> </ul> |

|  |  |   |
|--|--|---|
| <p><b>Retail</b></p> <ul style="list-style-type: none"> <li>• Town Centre</li> <li>• (Events)</li> <li>• New Designer outlet (Due to open in 2020)</li> <li>• Shopping Destination</li> <li>• Restaurants</li> </ul> | <p><b>Adventure</b></p> <ul style="list-style-type: none"> <li>• Go Ape</li> <li>• 4x4 Off Road Trails</li> <li>• Mountain Biking</li> <li>• Hednesford Raceway</li> </ul> | <p><b>Leisure</b></p> <ul style="list-style-type: none"> <li>• Leisure Centres</li> <li>• Prince of Wales Theatre</li> <li>• Forest Live</li> <li>• Rose Community Theatre (Rugeley)</li> </ul> |
| <p><b>Nature/The Chase</b></p> <ul style="list-style-type: none"> <li>• Walking Trips</li> <li>• Fishing</li> <li>• AONB</li> <li>• Commonwealth Games - 2022</li> </ul>   | <p><b>Heritage</b></p> <ul style="list-style-type: none"> <li>• War History (German Cemetery)</li> <li>• Mining History</li> <li>• Tolkien Trail</li> </ul>                |   |

5.20 It would be beneficial for the District as a whole to encourage visitors who come to the Designer Outlet to visit multiple other locations during their stay.

5.21 These 'package' trips would increase the length of time and amount of money visitors spend in the District. These linked trips could also increase the need of accommodation in the area as the number of nights visitors stay in the District may increase; currently we have limited bed space available at the present time.

5.22 The DMP is carrying out a review of the accommodation offer across all of Staffordshire to determine where the accommodation gaps are within the County.

**Present Delivery**

5.23 The Visit Cannock Chase Leaflet, last produced in 2017, is a promotional leaflet, updated twice per year (Easter and Christmas) and distributed to the 8 local visitors centres, accommodation owners, tourism attractions and a distribution centre (usually Take One Media).

5.24 Visitors centres made contributions of £500 per year towards the leaflet production, so the full cost was not incurred by the Council. The contributions from the Visitors Centres equated to a maximum of £3000 and minimum of £1750. The costs of leaflet production included; printing leaflets, the distribution company, DMP Distribution and totalled circa £3997.

5.25 A decision was taken in 2016 to reduce the number of publications from two to one per year and increase the number of print copies to cover the annual supply of leaflets (around 17,000). This decision was made to make it more affordable for both the Visitors Centres and the Council.

5.26 Although the costs were significantly lower than previous years, some Visitor Centres were unable to find their normal £500 contribution. To increase the level of contributions, organisations which were previously promoted for free were asked to pay the £500 contribution or be removed, and Accommodation providers were offered sponsorship opportunities. This helped keep the contribution levels to those comparable with previous years.

5.27 Whilst planning for the 2018 leaflet, it became very apparent that the majority of the Visitor Centres were unable to pay the reduced contribution due to budgetary restrictions. A decision was made in consultation with the Economic Development & Planning Portfolio Leader to not produce a printed leaflet for 2018, but to focus on digital marketing (Leaflet and Website) until closer to the Designer Outlet opening (anticipated in 2020). A new leaflet will be created and distributed near the time of the Designer Outlet's grand opening.

### **Website / material**

5.28 In 2015, a decision was taken to merge the existing Tourism website ([www.visitcannockchase.gov.uk](http://www.visitcannockchase.gov.uk)) with the Councils new corporate website ([www.cannockchasedc.gov.uk/visitors](http://www.cannockchasedc.gov.uk/visitors)) to make the site inclusive for all users/customers. Whilst this made the website easier to manage and update, it has restricted the creativity of the site.

5.29 The website content is old, image quality is poor and the information is out-dated. A full review of the content of the Tourism pages, along with a refresh of the images is required. Images are currently being commissioned corporately that should aid this process.

5.30 The Tourism offer for Cannock Chase currently has no identifiable District brand; evidenced by the limited website and materials. Creating a distinctive brand will make the Tourism offer more cohesive and inviting to new and returning visitors of the District.

5.31 Other Districts have established a strong brand for their Tourism offer and promotion, along with dedicated websites to promote their District. These local authorities fund and manage their Tourism service via a tourism budget managed in house. Good examples of Local Authority tourism websites include: <https://www.visitlichfield.co.uk/>, <http://www.visittamworth.co.uk/>.

### **Current relationships with Providers**

5.32 Relationships with Tourism providers (Accommodation providers/Attractions) within the District have diminished and the Council no longer has a proactive working relationship with the businesses in the sector. This is purely as a consequence to not having sufficient officer time available in the Economic Development Service to do the networking necessary to foster such positive relationships.

5.33 In 2017, Economic Development emailed the Tourism Database (around 50 businesses) with a survey to see whether there was any interest in establishing a Tourism Association, only 9 responded. Whilst all 9 answered that they are interested in the potential of a Tourism Association, the lack of responses shows that work needs to be done first to build the relationship back up before creating any official association.

### **Current offer with DMP (Destination Management Partnership)**

5.34 The DMP is an organisation within Staffordshire County Council that operates as a Tourism Partnership for the whole of the Staffordshire County. The DMP was

launched in April 2006, and the Council became a Board Member during the development of the Partnership.

5.35 Partnership Members include; Staffordshire County Council, Local Authorities, Large PLC attractions, Visitors Centres, smaller independent attractions, charities and accommodation providers. There are currently 404 advertisers for 2018; the number for 2019 is unknown as currently being sold.

5.36 The cost of the Annual membership for a Local Authority is £3000 per year (as per 2018); this is classified as an annual subscription (contribution). Advertising costs for businesses vary between £125-£200 plus VAT depending on the level of membership chosen.

5.37 The Council's current DMP membership fee for Local Authorities includes:

- Regular partnership meetings for board members to discuss process  
*(Portfolio Leader for Economic Development and Planning regularly attends these meetings)*
- ERDF Business Support programmes to support tourism businesses  
*(1 business in the District have taken up this service – ends June 2019)*
- Annual Economic Impact Assessments  
*(Annual reports provided October/November time at district level).*
- One off ERDF Funded reports such as accommodation studies and visitor perception surveys.  
*(ERDF funded reports mainly at County level, with District level buy-in options and district level where appropriate. Accommodation Survey to be completed by March 2019)*
- Digital marketing campaigns via social media  
*(On going digital campaigns)*
- Photography and videography available for use for all partners  
*(We have not taken advantage of this)*
- Website promoting districts and attractions  
*(The Cannock District has a shared page with South Staffordshire)*
- Regular blog posts  
*(Last blog post regarding Cannock was September 2018)*
- Social media promotion of attractions etc.  
*(Last posts related to Cannock: 21/01/19, 03/11/2018, 05/11/18, 08/10/18, 07/09/18, 19/07/18, and 17/07/18)*
- Support with events when required  
*(Received request from DMP in January 2018 if we wanted support for any events we arrange, further confirmation in April offering support. We have not taken advantage of this since 2017)*

- Hosts annual awards – good food and tourism awards  
(*Cannock District Business have not received awards – self referral*)
- Discounts from Local Authority Tourism Associations (if applicable)  
(*We do not have a Tourism Association to take advantage of this*)

### **Reason for review / update**

#### **No marketing/Tourism strategy**

- 5.38 There has been no record of Cannock Chase District Council marketing/tourism strategies since 2007, however there are records of marketing campaigns from Tourism partners including the DMP, Visit England and the AONB.

#### **Changes on the horizon**

- 5.39 The opening of the McArthurGlen Designer Outlet Cannock in circa Spring 2020 will be a major milestone for the District.
- 5.40 It is expected to attract over 3.5 million visitors to the District each year. To ensure maximum benefit, it is important to promote the Outlet as only one attraction the District has to offer (part of a package) and to encourage visitors to explore the other locations by promoting linked trips between destinations and the Outlet.
- 5.41 The current level of tourism provision the Council provides is not sufficient to ensure that the District gets the most from the opening of the Designer Outlet. A new way of working including creating a good working relationship between the Council, Outlet and other attractions within the District is required to reach the full economic benefit and potential of the Outlet.

#### **Southern Staffordshire Local Authority perception / effect on relationships**

- 5.42 Whilst it is important to market Cannock Chase as a single District, it is very important to work together with the other local Southern Staffordshire Districts (Tamworth, Lichfield and East Staffs) given the costs of providing a good Tourism Service. Separately all Districts can provide a good offer, however when working and promoting together the Districts offer a much larger pull/attraction and give economies of scale to any delivery/initiative.
- 5.43 There have been group discussions regarding the future provision of tourism within the Southern Staffordshire Districts, however, further meetings are required to discuss how best the combined authorities can work together. Officers in Tamworth Borough Council are in the process of arranging meetings for 2019. It is expected that the LEP review will influence the future direction of this work.

#### **Introduction of future delivery options**

- 5.44 The DMP has been the preferred option available (since 2006) to the Council for delivery of its tourism service.

5.45 However, a recent introduction to the West Midlands Growth Company (a private organisation that works within the West Midlands Combined Authority (WMCA)) has offered alternative options to the current arrangements.

New options for the Council to explore have emerged, including:

1. Continue current status with the DMP;
2. Terminate DMP Membership and work with the Growth Company;
3. Create a hybrid option, by continuing with DMP Membership and work with Growth Company together;
4. Terminate DMP Membership and work in house.

#### **West Midlands Growth Company offer**

5.46 After discussions with The West Midlands Growth Company, they are able to offer:

- Ad-hoc support as and when quoted and required (chargeable);
- New regional tourism website using similar template as DMP (£17,250 + hosting + charges to build, manage and develop content);
- Access to Tourism Marketing Manager at £1,810 for 5 days of advice;
- Development of a regional tourism strategy – potential to bring a tourism forum within this;
- Work with larger organisations including Visit Britain and Visit England to ensure linkages with national campaigns;
- Funded workshops available to businesses for travel trade;
- Partnerships and collaboration on projects relevant to the District (e.g. Commonwealth Games 2022);
- Network of tourism contacts however no regular platform;
- Ability to develop a bespoke programme around our needs and budget;
- Ability to provide a range of research and surveys ranging in price from £500-10,000;
- E.g. Quarterly Tourism report - £800 pa, Perception report £10,000.

5.47 A standard set of terms and conditions/contract are issued to the customer when a report is purchased or when commitment is made to working with the Growth Company. The Growth Company are unable to offer this contract to the Council until we intend on purchasing their services.

### **Analysis of options**

- 5.48 An analysis of the four options has been created to consider the positives and negatives of each option, including notes regarding their social media following and associated costs, which may have significant impacts of the level of service provided. (Appendix 2).

### **Proposed new arrangements**

- 5.49 After the reviewing the options available, it is recommended that the Council continue with the DMP membership for 2019/2020 with a further review in March 2020 to determine whether the membership should continue.

- 5.50 This decision will allow the Council to:

- Gain a better working relationship with DMP and work with them to consider what the Council's needs are.
- Wait for the decision and implementation of the LEP review, allowing us to take time to consider how the changes will affect the opportunities available.
- Take advantage of the larger social media presence the DMP have to build better relationships with the businesses in the Tourism Sector in both the District and County.
- Take advantage of the accommodation survey due to be completed in March 2019 from the DMP.
- Allow time for further discussions with Southern Staffordshire Districts to ensure collaborative working is continued.
- Use DMP contacts to maximise promotion of Designer outlet opening in 2020 and to create linked trips with other attractions in and out of the district (including the main attractions of the County).

- 5.51 It is also recommended that the Council takes advantage of the West Midlands Growth Company reports where possible (budget allowing) to gain better insights to the Tourism market and to be a part of their upcoming projects, including the Commonwealth Games 2022 Project and Waterways Project (if fitting).

- 5.52 It would also be beneficial for the Council to:

- Rollover underspends of Tourism budget from 2018/2019 to 2019/2020 to maximise the marketing campaign during the upcoming months of the Designer Outlet opening;
- Review and update 'Visitor pages' on the Council's Website;
- Create an online interactive 'Visit Cannock Chase Leaflet' (with a printed leaflet to follow on the run up to the Designer Outlet opening);

- Have discussions with other local Tourism Groups (e.g. AONB etc.) as to what marketing they feel is required in the District;
- Have discussions with the Marketing Team at Cheshire Oaks McArthurGlen to see what marketing worked best for them and how they dealt with the opening of their Outlet;
- Have discussions with other local authorities with Designer Outlets in their District to discuss their marketing/tourism plans prior to Outlet opening;
- Review current allocation within the Tourism Activities to ensure most efficient use of limited Council resources.

## **6 Implications**

### **6.1 Financial**

There are no financial implications relating to this report.

However, to note, it is intended that current underspend from 2018/2019 budgets are rolled over to create a larger budget for Tourism provision in 2019/2020.

### **6.2 Legal**

After the next review, if the decision is made to terminate membership with the DMP, then a letter from the Local Authority is required with a 21 day notice period.

A Standard contract is provided by the Growth Company once a report is ordered/purchased; however they are unable to provide this until we purchase their services/work.

### **6.3 Human Resources**

Whilst there are no immediate Human Resources implications arising from this report, it is recommended that more resource within Economic Development is used to increase the level of Tourism Provision in the District.

### **6.4 Section 17 (Crime Prevention)**

There are no Crime Prevention implications arising from this report.

### **6.5 Human Rights Act**

There are no Human Rights Act implications arising from this report.

### **6.6 Data Protection**

Regardless of the choice made regarding the options available, the Council must ensure that all General Data Protection Regulations are met, including a full and short Fair Processing Notice.

The Council must also be mindful that any transfer of data must be covered by a data transfer log.

## 6.7 Risk Management

**Limited staff resources within the Economic Development Team** –it is recommended that time and resource is allocated to ensure sufficient Tourism Provision within the District and to ensure that the current status quo is not returned to.

**Limited budget resources within the Economic Development Team** – Whilst there is currently no ability to increase the budgets within the Economic Development Team, there is a significant underspend in the Tourism Budgets for 2018/2019 which could be rolled over to increase the budget for 2019/2020, allowing for more resources to be used in the upcoming year to the Designer Outlet opening.

**LEP Review** – Results from the nationwide LEP Review could affect the relationships with the providers and stop the Council from working with them. By reviewing the current status in 12 months time will allow time for the LEP review results to be issued and actions created from the results to be organised.

**Value for Money not obtained using DMP/Growth Company** – By allowing for 12 months of working with current providers (DMP), the Council can assess whether the DMP can offer good value for money, and whether working more closely with the DMP will improve level of provision within the District. If by 2020, it is agreed that the DMP does not fit within the needs of the District then the Council is able to terminate the membership with 21 days written notice.

## 6.8 Equality & Diversity

Regardless of the choice made regarding the options available, the Council must be mindful of ensuring that any information or documentation produce is available in a range of formats.

Examples of additional formats include but are not limited to: Large print, additional languages or braille.

Whilst these are not produced immediately allowances need to made for these additional resources when requested.

## 6.9 Best Value

Option 3 currently represents the best value as the Council will have the ability to pick and choose additional resources when needed whilst maintaining current provisions.

To gain the best value of current provision, it is recommended that the Council gain a better working relationship with the DMP and take advantage of all their resources available.

**7 Appendices to the Report**

Appendix 1: Economic Development Service – Structure Chart

Appendix 2: Analysis of Options Available

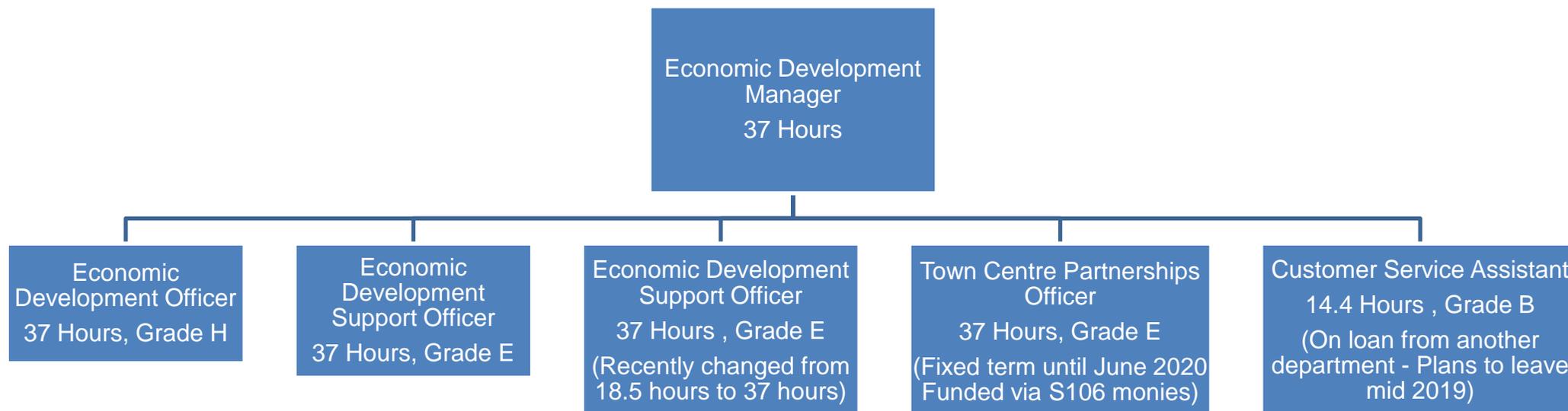
**Previous Consideration**

None.

**Background Papers**

None.

Economic Development Service – Structure Chart



ITEM NO. 9.

**Appendix 2**

Analysis of Options Available

|   | <b>STRENGTHS</b>   | <b>WEAKNESSES</b>   | <b>OPPORTUNITIES</b>   | <b>THREATS</b>  | <b>NOTES</b>  |
|---|--|---|--|---|---|
| <b>Continue current status with the DMP</b> | <ul style="list-style-type: none"> <li>• Based in and only promotes Staffordshire</li> <li>• Already a member (familiar)</li> <li>• Much lower cost than alternatives</li> <li>• Links with other Local Authorities and Attractions as they are members too</li> </ul> | <ul style="list-style-type: none"> <li>• Can be slow to respond at times</li> <li>• Mainly focuses on Stoke on Trent (unintentionally)</li> <li>• Reports offered are mainly Staffordshire based and not District without additional buy in</li> <li>• Level of benefit from support is not high (see 5.9 on report)</li> </ul> | <ul style="list-style-type: none"> <li>• The Designer Outlet will make the District a more attractive offer, thus improving ability to promote District</li> <li>• Ability to access funding via ERDF including support for events</li> <li>• Ability to use DMP as a platform to create linked trips with other attractions (including large attractions like Alton Towers &amp; Drayton Manor).</li> <li>• As membership is a contribution – can cost be reduced and still keep benefits?</li> </ul> | <ul style="list-style-type: none"> <li>• LEP Review Outcomes – How will it affect the relationships between the Council and DMP?</li> <li>• Once the Council finds what Tourism Provision is required, the DMP may not be able to offer what is needed</li> <li>• Provision may not change from current status</li> <li>• Other Districts are more marketable, and the Council may miss opportunities as other Districts currently offer more tourism attractions and are easier to market</li> </ul> | <p>Social Media following of DMP:</p> <ul style="list-style-type: none"> <li>• Twitter: 14,300</li> <li>• Facebook: 10,000</li> <li>• Instagram: 4,000</li> <li>• YouTube: 131</li> </ul> <p>Annual Membership Cost: £3,000</p> |

|   | STRENGTHS  | WEAKNESSES  | OPPORTUNITIES  | THREATS   | NOTES  |
|---|--|---|--|---|--|
| <p><b>Terminate DMP Membership and work with the Growth Company</b></p> | <ul style="list-style-type: none"> <li>• Has large Blue Chip partners such as: Selfridges, NEC, Airports and large hotel companies</li> <li>• We can pick and choose the information and resources we want</li> <li>• Wide range of reports available</li> <li>• Potentially access EU projects</li> </ul> | <ul style="list-style-type: none"> <li>• Expensive in comparison to DMP</li> <li>• Not a membership with regular benefits</li> <li>• No platform to network and collaborate with Local Authorities</li> <li>• Focus on international travel and Birmingham area only not other areas – restrictive</li> </ul> | <ul style="list-style-type: none"> <li>• Large focus on international travel – linkages with airport which would be good for Designer Outlet if budget allows</li> <li>• The Designer Outlet will make the District a more attractive offer</li> <li>• Can create linked trip opportunities across the UK to attract a wider range of visitors</li> <li>• Their focus on Commonwealth Games in 2022, could potentially work into opening of Designer Outlet</li> </ul> | <ul style="list-style-type: none"> <li>• Councillor Alcott (Portfolio Leader of Economic Development and Tourism) is an active Director within the Growth Company – conflict of interest?</li> <li>• LEP Review Outcomes – How will it affect the relationships between us and Growth Company?</li> <li>• Involvement in large scale projects dependant on relevance to regional tourism framework – if not relevant, not invited to work with</li> <li>• Budget constraints may cause issue in getting benefit of larger projects and reports</li> </ul> | <p>Social Media Following of Growth Company:</p> <ul style="list-style-type: none"> <li>• Twitter: 1,000</li> <li>• Facebook: n/a</li> <li>• Instagram: n/a</li> <li>• YouTube: 10</li> </ul> <p>Report cost ranges from £500 for accommodation audit to £10,000 visitor survey.</p> |

|   | STRENGTHS   | WEAKNESSES   | OPPORTUNITIES   | THREATS  | NOTES   |
|---|---|--|---|--|---|
| <p><b>Create a hybrid option, by continuing with DMP Membership and work with Growth Company together</b></p> | <ul style="list-style-type: none"> <li>• Gets the best of both companies</li> <li>• Market locally/nationally (DMP) and internationally (Growth Company)</li> <li>• Benefits from both SSLEP and GBSLEP and their pots of funding</li> <li>• Companies use different data models, (DMP - Cambridge and Growth Company - STEAM)</li> </ul> | <ul style="list-style-type: none"> <li>• Would be an expensive option as paying for two services</li> <li>• Duplication may occur as both companies offer similar services</li> <li>• Potentially lot of work managing two services</li> </ul> | <ul style="list-style-type: none"> <li>• The Designer Outlet will make the District a more attractive offer</li> <li>• As DMP membership is a contribution – can we reduce and keep benefits?</li> <li>• Commonwealth Games in 2022 will be large projects for both – could work into opening of Designer Outlet</li> <li>• Companies have different main priorities and would have access and involvement in both</li> </ul> | <ul style="list-style-type: none"> <li>• Councillor Alcott (Portfolio Leader of Economic Development and Tourism) is an active Director within the Growth Company – conflict of interest?</li> <li>• LEP Review Outcomes – How will it affect the relationships between us and Growth Company?/DMP</li> <li>• Two direct competitors – how will they work together?</li> <li>• Budget constraints may cause issue</li> </ul> | <p>Annual DMP Membership Cost: £3,000</p> <p>WMGC - Report ranges from £500 for accommodation audit to £10,000 visitor survey.</p> <p>To gain full benefit, the budget per year may need to be increased.</p> |

|   | <b>STRENGTHS</b>   | <b>WEAKNESSES</b>   | <b>OPPORTUNITIES</b>   | <b>THREATS</b>  | <b>NOTES</b>   |
|---|--|---|--|---|--|
| <b>Terminate DMP Membership and work in house</b> | <ul style="list-style-type: none"> <li>• Focus on the district needs and priorities rather than County's/LEPs.</li> <li>• Build relationships with Tourism businesses back up on our terms</li> <li>• Only pay for what we truly need</li> <li>• Not reliant on other providers</li> </ul> | <ul style="list-style-type: none"> <li>• Lack of experience/expertise in team</li> <li>• More resources required within team as time consuming</li> <li>• Could be expensive if consultants are required</li> <li>• No working with other authorities or partners – less collaborative</li> </ul> | <ul style="list-style-type: none"> <li>• We can make it what we want/need</li> <li>• Could work more closely with McArthurGlen than other companies</li> <li>• Potential to use saved funds to get further resources</li> <li>• Ability to use TCP + Officer to link to Mill Green Connection</li> </ul> | <ul style="list-style-type: none"> <li>• Time resource – Other commitments and workloads may take over</li> <li>• May not work if we don't have a dedicated Tourism Platform to use</li> <li>• Budget constraints may cause issues with additional resources</li> <li>• No group power or offer as alone</li> </ul> | <p>May need increase of resource from current budget to get maximum benefit.</p> |