



**Which Council Aim does this case study deliver?**

*To create the conditions for economic success*

**Background – Why?**

In April 2003, Government passed the remit for strategic development of tourism to the Regional Development Agencies. Yorkshire Forward responded to this new role by conducting extensive research to review how tourism services were delivered and how this could be improved. They concluded that improvements could be made to efficiency and effectiveness through the development of a new structure. Local authorities in the Moors and Coast area identified a need (in 2005) to establish a tourism partnership to move forward with strong brands and play a key role within the new sub-regional tourism structure. Through forming an 'Area Tourism Partnership' the authorities would be able to access new funding from Yorkshire Forward. The authorities include Ryedale District Council, North Yorkshire County Council, Scarborough Borough Council, Hambleton District Council and North York Moors National Park Authority. In addition, the ATP would bring into the Partnership an equal representation from the private sector, drawn from the 18 Tourism Associations across the area. The chair of the Partnership is also from the private sector.

The development of the ATP was aimed at delivering improved value for money through partnership working to limit duplication of services between the partners, as well as developing closer working relationships and 'buy in' with the private sector.

**What was done?**

*Describe the project, service improvement, what was delivered? What did we do or make happen? Outline of the how it happened.*

The MCTP was established in 2006. The Constitution is dated March 2006 and sets out how the public and private sector members will work to deliver the objectives of the partnership and to protect expenditure of public money. This is done through the 'Partnership Agreement' which is between the accountable body for the partnership (Scarborough Borough Council) and the other public sector partners and outlines each financial and human resource contribution made and what the activities of the partnership will be in return.

**Who was involved and how?**

*Staff, members, residents, business, partnership, other stakeholders?*

The Council's Tourism Officer was involved in the establishment of the Partnership and was seconded to that partnership for the establishment period. The tourism team (2 officers) are now both seconded to the partnership full time.

The Ryedale tourism business association, 'Tourism Association North Yorkshire' were involved in the establishment of the Partnership and are now represented on the Board.

A Ryedale tourist attraction (Ryedale Folk Museum) was one of the founder Board members, although is no longer represented due to pressures of work.

**What was achieved?**

By 2008, the partnership had been established for 2 years and could therefore begin to measure the difference it was making.

Strategic: A tourism strategy for the whole area was produced, thereby reducing duplication.

Branding: Research had been conducted to identify what brand name could be used to best market the area and have resonance with visitors. This was an improvement on our previous marketing as visitors in

key market areas did not know where Ryedale was, whereas the proximity of the Moors to the Coast is a unique selling point in Yorkshire's brand.

**Promotions:** 150,000 holiday guides have been produced compared to 60,000 Ryedale guides. Advertising campaigns of just over £20,000 compared with £12,000 previously. A purpose built and independent website which promotes the area and enables e booking with accommodation providers.

**Visitor Information:** Access to the 'Destination Management System' is provided by the MCTP. This £23,500 contribution enables businesses to upload their accommodation details and availability onto national and international websites. Previously, a budget of £9,000 was available for the DMS, but this did not enable businesses to link to regional or national websites.

**Business Development:** Businesses now have access to a 'Product Development Team' of business support advisers to provide information on tourism related business issues such as quality assurance and training. There is also a Green Tourism Business scheme. Previously there was no business support services.

**Product Development:** The MCTP has access to YF funding for product development such as the development of cycle storage facilities, local produce trails and 'eco-huts' on long distance trails.

**Partnership Development:** The MCTP enables close working relationships with the local accommodation providers and attractions which, due to limited staff capacity, Ryedale was not able to do in such volume previously.

### **Who benefited and how do we know?**

*How have we improved peoples lives? How do we know if the target audience were the beneficiaries? How have we worked with people who are vulnerable or at risk of experiencing inequality? Did we target this project/service or improvement where it was needed most?*

Performance management of the MCTP is undertaken through a variety of means. The key objective is to increase the quality, value and volume of tourism into the area, thereby increasing spend in local businesses and contribution to the economy. The quality issue is important as it contributes to improvements in the employment of local people through upskilling and higher wages.

This is measured through the

- Regional Tourism Survey undertaken by 'Welcome to Yorkshire' – the regional tourism organisation which distributes YF funding. This includes information on visitor expenditure per day, length of stay and rating the quality of visitor experience.
- The proportion of accommodation providers with a quality assurance rating and the increase in the number of inspected properties.
- Increase in the number of businesses providing real time availability on line.
- Use of non car transport both to and within the area.
- The website records information on direct bookings, numbers and value.

### **Resources and value for money**

*How much was invested in the project?*

The Council has committed its tourism marketing budget and tourism staff team to the Partnership. This is subject to a 3% annual efficiency saving.

The value of the YF contribution is £166,000 p.a

The overall budget for the partnership in 2009/10 is approximately £724,800, including financial and human resources. This compares with a Ryedale tourism budget of approximately £140,000.

### **Next Steps / Further Action**

The Partnership continues to develop as the situation changes with regard to Yorkshire Forward funding via 'Welcome to Yorkshire'. However, it is flexible and able to adapt to changing market needs and in response to its stakeholders – private businesses represented by the Tourism Association on the Board. We anticipate the private sector increasing financial contribution to the partnership, thereby reducing dependence on the public purse into the future.

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**Background documents/Links:**

[www.yorkshiremoorsandcoast.com](http://www.yorkshiremoorsandcoast.com)