

# Exmoor Tourism Partnership

[www.exmoortourismpartnership.co.uk](http://www.exmoortourismpartnership.co.uk)

*Co-ordinating, supporting and promoting tourism across Exmoor and West Somerset*

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# ACTION PLAN

## 2009 - 2012

**The Exmoor Tourism Partnership aims to**  
*“provide a co-ordinated focus for the combined efforts of the major organisations working to support the tourism sector alongside those of the wider industry”.*



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## ACTION PLAN 2009 - 2012

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# Exmoor Tourism Partnership

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## ACTION PLAN 2009 -2012

### 1. Introduction

Tourism is the single largest component of the rural economy within Exmoor National Park and West Somerset. The Exmoor Tourism Partnership Action Plan aims to provide a co-ordinated focus for the combined efforts of the major organisations working to support the tourism sector alongside those of the wider industry.

The overall aim of the Exmoor Tourism Partnership is to develop the area as a leading tourism destination based on quality and sustainable experiences supporting an enhanced economy.

The primary purpose of the partnership is to co-ordinate activity with a view to enhancing the quality of the visitor experience, improving the viability, sustainability and performance of tourism enterprises and developing, promoting and championing the Exmoor and West Somerset brand in appropriate markets.

The area is blessed with some of the UK's finest scenery and landscapes including Exmoor National Park and the Quantock Hills Area of Outstanding Natural Beauty. A key component of the rural landscape is the integrity of the coast and countryside. In order to further develop the tourism sector actions need to be innovative and focus on the area's natural assets (which form the bedrock of the sector) whilst maximising economic benefits within the area, which is one of the most deprived in the country. Co-ordinated and collaborative partnership working between the industry and local, regional and national tourism bodies is essential to fulfil the aims and objectives of the Exmoor Tourism Partnership.

### 2. The current situation – an overview of tourism

The volume and value of tourism within the area has remained relatively stable in recent years, as shown in the tables below.

#### Value of Tourism

	2001	2004	2005	2006	2007	2008
<b>Exmoor NP</b>	-	£71.18m	£74.24m	£81.89m	£83.12m	£83.54m
<b>Greater Exmoor</b> <i>(inc. all parishes within 10 miles of NP boundary)</i>	-	-	£180.5m	£190.22m	£203.68m	£196.87m
<b>West Somerset</b>	£116.8m			£61.7m	£67.1m	-

#### Table 2 – Visitor Numbers

	2001	2004	2005	2006	2007	2008
<b>Exmoor NP</b>	-	1.97m	2.00m	2.13m	2.08m	1.99m
<b>Greater Exmoor</b> <i>(inc. all parishes within 10 miles of NP boundary)</i>	-	4.40m	4.51m	4.65m	4.79m	4.42m
<b>West Somerset</b>	2.67m	-	-	1.49m	1.69m	-

*Notes on tables 1 and 2:*

*Figures for Exmoor No. and Greater Exmoor are sourced from the Exmoor State of Tourism reports based on the STEAM model and visitor numbers relate to the equivalent no. of visitor days for both staying and day visitors.*

*Figures for West Somerset are sourced from the South West Value of Tourism Reports based on the Cambridge model and visitor numbers relate to the number of bed nights.*

*Please note the geographic areas described contain overlaps (for example parts of West Somerset are included in all 3 areas, as are parts of Exmoor National Park).*

It is estimated that tourism supports the equivalent of 2900 FTE jobs within Exmoor National Park (approx. 25 % of the population). Within Greater Exmoor and West Somerset it is estimated 4301 and 1961 FTE jobs are supported respectively through tourism.

Quality is a vitally important factor affecting the success of tourism across the Exmoor area, both in terms of attracting higher visitor spend and ensuring the area's competitiveness with other UK destinations and abroad. Quality, in terms of place, product and services, applies across all sectors engaging with visitors and underpins the action plan. Approximately half of all known accommodation providers in the area are part of nationally recognised quality schemes, whilst Stepping Stones, a local inspection scheme is rising in popularity.

The special status of the area, based on its environmental quality, underpins the local economy and that of the sub region of western Somerset and northern Devon. The high quality of the National Park and Area of Outstanding Natural Beauty landscapes and opportunities for breathing clean air, seeing wildlife and experiencing quiet and tranquillity are the principle attractions for visitors to the area. Future development of the tourism economy should seek to conserve and enhance these strengths. Success in protecting these qualities will increase in value as the spread of development and urbanisation alters the character of much of the rest of Britain

### **3. National, regional and local strategies**

The Action Plan compliments and contributes to the plans and strategies of many organisations working at a local, regional and national level. The ETP has not set out to produce its own strategy but will instead co-ordinate actions to fulfil the strategies of partner organisations.

#### ***National***

***Winning: A tourism strategy for 2012 and beyond*** was published in September 2007 and is a statement of intent by government and the industry committing to work together, largely based around the perceived benefits of the 2012 Olympics in London. The action plan within the strategy includes:

- Marketing the UK at home and overseas
- Making the most of the cultural Olympiad
- Introducing new initiatives in the product quality (e.g. quality assurance schemes)
- Improving skills through the National Skills Strategies
- Planning for real changes in the industry's response to disability issues.

The ***Good Practice Guide on Planning for Tourism*** was published in 2006 replacing PPG21 with the aim of ensuring planners understand the importance of tourism and take this into account when preparing development plans and making planning decisions. It also aims to foster the development of sustainable tourism solutions through joint working between planners and the industry.

#### ***Regional***

***Towards 2015: Shaping Tomorrow's Tourism*** is the regional tourism strategy developed by South West Tourism and the South West Regional Development Agency. It aims to provide leadership and direction to the development of a truly sustainable and valuable tourism industry for the South West and is particularly concerned with actions to:

- Drive up quality
- Deliver truly sustainable Tourism
- Create superior destination management arrangements for the region.

Through **Towards 2015** a new tourism support infrastructure has been developed for the South West creating county wide Destination Management Organisations to deliver marketing and promotions at a local level. Exmoor is covered by the Somerset Tourism Partnership and Visit Devon (which in turn operates via 6 Area Tourism Partnerships, including North Devon +, delivering at a more local level). **Towards 2015** is currently subject to a mid term review considering how the policy might need to be adapted to cover up to 2023.

The **Regional Spatial Strategy** covers a 15 year period from 2008 and sets out the government's policies on planning and transport for the region providing a framework for the determination of planning applications (delivered at a local level) and guidance on the preparation of Local Development documents and Local Transport Plans. The three primary policies relating to tourism are:

- Sustainable Tourism
- Safeguarding and investing in tourism destinations
- New, high profile, attractions.

### **Local**

The **Exmoor National Park Management Plan 2007-2012** is a plan for the Exmoor National Park, and not just the National Park Authority. The vision for tourism and recreation is as follows:

*“By 2020 there is a warm welcome and high quality experience for everyone who visits Exmoor seeking inspiration, tranquillity and active outdoor recreation, provided by a sustainable tourism and recreation economy in harmony with local communities and the environment, and contributing to the achievement of a carbon-neutral National Park.”*

The Management Plan sets out the primary objectives and targets, as agreed following extensive consultation, for the enhancement of the qualities that make Exmoor special. A number of objectives relate to tourism, each with their own targets and actions, including:

- To raise awareness of Exmoor and its special qualities and ways in which they can best be experienced and enjoyed
- To ensure that Exmoor provides a high quality experience for visitors from all backgrounds and of all abilities and that tourism is environmentally sustainable, deriving value from the special qualities of the National Park and not detracting from them
- To maximise the economic and social benefits to the economy of Exmoor that recreation and tourism bring and to spread these benefits across as wide a range of people and businesses as possible

West Somerset Council are currently preparing a **Tourism Strategy for West Somerset** a local authority area which includes approx. 2/3 of Exmoor and which lies almost entirely within the Greater Exmoor area (as defined by all parishes within 10 miles of the National Park boundary). The district also includes much of the Quantocks Area of Outstanding Natural Beauty and the West Somerset coast known for its traditional resorts such as Minehead and Watchet. The forthcoming tourism strategy is being developed following publication of West Somerset Council's Economic Strategy (2009) which identifies tourism as a key economic driver for the area, and therefore a strategic priority.

North Devon +, an economic regeneration company formed as a public private partnership with support from North Devon Council and Torridge Council, are also currently preparing **a tourism strategy for North Devon** which will include 1/3 of the National Park and a significant proportion of the Greater Exmoor area. North Devon is a renowned tourism destination and includes seaside resorts, market towns and the North Devon Coast Area of Outstanding Natural Beauty. North Devon is also one of the UK's only UNESCO designated biosphere reserves.

## **4. The Exmoor Tourism Partnership aims and objectives**

The role of the Exmoor Tourism Partnership is to enhance the quality of the visitor experience, to improve the viability, sustainability and performance of tourism enterprises and to develop, promote and champion the Exmoor and West Somerset brand in appropriate markets.

It seeks to co-ordinate activity between the various players, to raise awareness of the importance of tourism and maximize the economic benefits from tourism, whilst minimizing and mitigating environmental impacts.

The overall aim is to develop Greater Exmoor (including West Somerset and North Devon) as a leading tourism destination based on quality and sustainable experiences supporting an enhanced economy.

The objectives of the Partnership are

- To increase domestic and international visitor numbers, length of stay and visitor expenditure by positioning the area along with its tourism products and experiences as a distinct and competitive tourist destination.
- To build on the destinations position as a leader in sustainable tourism, managing tourism to conserve and enhance the special qualities of the area that underpin the tourism product.
- To take a leadership role in the tourism industry, encourage professional standards and the development of co-operative arrangements, which build and maximise industry effectiveness.
- To consult, communicate and engage with stakeholders in the public and private sectors, operators and the community to encourage collaborative action and commitment to the tourism success of the area.
- To co-ordinate any delegated resources and financial contributions of partners in support of the delivery of the tourism strategy and seek to raise additional external funds to achieve the objectives.
- To operate as a viable, innovative and professional partnership to achieve the objectives to the benefit of members, stakeholders and the area
- To support the private enterprise stakeholders in the tourism industry by all possible means to enhance their profitability.

## **5. Exmoor Tourism Partnership Roles**

This plethora of bodies and organisations, geo-political boundaries and the diverse nature of the 'tourism industry' have, in the past, lead to fragmentation and communication issues. This difficulty is particularly pertinent when considering how to ensure the effective management of the area as a tourism destination and does present particular challenges for marketing and developing sustainable tourism within the area.

Partnership working is essential to the successful co-ordination of tourism development and marketing activity across the greater Exmoor area. Without effective partnerships fragmentation will continue to limit the greater Exmoor area's potential as a sustainable tourism destination, resulting in disjointed marketing strategies and activities, duplication of activity, disparate information, and differing quality standards. The action plan seeks to address this issue and identify lead and key partners in the delivery of its actions.

In the development of the Action Plan we have taken into account the plans and strategies of many of these organisations, as highlighted in the previous section. The Exmoor Tourism Partnership provides an opportunity for the coming together of a range of organisations to work collaboratively to deliver tourism support and development functions in a co-ordinated manner.

The Exmoor Tourism Partnership currently consists of 4 Core partners and 2 key organisations, as shown in the diagram below. The respective roles of these organisations are detailed below.



### **Exmoor Tourist Association**

The Exmoor Tourist Association was set up in 1982 to help maximise the benefits of sustainable tourism for its members and to bring members' businesses, and Exmoor, to the attention of people considering visiting Exmoor for holidays and short breaks. Its activities aim to benefit its members, local Exmoor communities and the wellbeing of the Greater Exmoor region (Exmoor and its surrounding areas), by promoting the benefits of Exmoor to potential visitors. It is a non-profit organisation, using their subscriptions for the promotion of their members and Greater Exmoor. Activities include regular newsletters, business offers for members, an annual literature exchange, member's helpline and newsletters.

The ETA currently has over 200 members which equates to approximately half of the known tourism businesses within Exmoor and beyond.

### **Active Exmoor**

Active Exmoor is a sports tourism project focusing on supporting Exmoor's outdoor activity industry. It began as a community sports project and widened its remit to include sports tourism in 2006.

The work of Active Exmoor is varied and in the recent past has included:

- co-ordination of a network for outdoor activity providers
- facilitation of active events such as the Exmoor and North Devon Walking Festival and the Exmoor Perambulation,
- Attracting, supporting and promoting event organisers to hold events within the area such as the Iron man 70.3 contest, the Tour of Britain cycle race and many more.
- Promotion of active opportunities to the public through brochures, website and e-newsletters.
- Providing opportunities for public participation through taster days and support for local organisations such as the Exmoor Canoe Club.
- Wider tourism support and promotion of the area in partnership with others.

### **West Somerset Council**

West Somerset Council has played a key role in the establishment of the Exmoor Tourism Partnership, and provided funding for the area tourism brochure.

West Somerset Council's Economic Strategy (2009) identifies tourism as a key economic driver for the area, and therefore a strategic priority.

West Somerset Council host and manage the Visit Exmoor portal site and support a wide range of events and festivals in the area. In addition to support for the Tourist Information Centres at Watchet, and Porlock the council has recently opened its new Tourist Information Centre on the promenade at Minehead.

### **Exmoor National Park Authority**

The principal role of the Exmoor National Park Authority in relation to tourism can be described within 4 key areas:

- Taking a lead role in the conservation and enhancement of the special qualities of the National Park on which the tourism economy is wholly dependent upon.
- Taking a lead in maintaining the recreational and tourism infrastructure such as the Public Rights of Way Network access to areas of open access, and promotion and maintenance of regional and national trails.
- Visitor information and guidance on places to visit, and things to do through National Park Centres, Local Information Points, support for local information centres, publication of the Exmoor Visitor, provision of ranger services etc.
- Support and development of Sustainable Tourism activities through training sessions, information briefings, research and monitoring of trends, providing energy efficiency advice to tourism businesses, facilitating improved transport links and co-ordinating with other tourism bodies.

In addition to ongoing support for tourism, with a related expenditure of approximately £200,000 per annum, a specific tourism support fund of £25,000 per annum has been allocated for the next three years to support partnership work.

In September 2007 Exmoor National Park Authority was granted the European Charter for Sustainable Tourism in Protected Areas – becoming the first National Park in England to gain the award. The Charter seeks to recognise protected areas which are following the right approach in developing and managing sustainable tourism. It is concerned with structures, objectives and actions, including their comprehensiveness and sustainability. This action plan forms part of the ongoing validation of the Charter.

### **Somerset Tourism Partnership**

The Somerset Tourism Partnership (STP) is working to improve destination management and marketing in Somerset for the benefit of tourism businesses, residents and visitors. Following the production of a 5-Year Delivery Plan for tourism in Somerset, the partnership was established to move forward several key activities identified within the Plan.

STP is made up of tourism officers from across the Somerset area and representatives from tourism industry. The partnership has the ultimate objective of making tourism delivery more effective in the future and is working towards setting up a Destination Management Partnership for the whole of Somerset.

STP consists of 6 working groups delivering the work programme and outputs from the 5 Year Delivery Plan: Promotions (Marketing & Public Relations), Communications (private sector engagement and conference), Research, Sustainability, Information, and Quality & Training.

Making the most of Exmoor while recognising its special position is a strategic priority within the STP Delivery Plan stating '*Exmoor's brand strength, national park status and existing level of coordination of tourism mean that it needs to retain its identity while linking into the new Somerset programme*'.

The structure and operation of the Somerset Tourism Partnership is currently under review.

### **North Devon +**

North Devon+ is a not-for-profit membership organisation which was formed in May 2007. It saw the amalgamation of 3 great local organisations; North Devon Marketing Bureau, North Devon & Exmoor Regeneration Company, and North Devon Enterprise Agency. Its aim is to develop the North Devon area with the aim of building the economy, increasing tourism and regenerating the area.

North Devon+ is the economic delivery agency for the area, working with Torridge District Council, North Devon Council, Devon County Council, the South West of England Regional Development Agency and the private sector to deliver projects and initiatives that encourage and support business growth, improve quality of life, and address social and economic inequalities.

Tourism is a key business sector for the area and for North Devon +. With a private sector membership of over 500 businesses, they act as the Area Tourism Partnership (within the Devon destination management framework) for North Devon and Torridge (including 1/3 of Exmoor), marketing the area as a year-round high quality destination, providing a wide range of membership services for local businesses, and representing and driving forward the interests of the sector. North Devon + represent the North Devon area within Visit Devon which co-ordinates promotion for the whole of Devon as a tourism destination through the six Area Tourism Partnerships.

### **Exmoor Tourism Network**

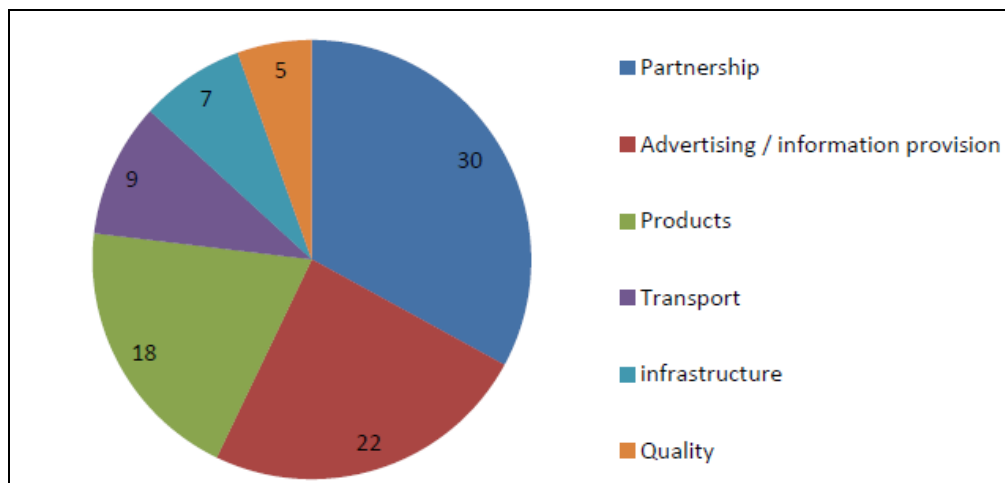
In addition to the above named organisations there is a wider Exmoor Tourism Network which comprises of the numerous thematic and geographic based industry groups including (but not limited to):

- Minehead Hoteliers Association / Chamber of Commerce
- Lynmouth Association for Commerce and Tourism
- Porlock Tourism Association
- Exmoor (Farm and Country) Holiday Group
- Combe Martin Tourism Association
- South Molton Tourism Association
- Watchet Town Council
- Exmoor to Sea (attractions)
- Visit Dunster
- Quantocks AONB

## **6. The Action Plan**

The following action plan seeks to compliment the existing and forthcoming strategies and policy documents that are already in existence. It provides an opportunity to consider the unique position of Exmoor as a leading sustainable tourism destination, with a strong brand that requires cross-boundary co-operation for maximum efficiency and mutual benefit. The action plan seeks to fulfil the 7 objectives which complement other local and regional work. In many cases the actions will be delivered, in a co-ordinated manner, alongside wider initiatives across the districts, counties and region, whilst some actions will be specific to the area.

The action plan was developed following a forum open to all tourism businesses and organisations in the area to attend hosted by the Exmoor Tourist Association in March 2009. During the forum workshops were held in order for the wider industry to have a say on what they felt the tourism sector in the area needed to focus on. The graph below illustrates the response from the workshop groups.



In addition an audit of existing work was completed by the Exmoor Tourism Partnership to remove any duplication so far as possible between organisations and to ensure any gaps are properly addressed.

The action plan represents costs of approximately £120,000p.a excluding core staff costs. The majority of these costs (£91,000) are already covered in year one, or have funding identified. There are however some further costs of approximately £29,000 which will need to be covered through external grant-aid and / or increased budget allocations. It is important to note that this plan has been developed based on the current availability of staff resources within the core partner organisations. Any changes in the 2009/10 levels of tourism related staffing within the core partners will compromise the partnerships ability to deliver.

The following action plan is split into 7 categories, based on the objectives of the partnership.

December 2009

# Exmoor Tourism Partnership

## Action Plan 2009 – 2012

**Objective 1: Increase domestic and international visitor numbers, length of stay and visitor expenditure by positioning the area along with its tourism products and experiences as a distinct and competitive tourist destination.**

Action	Outputs / Targets / Indicators	Priority	Lead Agency	Key Partners	Resource Implications	Theme
a) Identify key branding themes for the area to promote the area.	Identification and united promotion of key brand cluster.	1	ETP		Minimal staff time.	Advertising / Information Provision
b) Publication of Exmoor brochure	A minimum of 60,000 copies produced for national distribution – Approx. 85% delivered by June.	1	WSC	ETP	£20k to underwrite marketing & distribution in 2010 Staff delivery time estimated to be worth £20k+. Opportunity for some commercial return.	Advertising / Information Provision
c) Production of Exmoor Visitor	A minimum of 100,000 copies produced for local distribution.	1	ENPA	ETP	Cost neutral - £3k design covered through ENPA	Advertising / Information Provision
d) Translation of key website pages on visit Exmoor site	At least 1 unique summary home page translated into German, French, Italian, Spanish and Dutch. Monitor number of page views.	2	WSC	ETP web sub group	£750	Advertising / Information Provision
e) Explore opportunities for participation in national advertising campaigns.	No. of partnership opportunities identified	2	ETP, STP, N Devon+	Visit Britain, Visit England, South West Tourism.	Exploration reliant on staff time. Funding from £5k + to participate.	Advertising / Information Provision
f) Explore opportunities for participation in overseas advertising campaigns.	No. of partnership opportunities identified	3	ETP, STP, N Devon+	Visit Britain, Visit England, South West Tourism.	Exploration reliant on staff time. Funding from £5k + to participate.	Advertising / Information Provision
g) Establish quarterly e-marketing campaign	No. of e-newsletters distributed 4 times a year, 3000 recipients 30% open rate of which further 30% click through to websites.	1	Active Exmoor	ETP	£1000 for software, marketing, promotion etc. Plus 10 days p.a. staff time	Advertising / Information Provision

h) Enhance Visit Exmoor site making full use of site functionality and improving available content.	Level of traffic increased by 20% by March 2011 utilising AWStats and google Analytics to monitor additional hits.	1	WSC	ETA, AE	Staff time 90 days p.a. plus running costs of £3k p.a. (includes Active Exmoor sister site) + development expenditure of £2k. Opportunities for commercial return to be considered and identified.	Advertising / Information Provision
i) Attend a range of relevant national and regional exhibitions showcasing the best of Exmoor and surrounding areas.	Representation in conjunction with West Somerset Railway at 3 national and regional shows p.a.	2	ETA	N Devon +, STP, WSC, ENPA, Active Exmoor	£1000 contribution to shared costs with other attendees.	Advertising / Information Provision
j) Increase overseas PR presence through use of specialist PR services.	No. of press releases issued, stories published, column inches, circulation, press visits and equivalent advertising value.	3	ETA	ETP	£2.5k p.a. plus staff time	Advertising / Information Provision
k) Increase national PR presence through use of specialist PR services.	No. of press releases issued, stories published, column inches, circulation, press visits and equivalent advertising value.	1	ETA	ETP	£8k p.a. plus staff time	Advertising / Information Provision
l) Explore cost effective opportunities for additional direct marketing campaigns.	No. of opportunities identified	3	ETA	ETP Network	Exploration purely staff time. Potential for industry input to collaborative marketing initiatives.	Advertising / Information Provision
m) Use a co-ordinated distinctive branding package for tourism and destination marketing of Exmoor.	Generic branding adopted by all partners.	1	ETP		Previously funded.	Advertising / Information Provision
n) Develop ongoing visitor satisfaction visitor surveys	Sample size and level of satisfaction expressed.	3	ENPA	AE	Staff time	
o) Conduct biennial face to face visitor satisfaction surveys.	Sample size and level of satisfaction expressed.	1	ENPA	ETP	Staff time + £2p.a. secured through ENPA Information & Access budget.	Advertising / Information Provision
p) Commission economic impact assessment and visitor number modelling each year for ENP and Greater Exmoor area.	Publication of an annual State of Tourism Update report for Exmoor.	1	ENPA		Staff time + £5k p.a. secured through ENPA core budget.	Partnership?
q) Consider options for obtaining boundary specific data for W Somerset in addition to that collected by SWT	Specific West Somerset survey established by Dec 2010.	1	WSC		Staff time to assess options.	Partnership
r) Promote participation on SWT surveys and seek draw down of data	Identify effects of weather and events influencing industry conditions.	2	ENPA /ETA	ETP	Staff time to promote and liaise with SWT.	Partnership
s) Promote opportunities for enjoyment of	Update and publish easy	3	ENPA	ETP	Staff time plus capital works sought	Promotion

the area by all abilities including promotion of all ability trails, facilities for disabled people and information provision.	access walks using new interactive walks map.				through ENPA budgets.	
t) Co-ordinate a comprehensive list of events, receiving key dates, well in advance of the season.	Number of future events advertised on Visit Exmoor site.	1	WSC	ETP	Staff time	Promotion

**Objective 2: Build on the destination's position as a leader in sustainable tourism, managing tourism to conserve and enhance the special qualities of the area that underpin the tourism product.**

Action	Outputs / Targets / Indicators	Priority	Lead Agency	Key Partners	Resource Implications	Theme
a) Seek increased co-ordinated public transport opportunities to and from the area including links to mainline railways and coach routes.	Establishment and promotion of links.	2	ENPA	ETP, SCC, DCC	Staff time	Transport
b) Promote the Explore Moor website and car free itineraries.	Decreased car use, number of website visitors	1	ENPA	ETP	£3k secured via ENPA and WSSP.	Transport
c) Encourage opportunities for wildlife based tourism through awareness of opportunities for businesses through training sessions and promotion of best practice.	1 training and networking session hosted p.a.	2	ETA	ENPA	Venue hire plus staff time	Products
d) Investigate production of an Exmoor Food Guide or supplement to existing guides.	Feasibility by June 2010.	2	ETA / WSC	ENPA	£3k – industry buy in to be sought.	Products
e) Support a range of events and festivals as attractions and attractors to the area	Co-ordinate 3 events annually (e.g. Food Festival, Walking Festival and Perambulation in 09/10). Support a further 15 events annually.	1	ETP		Staff time plus £30k / year to be secured through external funding and industry buy in.	Products
f) Promote opportunities for Visitor Gifting via CareMoor for Exmoor and other initiatives (e.g. carbon reinvestment).	Income to CareMoor increased to £10,000 per year.	2	ENPA	ETP	Staff time	Products / Partnership
g) Provide a range of support to businesses to become more environmentally sustainable under the 'Keeping Exmoor Special' brand – 1 initiative per year.	Monitor uptake and results.	2	ENPA	ETA	Additional resources to be secured as required.	Products
h) Host 3 - 4 'Exmoor Awareness' seminars a year for tourism providers to gain a greater insight to the special qualities of the area.	Number of sessions organised and participants.	2	ENPA	ETP	Staff time + approximately £1500 secured through delegate fees.	Products

i) Promote participation in the Green Tourism Business Scheme through raising awareness of benefits and profiling success stories.	Number of GTBS holders to double in next 2 years.	3	ENPA	ETP	Staff time	Products
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**Objective 3: To take a leadership role in the tourism industry, encourage professional standards and the development of co-operative arrangements, which build and maximise industry effectiveness.**

Action	Outputs / Targets / Indicators	Priority	Lead Agency	Key Partners	Resource Implications	Theme
a) Promote the concept of quality within the industry through policy to promote quality assessed accommodation establishments only	Increased proportion of quality assessed establishments.	1	ETA	ETP	Staff time	Quality
b) Host Quality Matters seminar to promote quality assurance schemes available and benefits.	1 seminar hosted per year.	2	ETA	ETP	£250 for hosting costs + staff time.	Quality
c) Continue to support delivery and promotion of the Stepping Stones local inspection scheme	Increased uptake of Stepping Stones (or equivalent) and increased proportion requiring 2 yearly inspections.	1	ETA	ETP	Staff time	Quality
d) Consider other acceptable accommodation inspection schemes for inclusion in ETP endorsed promotional activities.	Any inspection scheme considered is equivalent at a minimum to Stepping Stones standards and conducted by a trained assessor.	3	ETA	ETP	Staff time	Quality
e) Promote opportunities for relevant tourism business training opportunities available within the area.	Minimum of 10 training sessions promoted to industry p.a.	2	ETA / ENPA	ETP	Staff time	Quality / Products
f) Implement satisfaction surveys across all National Park Centres, Visitor Information Centres and Tourist Information Centres.	Satisfaction surveys conducted at all promoted centres. Customer satisfaction levels of 85% to be achieved.	1	WSC / ENPA / Local organisations,	ETP	Staff time	Information provision

**Objective 4: Consult, communicate and engage with stakeholders in the public and private sectors, operators and the community to encourage collaborative action and commitment to the tourism success of the area.**

Action	Outputs / Targets / Indicators	Priority	Lead Agency	Key Partners	Resource Implications	Theme
a) Host Exmoor Exchange yearly		1	ETA		Staff time + £2500 costs covered by ETA / industry	Partnership

b) Publication of Tourism Update	6 issues circulated annually to all tourism providers in the area.	1	ENPA	AE, WSC, ETA	Staff time + software costs covered by ENPA	Partnership
c) Production of ETA newsletter	Circulate 4 electronic newsletters to all ETA members	1	ETA	AE, WSC, ENPA	Staff time + software costs covered by ETA	Partnership & Advertising / information provision
d) Facilitation of online discussion / networking group	No. of participants, No. of relevant postings	2	ETP	Industry	Staff time	Partnership & Advertising / information provision
e) Maintain effective working relationships with local press and media regarding ETP activities.	Minimum of 6 press releases circulated per annum.	2	ENPA / WSC	ETP	Staff time – use of existing WSC / ENPA PR services.	Information provision
f) Arrange and host 2 meetings annually of the ETP Network	Number of participants	1	ETP	Industry	£500 - £2000	Partnership & Advertising / information provision
g) All ETP partners to include 'Part of the Exmoor Tourism Partnership' within relevant publications.		1	ETP	-	Staff time	Partnership

**Objective 5: Co-ordinate any delegated resources and financial contributions of partners in support of the delivery of the tourism strategy and seek to raise additional external funds to achieve the objectives.**

Action	Outputs / Targets / Indicators	Priority	Lead Agency	Key Partners	Resource Implications	Theme
a) Identify resources for action plan delivery from ETP core partners.	Funding secured	1	All ETP partners	-	Staff time	Partnership
b) Keep abreast of further external funding opportunities.		1	ETP	-	Staff time. Match funding to be considered on a case by case example.	Partnership
c) Facilitate and enable industry initiated projects	No. of industry initiated projects supported p.a.	2	ENPA / WSC	-	Staff time. Financial support to be considered on merits, subject to availability.	Partnership / products

**Objective 6: To operate as a viable, innovative and professional partnership to achieve the objectives to the benefit of members, stakeholders and the area**

Action	Outputs / Targets / Indicators	Priority	Lead Agency	Key Partners	Resource Implications	Theme
a) Regular review of action plan progress and priorities.	Minimum of two reviews per year conducted.	1	ETP		Staff time	Partnership
b) ETP partners to meet at least quarterly	Minimum of 4 meeting p.a. held.	1	ETP		Staff time + venue costs to be shared by partners	Partnership

c) Report to wider network and stakeholders on progress achieved through ETP.	Production of annual achievements report.	1	ETP		Staff time	Partnership
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**Objective 7: To support the private enterprise stakeholders in the tourism industry by all possible means to enhance their profitability**

Action	Outputs / Targets / Indicators	Priority	Lead Agency	Key Partners	Resource Implications	Theme
a) Promote Visit-Exmoor and Active Exmoor website events listing within Exmoor Visitor.	Events listings highlighted in Exmoor Visitor each year.	1	ENPA	ETP	Staff time	Advertising / information provision
b) Consider feedback on industry issues.	Minimum of twice yearly briefings to ETP partners.	2	ETA	ETP	Staff time	Partnership