
promoting
sustainable tourism
beacon case studies

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partnerships

The provision of high quality tourism services is delivered through the close working practices of a variety of individuals and organizations. Local authorities have a key role within destination management to work in and support partnership delivery, working with local stakeholders, regional agencies and national bodies.

The case studies in this section look at partnerships that the local authorities are involved in to manage destinations, support communication and collaboration between local businesses and residents and give access to information. The beacon authorities are working in partnerships locally, regionally and nationally to deliver high standards of tourism destinations.

hadrian's wall tourism partnership *Tynedale*
effective partnerships: maritime Greenwich
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Hadrian's Wall tourism partnership

Tynedale Council

Around 1.25 million people visit Hadrian's Wall World Heritage Site each year resulting in £136 million being spent on the Hadrian's Wall corridor. The most spectacular remains and landscape of the Wall are in Tynedale. The Hadrian's Wall Tourism Partnership was set up nine years ago and has 20 partners, including authorities in the North East and North West, organisations such as English Heritage, the Countryside Agency and the National Trust.

The work of the partnership is set within the framework of the Hadrian's Wall World Heritage Site Management Plan. Initially it focused on promoting and developing sustainable tourism around the Heritage Site. An annual budget of £150,000 for three years was achieved for research, visitor information and marketing.

A second round of EU funding meant work could continue until 2000, when the Regional Development Agencies and other partners reviewed progress and a more ambitious bid for £1.68 million Single Regeneration Budget (SRB) was approved by One NorthEast. Rural Development Programme funding was agreed by the North West Development Agency (NWDA). Other partners also contributed to the budget, amounting to an impressive £3.6 million over the six-year period from 2001 to 2006.

The aims of the partnership include bringing economic, social and environmental benefits to the area through the promotion and development of sustainable tourism, education, arts and community initiatives. A key part of this work is to encourage a more enterprising and entrepreneurial culture around the site.

the SRB funded programme covers five main areas:

presenting hadrian's wall

Marketing of Hadrian's Wall and improving visitor information for both day and staying visitors in order to:

- attract new visitors, secure repeat visitors and encourage longer stays, especially in the shoulder season
- encourage greater exploration of the whole of the Hadrian's Wall 'corridor' and its diverse local
- services, attractions and activities
- present a unique, joined up approach to enjoying and exploring the World Heritage Site in the most sustainable way
- improve the image of the area.

hadrian means business

The development of supply chains, focusing on the use of local produce and gifts/crafts in order to:

- develop new businesses
- develop ways of selling local products to visitors and develop the Hadrian's Wall brand
- develop better understanding by businesses of the special qualities and issues of Hadrian's Wall World Heritage Site.

roving romans

The provision of a tourism related trainee scheme and the establishment of a team of volunteers for the Hadrian's Wall Path National Trail which:

- strengthens links with the local communities through which the trail passes
- involves local communities, through volunteers, in the long term maintenance and management of the trail.

sustainable transport

Development of sustainable transport along the Wall, including the Hadrian's Wall Bus and Hadrian's Cycle Way (part of the National Cycle Network), together with improved security at car parks in order to provide and enhance sustainable alternative means of accessing the World Heritage Site.

marking the wall

An arts, community and education project celebrating and marking the wall which:

- encourages local pride and raises aspirations
- actively engages communities in new arts and education activities and contributes to social inclusion
- creates new links between rural and urban areas and raises awareness about the extent of Hadrian's Wall
- improves infrastructure and the environment.

A partnership co-ordinator manages the delivery of this programme whilst key organisations employ staff for each of the individual projects. The partnership board meets twice yearly, whilst a management group (chaired by Tynedale Council's Chief Leisure and Tourism Officer) monitors progress on a more regular basis. Tynedale Council's tourism staff are also involved in various working groups.

The core budget for the year 2003/04 was £898,000. Income for the year included £333,100 from SRB, £203,000 from the European Union, £121,900 from the Countryside Agency and contributions from partners.

The partnership has already achieved the following through the SRB programme: 29 jobs, 646 training weeks, 16 new businesses, 212 businesses advised, 275 people involved in voluntary work and 30,000 additional visitors (to March 2004). Visitor numbers and occupancy rates increased significantly in 2003 following the opening of the Hadrian's Wall Path National Trail in May 2003.

The future is looking positive. One NorthEast and the NWDA have commissioned a major study to identify a long-term vision for the wall to maximise its economic potential. The Regional Development Agencies' interest in Hadrian's Wall is largely down to the work of partnership officers, Tynedale Council and other partners in raising awareness of the importance of this World Heritage Site. All are hoping that the results of the study will release further funding to continue the investment in the infrastructure and marketing of Hadrian's Wall.

further information

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effective partnerships: maritime Greenwich world heritage site

Greenwich Council

The Maritime Greenwich World Heritage Site (WHS) Steering Group, which is responsible for the Management Plan for the site, can demonstrate effective public/private sector partnership working, delivering positive outputs through the WHS Management Plan. Established and run on a voluntary basis, this partnership is a unique example of a sustainable approach to destination promotion and management.

world heritage site marketing group

background

As a sub group of the Steering Group, the WHS Marketing Group did not have an identifiable budget at its inception. Initial priorities on collaborative working was around setting priorities for signage and developing a forward events calendar as a tool for all organisations. The WHS Marketing Group has evolved and developed an annual marketing plan between its destination stakeholders. The group's activities are facilitated and co-ordinated by the council on behalf of its partners.

Primary research was utilised to define the marketing objectives of the WHS:

- ensure that the WHS remains a sustainable economic and cultural destination of international repute
- seek to add value to the marketing efforts already underway in WHS and not to duplicate – an holistic destination approach
- establish promotional priorities in Greenwich's chosen market segments

- generate economies of scale for individual organisations through co-operative marketing activities
- create and sustain a clear image and identity for Greenwich as a business and leisure destination
- adopt a strategic, targeted approach to media planning and buying.

funding breakdown

Once the marketing objectives were agreed, contributions were secured from a range of organisations determined by size of organisation and level of marketing funds available. In addition, alliances were developed with key organisations that have a strategic contribution to make in promoting and managing Maritime Greenwich – namely the Greenwich Town Centre Traders Association and Greenwich Royal Park.

protocols and administration

The plan is approved at the beginning of each financial year by the WHS Steering Group and then locally administered through the WHS Marketing Group. For each area of the budget, a delegated representative from the Marketing Group is assigned responsibility. Each project requires proposing and evaluation reports, which are approved by the WHS Marketing Group, to ensure that the budgets are approved, recorded, and that the risk of failure to delivery is eliminated.

Greenwich Council administer the budgets on behalf of the WHS in lieu of any formal administration in this voluntary partnership.

the Maritime Greenwich World Heritage Site (WHS) Steering Group, which is responsible for the Management Plan for the site, can demonstrate effective public/private sector partnership working, delivering positive outputs through the WHS Management Plan. Established and run on a voluntary basis, this partnership is a unique example of a sustainable approach to destination promotion and management

The main outputs include:

- extending the visitor numbers into shoulder periods, across the day, and around the borough
- increase in visitor spend
- established sustainable destination management systems
- recognised partnership attracting funding
- effective use of limited financial and human resources.

The net effect of the WHS marketing plan activity is demonstrated in figure 1 below with the overall impact increasing visitor spend by 24 per cent and numbers by 25 per cent. DLR user figures for Maritime Greenwich rose by 8 per cent in 2003 compared with 2002.

figure 1

percentage change between 2001 and 2003

	spend	visitors
january	27%	26%
february	21%	19%
march	17%	19%
april	4%	5%
may	18%	18%
june	28%	22%
july	18%	17%
august	19%	25%
september	37%	37%
october	37%	38%
november	34%	35%
december	40%	51%
total % change	24%	25%

Source: Greenwich STEAM 2001–2003

* NB. 2001 £s indexed to 2003 (+1.0129%)

quality

Through the peer review processes that govern the implementation of the WHS Marketing Plan, there is an ongoing checking and review process that pushes up the standards of delivery through constant improvements.

value for money

By pooling resources and not duplicating efforts, the WHS Marketing Group have established powerful buying muscles with various suppliers such as advertisers and designers, as well as becoming a recognised entity to do business with.

environmental sustainability

The marketing objectives reflect the management principles of the WHS Management Plan, ensuring that the destination is preserved, conserved and promoted in a sustainable way.

access for all

A key objective of the WHS Marketing Plan is to broaden the appeal of the WHS to as wide an audience as possible. This has recently been recognised in the 2004 Civic Trust Awards in the accessibility category.

customer service

The development of a coherent approach to destination research and analysis demonstrates a process where there is a constant review of customer's perceptions of Greenwich as a visitor destination.

attracting additional funding

The WHS Marketing Group were successful in securing additional funding to deliver Greenwich Council's Public Service Agreement target of increasing Dockland Light Rail ridership. This is because of the WHS proven track record of partnership delivery.

balancing needs of the local residents and tourism (visitors and business)

The WHS Management Plan seeks to balance the needs of visitors in the host community by the sustained management of Maritime Greenwich across a number of areas, from promotion, to physical development, business support, community consultation and engagement, to the regeneration of the site as a whole. The marketing plan is a fundamental plank in the empowerment of local communities to manage and develop tourism at a local level, through research, analysis, consultation and planning.

best practice

The Maritime Greenwich World Heritage site partnerships were cited by the Office of the Deputy Prime Minister as being a key factor to Greenwich Council achieving beacon council status in the promoting sustainable tourism theme 2004. To quote, 'The authority has put in hand an effective framework of partnership support mechanisms capable of leading to more sustainable tourism'. The WHS Steering Group also won a Civic Trust Award for partnership working in regeneration in 2002. The WHS Marketing Group has been shortlisted for Best Local Tourism Initiative in the Visit London Awards 2004.

the South Hams tourism forum

South Hams District Council

Set up by South Hams District Council, the Tourism Forum is an extremely useful communication tool for the local tourism sector of the community. It is the key partnership for developing sustainable tourism, and free membership is available to anyone with an interest in tourism within the area.

The Tourism Forum has 340 tourism business members and meets four to five times per year out of season with a social event in January. It is a semi-formal public/private sector body which agrees the broad thrust of the area's current marketing and tourism initiatives, provides business networking, and advises South Hams District Council and other regional/national agencies on topical matters of concern affecting the tourism industry.

It is jointly chaired by an industry representative and the executive member with responsibility for the distinct environment at South Hams District Council.

The forum is regularly used as the catalyst for consultation in planning strategy and business plans priority setting, not only for 'tourism' projects but also linked services (such as car parking, local plan consultation, Disability Discrimination Act, business support services, quality assurance, training opportunities, etc).

Annually 26 representatives are elected by the forum from all the main tourism business sectors who are consulted from time-to-time on tourism policy and initiatives. The elected representatives help by giving their opinions and views on aspects of the tourism industry.

The forum is constantly involved in the development and delivery of our sustainable tourism strategy, business networking (joint marketing, purchasing, supplies, etc), lobbying, advising the council on other issues affecting the tourism industry and to learn and develop tourism-related skills. In the past the forum representatives have been consulted to progress the South Hams Marketing and Tourism Strategy and to lobby government on occasions such as during the Foot and Mouth crisis.

Nigel Way of the Royal Castle Hotel in Dartmouth says:

'As joint chairman, I think this is a perfect example of the co-operation between the private sector and local government. It is used by the council to disseminate best practice and by us, the business sector, to lobby and bring pressure to bear and make our local authority accountable. The forum agenda is drawn up between the private sector and the tourism businesses.'



communication and collaboration

Birmingham City Council

introduction

Marketing Birmingham is a destination marketing organisation established in 2002 as a public-private partnership. As an organisation with 450 members and 50 champions within its champion scheme, communication and collaboration with its shareholders are at its core.

Marketing Birmingham as an organisation has a board of directors and four advisory panels:

- membership forum
- tourism panel
- regional transport and communication group
- convention bureau.

Day-to-day running of the company rests with the chief executive officer and the management team. Marketing Birmingham has six operating departments:

- business tourism
- leisure tourism
- membership
- communications
- tourist information
- championing Birmingham.

aims

Marketing Birmingham is the destination marketing organisation for Birmingham and the city region. The aim is to promote Birmingham as a primary European Tourism Destination and position it as a world class city for the benefit of its stakeholders.

results

Since 2002 Marketing Birmingham has undertaken two principal pieces of research to gauge:

- what members and non-members think of us via a 'How's business?' survey
- an annual telephone survey conducted to measure Birmingham's image/perception. This is a telephone survey of 2,016 UK adults selected at random.

Marketing Birmingham is delivering more business year-on-year, with 73 per cent of business showing a growth in turnover.

With regard to the image of Birmingham, the 2004 survey showed that in all eight statements the number of respondents disagreeing was less (so are more positive about Birmingham).

areas of improvement

There are areas where improvement can still be made:

- slow speed of the changing perceptions. This needs to be accelerated to maintain growth
- working with members to explore ways of communicating with them more effectively.

financial costs

Marketing Birmingham overall budget in 2004/2005 is £4,124,652. Of this, over 27 per cent comes from the local authority (Birmingham City Council).

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human resources

Marketing Birmingham employs 85 FTEs across its six operating departments.

critical success factors

The following factors have been important in the success of Marketing Birmingham:

- engaging with industry partners
- building key strategic partnerships
- a need for stability
- using results to inform annual business planning
- understanding the importance of performance monitoring.

further information

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broads tourism forum

the Broads Authority

introduction

The forum was established in 2003. It works closely with Broads Authority staff but was set up independently. The forum has arisen partly through recommendations of the Broads Boat Hire Industry Study (which forms a separate case study) and also to fulfil the requirements of the European Charter for Sustainable Tourism in Protected Areas. It is the first collective forum established for all those working in tourism in the Broads.

aims

The Broads Tourism Forum seeks to:

- promote sustainable tourism
- develop a sustainable tourism strategy for the Broads
- provide a forum for all those involved in tourism from all sectors
- gain commitment to collective working for tourism businesses
- help small businesses remain viable
- set standards which exceed visitor expectations.

results

The activities of the forum, have achieved the following:

- bringing everyone together with a commitment to working together
- initial outline for a five-year marketing plan. This will include an eight-page Broads holiday brochure to be launched at the London Boat Show in January 2005
- better information exchange between businesses

- collective working to encourage improved council services such as rubbish collection and provision of public toilets
- promoting understanding between members – creating the realisation that we are all marketing the same product. This is greatly assisted by moving the location of forum meetings around the Broads, making it easier for different people to get involved.

financial costs

There are no direct costs to the Broads Authority, although administrative support has been supplied in the first year. Estimated costs for 2004/05 are £18,000, for which the forum is seeking grant aid from the Broads and Rivers LEADER+ Programme. Costs are for administration and meetings, market research, a project coordinator and marketing.

people involved

The forum has about 50 participants, drawn from all areas, including boating, land-based accommodation, catering, attractions, retail and representatives from the public, private and voluntary sectors. Elected officers are currently drawn from boatyard owners, a local publisher and the Norwich Area Tourism Agency (a public-private partnership marketing the Norwich area). The Broads Authority's Head of Recreation and Tourism Strategy and the Broads Boating Holidays Project Officer are also closely involved.

other resources

Expertise of members is an important resource – they know the area, the product and the market – the forum aims to bring this expertise together and develop it for mutual benefit.

what makes it work?

The following factors have been important in the success of the Broads Tourism Forum:

- comprehensive range of members from different sectors, businesses and geographical areas of the Broads – it's open to all
- led by businesses involved
- participation of local councils, the East of England Tourist Board and the two holiday booking agencies (Blakes and Hoseasons)
- recognition (from experience) that persistence is required – that one promotional campaign will not change things overnight
- no project too large or too small! It's as keen to tackle overflowing bins at moorings as it is to reverse over 20 years of decline in boating holidays

impact in the community

As well as its benefits for visitors and businesses it will play a key part in keeping small Broads communities alive, benefiting the social and economic life of residents. Establishment of this kind of forum is also a requirement for the European Charter for Sustainable Tourism – the Broads Authority has registered for this with a view to evaluation in 2005. This will further establish the Broads as a key tourist destination for domestic and overseas visitors seeking a more sustainable kind of holiday.

further information

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strong effective relationships with privately run tourist information centres

South Hams District Council

The six tourist information centres (TICs) in the South Hams are independently run. To ensure that they can learn from each other, work towards common goals and increase their lobbying potential, they have formed the Association of South Hams Tourist Information Centres (ASHTIC).

One of the goals of ASHTIC is improving and maintaining quality and encouraging the adoption of standards. The reasoning is that if a TIC has to generate all its own income, like any other business in the private sector, they would have to provide a completely satisfactory service to their customers or they would not survive.

The objectives of the association are:

- to discuss and develop any matter that affects the promotion and co-operation of information centres within the South Hams and to take action that will improve and benefit any of the centres
- to work together to continually improve visitor information services in the South Hams, by exchange of information, learning from each other and to work with South Hams Tourism to assist in the marketing and tourism development of the area.

Their duties and responsibilities involve:

- the day to day running of the association in accordance with statutory requirements
- approving the distribution of the income from joint ventures in conjunction with South Hams Tourism e.g. South Hams Guide

- marketing – the consideration and endorsement of the area's tourism and marketing strategy and associated activities
- involvement in the training of staff as and when necessary
- any other legal activity that will help to promote and develop the centres and tourism generally within the area.

In order to protect the interests of both ASHTIC and the council, a service level agreement was signed based on the core South Hams Marketing and Tourism Service objective – 'To work with the private and public sector partners to improve the competitive position of the South Hams as a quality all year round holiday destination.'

The council also undertook to 'support ASHTIC networking and internet service development'.

The council recognised that ASHTIC members are key to the success of area marketing through their influence on the many areas of the strategic marketing mix – price, product, people etc – through their day-to-day contact with business operators in the district. The network of visitor information services is vital to the council's marketing efforts. The partnership approach to the South Hams Holiday Guide ensures that key visitor management messages and quality images are portrayed.

The council agreed to involve ASHTIC in the publication process and to keep members involved in South Hams tourism and marketing activities. In return for assistance with advertising sales and improvements to information services, an income pay out is made to member TICs at the end of the financial year.

The agreement also supports the ASHTIC objective of discussing and developing any matter that affects the promotion and co-operation of information centres within the South Hams and, the duty to consider and endorse the area's tourism and marketing strategy.

ASHTIC agreed to promote and actively encourage sales of advertising space in the South Hams Holiday Guide to their respective TIC business members.

ASHTIC members agreed that monies arising from the guide pay out are used to improve the quality of visitor information services, retain winter opening and develop IT networking.

twenty-one years ago Kingsbridge TIC was in imminent danger of closing due to lack of funding. A group of four local business people got together to save it. They took over the management on a voluntary basis from the local Chamber of Trade whilst employing professional staff to run the TIC

case study – Kingsbridge TIC

21 years ago Kingsbridge TIC was in imminent danger of closing due to lack of funding. A group of four local business people got together to save it. They took over the management on a voluntary basis from the local Chamber of Trade whilst employing professional staff to run the TIC.

They set out to be totally self-financing like any other small business, running the TIC from a caravan in the town's car park.

By the early 1990s and after a lot of hard work, enough money was generated and with the help of a grant from the Rural Development Commission, a new purpose designed building was erected on the Town Square. In 1993, the TIC moved in and then dropped the 'T' from its name to become the Kingsbridge Information Centre providing advice and information to the local community and visitor alike.

This model has been followed with all but one of the South Hams Tourist Information Centres, thus releasing council funds for use in other areas of tourism and providing the public with well-run and sustainable information centres.



effective use of external funding

South Hams District Council

The past use of external funding to develop innovative pilot approaches has culminated in the current South Hams Sustainable Tourism initiative which commenced in April 2001. The European Objective 2 funding has been matched by input from South Hams District Council and the following partners:

- Countryside Agency
- South West Tourism
- South of England Regional Development Agency
- Devon County Council, Dartmoor National Park
- Environment Agency
- East of England Tourist Board
- industry representatives
- Agenda 21 Group

The initiative which is an example of best practice at both a regional and national level also works well with many other agencies and organisations to promote and share information and provide training opportunities for businesses involved.

The sustainable initiatives that SHDC have been involved with began in 1993 with:

- South Devon Green Tourism Initiative (pilot 1993–1995)
- pilot for Green Audit Kit 1996
- South Devon Green Tourism Initiative 1998–2000
- South Hams Green Tourism Business Scheme (pilot 2000–2001)
- South Hams Green Tourism Business Scheme (current project).

The council has been leading in green tourism since its involvement in the South Devon Green Tourism Initiative (1993), a national pilot project which was recognised with an

England for Excellence Award in 1995. It aimed to encourage those with business interests in tourism to profit from a green tourism business approach. The council, as a key partner, was keen to ensure ‘that local communities benefit positively from tourism and that the unique quality of the environment is safeguarded.’ One of the results from this pilot was the Green Audit Kit, which has now been adopted nationally by the Countryside Agency and the English Tourism Council. This business guidebook provides advice on undertaking environmental improvement and an approach that values the environment as a business asset, limiting business impact upon it.

The Green Tourism Business Scheme, a South Hams pilot project from May 2000 to November 2001, began to test the criteria for measuring and assessing environmental business performance and fundraising through Payback. Thirteen local businesses took part and were helped to take practical steps that provided significant environmental benefits to their operations, identifying £47,000 of savings.

Following on from the success of this pilot, the three and a half year South Hams Sustainable Tourism Initiative was developed using European Objective 2 and partnership funding of £287,000 (see Partnership section). This initiative incorporates the Green Tourism Business Scheme and ‘On the Right Tracks’ Payback Initiative.

For further information on the Green Tourism Business Scheme and On the Right Tracks Payback Project please see the relevant information sheets.

The South Hams Green Tourism Business Scheme is a South West Tourism proposed scheme for Green Tourism Training and is to be rolled out across the South West region and states: 'The scheme's successful pilot in South Hams and the general recognition for the scheme through regional tourist boards and the English Tourism Council have resulted in it becoming the basis for the template in the UK and specifically throughout the South West.' The initiative is one of the English Tourism Council's exemplar projects to further develop sustainable tourism nationwide.

The council's partnerships through the Tourism Skills Network, Destination Southwest (Cruise Ship Campaign), liaison with AA, RAC and South West Tourism (ETC scheme) and the Devon Portal Website all work towards improving the quality tourism product, accommodation standards and access to tourism information in the district.

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