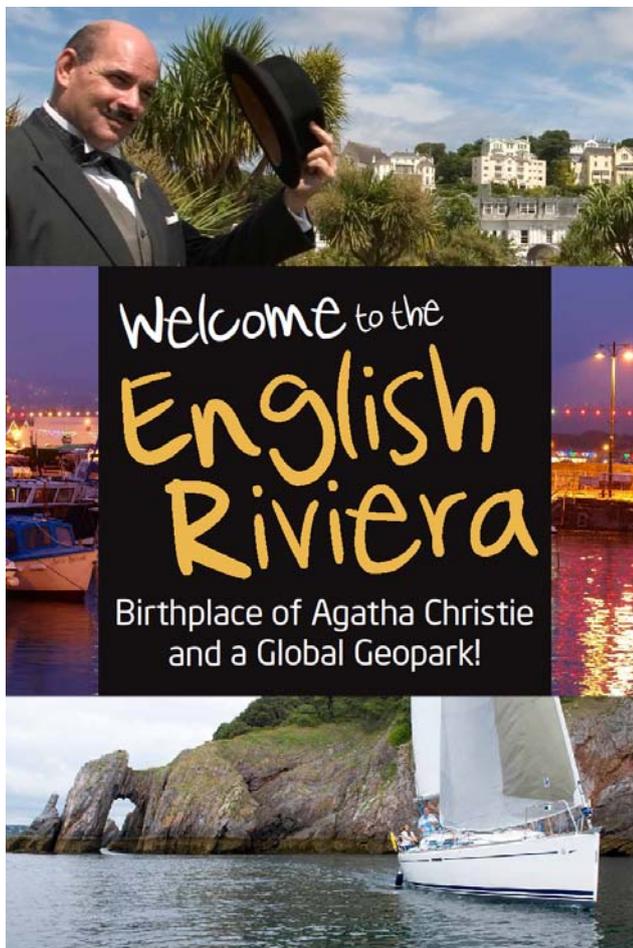


ERTC 2011/12 Business Plan



Foreword by Carolyn Custerson – Chief Executive

Compiling this document, the ERTC's, first full years Business Plan highlights all that has been achieved in such a short time. Never before has there been so much unity and partnership working across the tourism sector in respect of the need to 'Turn the Tide for Tourism in Torbay.'

Despite the ongoing overall decline the English Riviera is a major UK destination and remains the 4th largest resort in terms of numbers employed across the sector, and is Torbay's major industry.

The publication of 'Turning the Tide for Tourism' strategy and its adoption by Torbay Council in September 2009 was the start of an exciting 5 year journey to address these challenges.

Over 300 local tourism businesses are now working with the ERTC as Promotional Partners, with the ERTC now responsible for taking the lead on marketing the English Riviera.

During 2011/12 the ERTC will build on the momentum achieved to date and work hard to secure a sustainable foundation on which to 'Turn the Tide for Tourism in Torbay.'

Working in partnership is our top priority and we look forward to working with everyone across the sector to make the English Riviera once more a leading all year round inspirational destination.

Please take the time to familiarise yourself with this our first Business Plan for 2011/12 which starts to address in earnest some of the key recommendations made in the strategy document.

Index

The Current Situation	Page 4
The English Riviera Tourism Company	Page 6
Performance Monitoring	Page 7
Finance	Page 10
2011/12 ERTC Budget	Page 12
Staffing	Page 13
Marketing	Page 14
Research	Page 28
Visitor Information	Page 30
Quality	Page 32
Partners	Page 36
Glossary of Terms	Page 37

Annexe 1 – Promotional Partners

The Current Situation

Despite an ongoing overall decline in its visitor economy, the English Riviera remains, in terms of percentages employed in the sector, the 4th largest resort in the UK after: Blackpool, Brighton and Bournemouth and remains Devon's major resort, accounting for 21% of the total trips to the county.

In 2009 (the most recent official Value for Tourism statistics), approximately 1.1 million staying visitors visited the resort plus 2.5 million day visitors, generating a total visitor spend of approximately 417 million.

23% of the population are now employed in the sector, an increase of 2% since 2009, making tourism Torbay's main industry. The following two tables display the trend for Torbay over the past five years:

English Riviera Tourism Statistics and Value	% trend over 5 years	2009	2008	2007	2006	2005
Domestic Staying Visitors						
Trips	-22.1%	1,107,000	1,028,000	1,192,000	997,000	1,421,000
Nights	-28.6%	4,350,000	3,845,000	4,782,000	3,825,000	6,090,000
Average duration	-8.6%	3.9	3.7	4	3.8	4.3
Sub-total domestic staying visitor value	-15.1%	£258,462,000	£236,634,000	£290,332,000	£198,846,000	£304,551,000
Day Visitors*						
Trips	6.7%	2,501,000	2,496,060	2,509,484	2,473,753	2,343,965
Sub-total day visitor value	13.8%	£110,579,000	£113,029,829	£108,332,954	£104,066,962	£97,183,245
Overseas Staying Visitors						
Trips	-16.8%	87,600	101,100	104,200	102,600	105,300
Nights	-28.2%	591,600	788,100	585,300	714,600	824,300
Average duration	-13.4%	6.8	7.8	5.8	6.9	7.8
Sub-total overseas staying visitor value	-10.9%	£35,617,000	£40,594,000	£31,773,000	£33,144,000	£39,973,000
Additional spend	-7.4%	£11,947,000	£12,851,000	£14,722,000	£14,176,000	£12,905,000

* Revised figures for visits and spend prior to 2009

Of interest in the table above is the encouraging lift in statistics from 2008 to 2009. With 2009 recorded as the official start in the revival of the 'staycation,' it is hoped that the English Riviera will now be better placed to maximise growth opportunities in this market.

Devon Comparison

The following table displays comparisons with the English Riviera and the rest of Devon over the same five year period with the resort currently showing the highest decline in the number of domestic trips.

5 year change 2005-2009											
Comparative performance – staying visitors	East Devon	Exeter	Mid Devon	North Devon	Plymouth	South Hams	Teignbridge	Torbay	Torrige	West Devon	Devon
Domestic trips	-13.1%	-12.0%	7.9%	-18.8%	-3.4%	-11.0%	-14.6%	-22.1%	-5.1%	-11.1%	-14.2%
Domestic nights	-22.4%	-18.7%	-9.1%	-26.2%	-20.6%	-21.0%	-26.5%	-28.6%	-15.2%	-21.6%	-23.7%
Domestic spend	-12.4%	-12.7%	-4.1%	-16.1%	-18.2%	-4.3%	-14.4%	-15.1%	-3.4%	-10.0%	-13.0%
Overseas trips	24.0%	9.5%	25.0%	-26.8%	38.7%	5.1%	3.8%	-16.8%	13.5%	4.5%	4.0%
Overseas nights	0.2%	0.2%	13.6%	-15.0%	4.0%	1.3%	0.1%	-28.2%	-0.5%	-2.9%	-6.5%
Overseas spend	27.8%	-16.2%	26.7%	-9.4%	21.2%	25.1%	13.1%	-10.9%	22.9%	-0.1%	4.5%

Future Trends

Regarding the 2011 season, it is difficult to assess how visitor levels will be for the year ahead. The last few years have seen a growing trend towards later booking patterns, particularly outside the peak season, making it hard to use industry data to predict future booking levels. However, rising overseas travel costs, poor exchange rates and political uncertainty in several overseas countries are likely to be in people's minds when choosing their holiday destination. As such, 2011 is predicted to be a relatively strong year for the 'staycation' and for Torbay, but the impact of the economic recession is being felt across the sector particularly in respect of decreasing visitor spend.

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The English Riviera Tourism Company (ERTC)

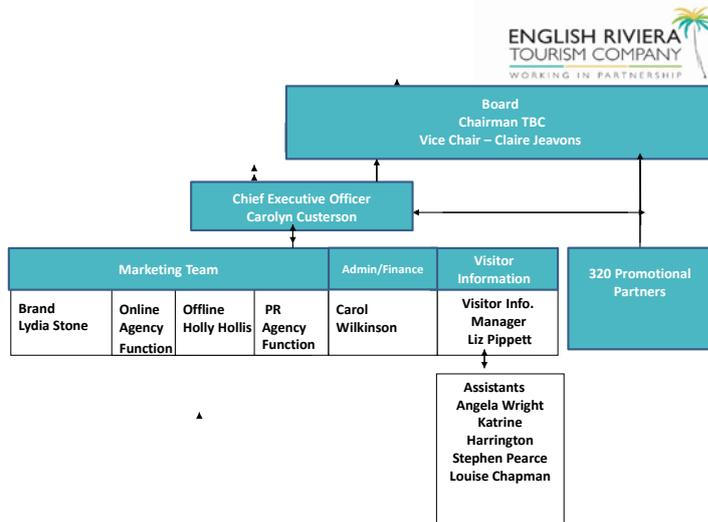
Solely owned by Torbay Council, the ERTC has been commissioned by Torbay Council to:

- act as an unified destination marketing organisation
- manage and deliver the official 'in resort' Visitor Information Service
- support the development and implementation of the adopted tourism strategy – 'Turning the Tide for Tourism in Torbay'

A formal commissioning document has been signed between Torbay Council and the ERTC to undertake the above commission until the end of March 2016. Launched on October 1st 2010 the ERTC will continue to operate as a private sector led company working closely in partnership with both Torbay Council and sector partners. The company's articles have been amended to increase the number of board members to 14 in order to allow capacity to invite the Economic Development Company to join the ERTC board. This will strengthen the ERTC board and maximise the opportunities to build links with the emerging Heart of the South West Local Enterprise Partnership.

ERTC Structure

The table below shows the current structure of the ERTC.



Performance Monitoring

The ERTC will commission the official performance monitoring required as part of the commissioning contract with Torbay Council to an independent specialist research agency known as the South West Research Company (SWRC). SWRC will be commissioned to work directly with Promotional Partners in a monthly programme of online ‘How’s Business Survey’s that will align to regional and national data collection so as to provide robust quantifiable benchmarking performance data in due course. Official data collection will start from April 2010. Research findings will be reported at the end of each month after the month the data was collected and recorded against the Key Performance Targets (KPI) shown in the table below. The total cost to undertake this work will be £9850 + VAT per annum and this cost has been built into the overall ERTC 2011/12 Research Budget.

National Tourism Growth Targets

Setting growth targets at a time of continuing worldwide economic recession is very difficult with traditional trends in tourism not happening at the current time making accurate forecasting almost impossible. Despite the economic climate the national Government believe that tourism has enormous economic growth potential particularly in the light of the forthcoming ‘decade of sport’ following the 2012 Olympics and various major royal events including the Golden Jubilee. With such worldwide events on which to build sustainable growth the Prime Minister has set Visit England an economic growth target of 5% per annum (including inflation). The ERTC is an ambitious professional company that is determined to try and arrest the ongoing overall decline in the English Riviera visitor economy and will align to the national target of 5% growth as shown in the Key Performance Indicators table below but remains cautious in light of the ongoing overall decline being recorded in the official Torbay tourism figures and continuing impact of the economic recession on visitor spend.

If achieved the 5% growth would have a very positive outcome for Torbay as demonstrated in the following table:

	£ Value Growth		Employment Growth
2009	£416,605,000	2009	9,484
2010	£437,435,250	2010	9,958
2011	£459,307,013	2011	10,456
2012	£482,272,363	2012	10,979
2013	£506,385,981	2013	11,528
2014	£531,705,280	2014	12,104
2015	£558,290,544	2015	12,709

The 5% growth target has been based on the 2009 official statistics. 2009 was a peak year prior to the onset of the recession and the first major impact from the 'staycation.' As such some adjustment to the 5 year growth target figures shown above and below in the KPI table maybe necessary on the publication of the 2010 official statistics in August this year with the South West as a whole known to not had such a good year as 2009 in 2010.

The ERTC will work towards producing some 'top tips' for the industry on how the 5% growth target can be achieved including the development of possible industry campaigns such as 'one more night' for accommodation businesses to encourage average durations back up to 4 nights.

Key Performance Indicators

The table below details the Key Performance Indicators specified in the commissioning contract with Torbay Council and these align to the official regional Value for Tourism Statistics, previously produced by South West Tourism. Following the closure of South West Tourism regional data collection in the short term will be managed by the South West Tourism Alliance. Local data will be collected for the ERTC by the South West Research Company and fed into regional and national statistics.

Additional Quality Monitoring and Measuring Visitor Satisfaction

In addition to the above KPIs, the ERTC is to commission an independent Visitor Survey to evaluate overall levels of customer satisfaction and quality of the total Visitor Experience across the resort throughout the year. A budget of £11,000 + VAT has been allocated to undertake this work and results will be bench marked against a comparable survey undertaken by Visit Cornwall.

ERTC KPIs

KPI	MEASURE	SW 2009	ER 2009	BASELINE 2010	TARGET 2011	REPORTING PERIOD
Room occupancy levels	% room occupancy	57%	34%	35%	37%	Half yearly
Average room rate (REVPAR)	Average revenue per available room	NA	NA	£28.73*	£30.17	Half yearly
Visits to attractions	Number of visits to attractions	NA	NA	TO BE ESTABLISHED THROUGH 2011 DATA COLLECTION	TO BE CALCULATED ONCE BASELINE IS KNOWN	Half yearly
No of businesses providing statistics	Number in sample	NA	NA	NA	160	Quarterly
Seasonality - % of improved occupancy out of season	Monthly performance against previous year	NA	NA	29%	30%	Annually
Average spend at attractions	Average spend per person per month	NA	NA	TO BE ESTABLISHED THROUGH 2011 DATA COLLECTION	TO BE CALCULATED ONCE BASELINE IS KNOWN	Quarterly
Regional/ERTC Indicators	MEASURE	SW 2009	ER 2009	BASELINE 2010	TARGET 2011	REPORTING PERIOD
Value of visitor economy	Total annual value pa	£10.2 bn	£417m	AVAILABLE APPROX AUG 2011	£459m	Annually
Number of FTE jobs	% increase in sector jobs pa	212,259	9,484	AVAILABLE APPROX AUG 2011	10,456	Annually
GVA	GVA for tourism sector	£7.8 bn	£305m	AVAILABLE APPROX AUG 2011	£337m	Annually
Number of staying visitors	Total number of trips	23.2m	1.2m	AVAILABLE APPROX AUG 2011	1.3m	Annually
Average staying visitor spend	Average spend per person per night	£51.96	£59.51	AVAILABLE APPROX AUG 2011	£65.61	Annually
Number of day visitors	Total number of trips	100.5m	2.5m	AVAILABLE APPROX AUG 2011	SEE NOTES	Annually
Average day visitor spend	Average spend per person per visit	£45.50	£48.74	AVAILABLE APPROX AUG 2011	SEE NOTES	Annually
Discretionary spend of staying visitors	Average spend per person					Annually
Number of businesses adopting the brand and sub brands	Actual number using brands	NA	NA			Annually
Quality	MEASURE	SW 2009	ER 2009	BASELINE 2010	TARGET 2011	REPORTING PERIOD
Increased proportion of nationally accredited businesses	Total number per annum	NA	NA			Annually
Number of businesses gaining Silver and Gold NQS	Total number per annum	NA	NA			Annually

Finance

The ERTC has currently three key sources of income:

1. The Torbay Council annual commissioning payment
2. Private Sector income invested through the English Riviera Promotional Partners programme
3. Private Sector income from commissions paid for other advertising services

Torbay Council annual commissioning payment

Quote from Turning the Tide for Tourism Strategy

'Moving forward Torbay Council will continue to support the industry for a minimum of five years to enable the implementation of this strategy.'

An annual payment by Torbay Council has been agreed as part of a five year Commissioning Agreement. The schedule of payments is shown in the table below which includes a 30% reduction since 2009/10.

2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
£	£	£	£	£	£
686,000	600,200	536,700	536,700	536,700	536,700

Some continuation of Council funding after 2016 is considered essential in order to support the effective and sustainable implementation of 'Turning the Tide for Tourism in Torbay.'

English Riviera Promotional Partners Programme Income

The English Riviera Promotional Partners programme is currently the main mechanism through which the ERTC attracts private sector investment, with the key objective being to secure an increased collaborative destination marketing fund to pay for an increasing amount of marketing activity.

With public sector funding decreasing, the ERTC is going to be increasingly reliant on support from the private sector. As part of this Business Plan, the ERTC is aiming to increase the level of private sector income from £182k to £195k for 2011/12 to support key marketing activities including the development of a major new destination web site.

The English Riviera Promotional Partners Programme will continue to evolve and offer a range of exclusive online and offline advertising benefits for businesses working in partnership including:

- Free use of the official online image library: www.englishrivieraimages.co.uk
- Industry specific networking events and industry updates and seminars

The ERTC will continue to send out a monthly email newsletter update in addition to launching a new B2B Promotional Partners web site, www.englishrivieratourism.co.uk in May 2011. This new

site will provide automated ordering for advertisers and a platform for posting industry specific news.

320 local businesses now work with the ERTC (see Annexe 1) as Promotional Partners, over twice the number of businesses previously working with the English Riviera Tourist Board.

The cost of operating the Promotional Partners Programme is estimated at £5k pa and includes the staging of regular industry events and updates.

Commission and Additional Sales Income

The ERTC are setting an ambitious commission and additional sales income target of £50k to support the delivery of this Business Plan, with the launch of a major new destination web site seen as offering many strong commercial opportunities including:

- increased web site banner advertising
- increased online accommodation bookings
- increased online affiliate commissions
- increased ticket sales for theatres, attractions, activities
- increased earnings through advertising sites (VIC windows, lamp posts)

The ERTC will continue to operate a commission level of 10% as a charge to the sector for commercial sales of accommodation and attraction and event tickets but this may need to be reviewed in future and align more closely to commercial industry commission levels.

Future Funding

To be sustainable long term, the ERTC has to secure additional private sector income to compensate for decreasing public sector funding. Long term, the ERTC sees the establishment of an English Riviera Tourism Business Improvement District as a possible funding option, as recommended in the Tourism Strategy. During the next 12 months, a detailed Tourism BID Feasibility Study will be undertaken and a budget of £12k has been allocated to undertake this detailed work to include a report and recommendation to the ERTC board. In addition the ERTC will work with Torbay Coast & Country Side Trust to develop an Interreg Cross Channel Tourism 50-50 matching bid.

The ERTC will also continue to work closely with the Torbay Development Agency in order to help identify any other potential routes for funding as a result of the emergence of the 'Heart of the South West' Local Enterprise Partnership and any possible funding routes via both the Regional Growth Fund and European Inter Reg Grants.

Moving forwards the ERTC are keen to try and secure additional funding to engage in much higher profile destination marketing activities including radio and TV advertising.

2011/12 ERTC Budget

The ERTC are required to accommodate a further budget reduction of £85,800 (12.6%) as part of this Business Plan. This presents ongoing challenges for the new company at a time when more money is clearly needed to promote the English Riviera to arrest the ongoing decline.

Significant direct cost savings have already been made by the ERTC and operational costs will remain under constant review with a further reduction of £63,500 (10.6%) to be accommodated for 2012/13. The ERTC will continue to negotiate fixed terms contracts such as telephone costs in order to try and make further savings.

The following table summarises the Top Line budget for 2010/11 and 2011/12 and direct comparisons.

INCOME	2010/11	2011/12	+/- Difference
Torbay Council Commissioning Payment	686,000	600,200	- £85,800
Promotional Partners Advertising Income	182,000	195,000	+ £13,000
Commission based income	28,000	50,000	+ £22,000
TOTAL FORECAST INCOME	896,000	845,200	- £50,800
DIRECT EXPENDITURE	Estimated		
Destination Marketing	235,000	475,000	+£240,000
Staff	535,000	285,000	- £250,000
Property	32,000	21,000	- £11,000
Visitor Information Equipment Costs	17,000	17,000	0
Telephones	15,000	12,000	- £3,000
Legal & Professional	N/A	18,000	+£18,000
Tourism BID Feasibility Study	N/A	12,000	+ £12,000
Operation of Promotional Partners Programme	N/A	5,000	+ £5,000
TOTAL COSTS		845,000	

Staffing

The ERTC team is currently made up of eight full time posts as follows:

- One x full time CEO
- One x full time Administration/Finance Coordinator
- Two x full time Marketing Executives
- One x full time Visitor Information Manager
- Three x full time Visitor Information Assistants
- One x part time Visitor Information Assistant (2 days a week)

Plus four x part time seasonal Visitor Information Assistants from Easter to the end of October.

The 2011/12 staff budget is currently £285k per annum. Staffing arrangements will be reviewed in the autumn after the summer season and the first year of operation to review how further efficiencies can be achieved.

Staff Training and Development

The ERTC have ring-fenced a budget for Staff Training and Development and employees will be encouraged to take relevant courses to further their knowledge and skills.

Vacant Posts

One additional full time General Marketing Executive will be employed during 2011/12.

Supplementary Staffing

Supplementary staffing through the recruitment of graduate interns and students from South Devon College will continue to be welcomed by the ERTC.

External Support

In addition, extensions to the marketing team are provided through the ongoing appointment of specialist external agencies to support specific projects including:

- Online Marketing Agency
- Offline Marketing Agency
- PR Agency Support
- Print and Design Agency
- Research Agency
- Media Buying Agency
- Brochure fulfilment agency

Marketing Plan

Quote from Turning the Tide for Tourism Strategy

'Tourism destinations operate in an increasingly competitive market place. To compete effectively the English Riviera needs greater investment by the public and private sector in the implementation of powerful marketing and PR campaigns.'

The ERTC sees professional 'joined up' destination marketing as essential if the English Riviera is to compete effectively and grow its market share.

The ERTC has been commissioned to lead on the official marketing of the resort and we will align marketing activity to the recommendations made in 'Turning the Tide for Tourism in Torbay' strategy with the aim to:

- Build increased awareness of the English Riviera brand
- Generate tangible interest in the English Riviera all year round
- Generate tangible results for Promotional Partners
- Reduce duplication

To support our Marketing Plan, increased private/public partnership working and investment will be required, with the ERTC planning to spend double what was being spent previously on promoting the resort with a total marketing budget of £475,000 ring fenced for 2011/12, pending Promotional Partners contributions.

In particular, the creation of an impactful new web site and complementary e-marketing campaigns is absolutely central to this Business Plan, supported by increased PR activity.

Target Markets

Aligning to national strategy and the growth targets being set by both Visit England and the government, the ERTC's collaborative marketing activity will focus on the domestic market, with the upturn in the 'staycation' seen as a real opportunity for growing our visitor economy.

ERTC media marketing activity will focus on those areas highlighted in the consumer data base profiling research currently being undertaken to ensure appropriate targeting of destination marketing activity.

Overseas Markets

Further to the success of attending the ITB exhibition in Berlin, the ERTC will continue to focus on targeting the German-speaking markets in the short term with specific opportunities for growth identified through the increased promotion of the 'Agatha Christie' experience for both group and Fully Inclusive Travel (FIT) operators.

Destination Marketing Budget

The ERTC plans to invest approximately £475,000, double the amount invested in 2010/11 in destination marketing as part of this business plan.

The table below summarising the key areas of activity and planned spend:

Key Areas	2011/12 Approximate Spend
Offline Marketing Accommodation Brochure, Media Advertising, Great Days Out Brochure, Visitor Maps, Top 10 Reasons (Day Visitor market) leaflet.	£200,000 (Funded through Promotional Partner contributions)
Online Marketing Launch and management of major new web site, increased promotion of new site including development of more partnership online affinity campaigns to capture more consumer data, monthly consumer email newsletters and increased Facebook integration.	£102,000
Agatha Christie Brand Development and Marketing activity will focus on: the launch of new AC web site channel, new International Passport, attendance to ITB Berlin, development of a new Spring Festival and increased in resort literary trail interpretation.	£35,000
Global Geopark Marketing activity will focus on the launch of a new Global Geopark web site channel, the development of more Geopark Visitor Experiences, and financial support for a major inter reg Sustainable Tourism European Grant submission working with Torbay Coast and Countryside.	£15,000
Maritime Marketing activity will focus on the launch of a new maritime web site channel and increased promotion and PR activity to promote the various maritime events held throughout the year.	£5,000
Events and Festivals Marketing activity will focus on the development of a new interactive Events and Festivals Calendar as part of the development of the new web site, financial assistance in facilitating the development of bigger capacity events that will significantly raise positive awareness of the ER.	£7,500
Business	

Marketing activity will focus on the launch of a web site channel on the new main web site and the development of closer links with Conference Torquay.	£2,000
PR Increased PR activity will be generated through the appointment of a team of specialist local and national PR agencies to raise destination awareness and generate increased media visits and coverage.	£50,000
Research Increased Research activity will include a number of projects including: brand essence research, marketing activity evaluation, media conversion evaluation, annual visitor survey and ongoing KPI performance monitoring research.	£45,000
Photography and Imagery Investment will focus on the preparation of four new destination films and refreshed seasonal photography to support the new web site build.	£10,000
New English Riviera and Agatha Christie Guide Training The ERTC will invest in the training of more professional guides for the resort.	£3,500

Key Marketing Activity

New Web Site Development

The ERTC will be making a major investment in the launch of a new cutting edge destination web site as recommended in the tourism strategy, to be launched autumn 2011.

The costs to make this investment are detailed in the online marketing budget and will represent the largest single investment by the ERTC as part of this Business Plan.

The new site will:

- Build awareness of the English Riviera brand
- Generate leads and bookings for Promotional Partners
- Be a key sales channel to generate increased revenue for the company
- Assist with data acquisition

Site Management

E-Strategy has been appointed to project-manage the production of the new web site, supported by the CEO and sub-board marketing group, and will continue to manage the site after its launch.

Creative Objectives

The design objective for the website is for its look and feel to be highly visual and to focus on differentiating the English Riviera from other destinations and its competitors. As the English Riviera's shop window, the design must be engaging and entice the user to visit.

The look and feel of the new site will follow the refreshed English Riviera branding further to research findings and will need to:

- Clearly communicate the refreshed key brand messages
- Position the English Riviera as the place to visit in the South West
- Promote all strategy - aligned products in a compelling way (including retail)
- Attract and serve target markets

Functional Objectives

The functionality of the website is crucial in ensuring the best possible experience for all users and in generating tangible results for Promotional Partners, and will be built to:

- Be e-commerce enabled to sell accommodation, attraction, event tickets
- Offer enhanced promotional opportunities for Promotional Partners
- Maximise commercial income opportunities for ERTC
- Include mega-navigation and price search functionality
- Include a fully interactive destination diary to better promote events
- Include designated micro channels to better promote the five sub brands
- Include an inbuilt customer review functionality (Trip Advisor)
- Include interactive and cross-promotion of products (including what is nearby)
- Include interactive dynamic mapping and Google Earth viewing encouraging people to visit
- Include maximum user engagement with a 'My Riviera' angle to be considered

Technical Objectives:

After extensive consultation the ERTC will invest in the New Mind 'Enterprise Platform' and associated Data Management System (DMS)

Investment in the 'Enterprise Platform' will help reduce long term costs with E-Strategy to be trained in managing this platform so that they can undertake ongoing design amendments after launch at affordable rates.

The ERTC will work to maximise the full usage of the DMS functionality to include:

- Processing of brochure requests
- Product data collection and presentation
- Online booking through the extranet
- Storage of consumer and promotional partner data

- Promotional Partner performance monitoring

All ERTC staff will be fully trained to use the DMS and its use will become integral to everyone's job function and a shared responsibility.

Increased editable functions for Promotional Partners will be secured from New Mind, with Promotional Partners required to take responsibility for maintaining their own individual records on the DMS. They will also be encouraged to arrange reciprocal links to the new site.

The ERTC and E-Strategy will host DMS training workshops to assist Promotional Partners maximise opportunities from being featured on the new site.

E Marketing Campaigns

The ERTC will increase investment in e-marketing campaigns as the key means for 'push marketing.'

Monthly consumer email newsletters will continue to form the core of e-marketing activity with increased frequency planned in peak consumer activity periods.

Promotional Partner inclusion in the form of banner advertisements on the consumer email newsletters will increasingly become an income stream for the company.

To help maximise effectiveness of our e-marketing we will:

- Collect email addresses at every opportunity
- Introduce competitions to encourage response
- Always include option to forward to a friend
- Promote email communication in all printed material
- Automatically welcome all new email signups
- Track delivery, open and click-through rates and monitor bounce rates

Search Engine Marketing

E-Strategy have been contracted to manage the SEO of the website and have developed an ambitious strategy to include a widening of key search phrases and alignment to campaigns. SEO copy-writing will be commissioned to support the SEO strategy. Monthly reporting by E-Strategy will take place. A 13% increase in web site traffic has already been achieved since the ERTC started managing the site in October 2010.

PPC (Paid search Pay per Click)

A small budget for targeted PPC has been built into the media budget for 2011/2012, which will look to support campaign activity and direct visitors to relevant landing pages.

Affiliates

The ERTC will encourage the development of affiliates that align to strategy and can generate quality email addresses to grow the consumer mailing list for the company.

Viral Marketing

Viral marketing or C2C communications will be used when considered appropriate and in particular opportunities through You Tube as the second biggest search engine maximised with the launch of four new destination films during 2011/12 to complement the first ERTC production: 'South Devon's Beautiful Bay.'

Social Media

The ERTC will seek to maximise the use of appropriate social media channels to include:

- **YouTube** as an official platform to upload official English Riviera videos.
- **Facebook** as a contemporary promotional platform for targeted activity to include a new Agatha Christie's Riviera site and possible English Riviera 'Late Deals' site to maximise opportunities arising from the increasing late booking trend.
- **Twitter** as a targeted PR tool with journalist's increasingly sourcing news stories via Twitter.
- **Mobile phones** as the launch pad for the new English Riviera App to be produced as part of the new web site development.

E-Strategy will assist with Social Media delivery to ensure integral coordination with web site developments.

Data Acquisition

The ERTC recognises the importance of data acquisition and will continue to invest in the Data Management System (DMS) that sits behind the consumer web site to manage both consumer and Promotional Partner data.

Data collection and in particular email addresses will be actively encouraged through all ERTC communications to maximise the growth of the database. The ERTC will also continue to invest in strategic online affinity partnerships with organisations and brands that endorse the English Riviera brand and a budget of £12k has been allocated to develop online affinity marketing campaigns.

Collected consumer data will be used to undertake increased Customer Relationship direct marketing including the dispatch of consumer email newsletters with space sold on the newsletters to Promotional Partners wishing to feature to cover the £6k cost per annum to undertake this exercise.

The consumer database will also become an increasingly valuable asset for monitoring trends and undertaking ongoing consumer research including online Visitor Satisfaction Surveys.

The ERTC will continue to invest in the cleansing and profiling of the consumer database, commissioning an external professional agency help to undertake this work. Existing data totalling in excess of 100,000 consumer records has been exported and de duplicated since the ERTC was launched in order to clean the data and ERTC is registered with the Data Protection Registry.

To date the ERTC has increased the number of consumer email addresses from 23,000 to 48,000. A target of 100,000 is being aimed for in order to make the consumer email newsletters an increasingly valuable destination marketing opportunity for local businesses.

Themed Marketing Campaigns

Decreasing seasonality is a key objective of the 'Turning the Tide for Tourism in Torbay' strategy. As such, the ERTC will continue to design and promote 'cross resort' seasonal campaigns to attract more business in the quieter months.

Following evaluation of the 'test' campaigns introduced for 2011 the following campaigns will be included and developed as part of the 2012 marketing plan:

- Kids Go Free
- Family-Friendly Riviera
- Dog-Friendly Riviera
- Romance on the Riviera (incorporating Boutique Bolt Holes and Exclusively for Adults)
- Riviera Escapes (Spring/Autumn/Winter, 4 for 3 and 3 for 2 night breaks)

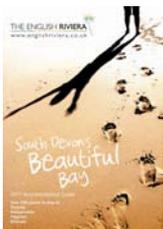
Participation in these campaigns will continue to be offered to local businesses as an optional benefit of the different levels of Promotional Partner advertising packages.

Offline Marketing Activity

The ERTC will continue to invest in a range of offline marketing activity whilst there is sufficient demand from Promotional Partners to produce the various publications, including:

- Official accommodation guide
- Great Days Out guide
- Attack brand publications: (Agatha Christie Literary Trail and Global Geopark Experiences)
- Brand Awareness Gateway signs and posters

Official Accommodation Guide



The ERTC has redesigned the official accommodation guide to give it a more modern and contemporary feel. This has included removing the names of the three towns (Torquay, Paignton and Brixham) from the logo, using a more stylised palm tree within the logo and introducing a geographical anchor by using the phrase *South Devon's Beautiful Bay*, as recommended in the

strategy. Early signs indicate this has been well-received by the public and brochure requests have trebled in the first 3 months compared to the same time last year.

This publication has for many years been the backbone of the resort's destination marketing activity funded solely through participating advertisers (Promotional Partners) and promoted via a direct offline and online direct response media advertising campaign.

Effective media promotion is critical to the success of this campaign which is currently managed by the RH Media-Buying Team. To ensure that appropriate investments are made in advertising the 2012 brochure, media conversion research is currently being undertaken by the ERTC.

Accommodation Media Promotion Campaign

RH will continue to provide a professional media buying service and take responsibility for campaign planning, buying and evaluation on behalf of the ERTC.

Accommodation Guide Distribution

MailBizz Ltd will continue to provide the brochure fulfilment service on behalf of the ERTC, servicing all enquiries for the guide in conjunction with TNT to maximise savings on postage in addition to monitoring cost per response rates closely.

2012 Accommodation Guide

Plans for the 2012 guide are as follows:

- Rate Card to be launched May 2011
- Publication date 30th November 2011
- Proposed print run - minimum of 75,000
- RH to manage design, advert proofing and printing process
- Online advertisers booking procedure to be introduced

2012 Great Days Out Guide

Launched for the first time in 2011 the ERTC will look to continue to support the production of the Great Days Out publication in partnership with the Herald Express, as a new quality 'in resort' one stop visitor guide that reduces duplication by combining two previous publications: 'What's On English Riviera' and 'Great Days Out,' previously published by the English Riviera Attractions Partnership (ERAP).

This guide will remain a key publication for attractions and other leisure activity providers and will continue to form an extended part of the English Riviera Promotional Partners Programme. All providers included will also be featured on the resort's official web site www.englishriviera.co.uk to ensure a wide choice of product is promoted in addition to accommodation.

The ERTC and Herald Express plan to repeat the guide for 2012 with the publication to be available prior to Easter weekend.

Top 10 Reasons to Visit the English Riviera

The ERTC plan to support the publication of a new style partnership publication called 'Top 10 Reasons to Visit the English Riviera' which would be widely distributed to key target day visitor areas to help increase Day Visitor numbers.

Resort Signage

The ERTC will make an investment in improving gateway signage at the Kerswell Roundabout entrance and Paignton entrance to the resort. In addition the ERTC will commence a review of Brown Signs across the resort.

Marketing Activity Evaluation

As part of the ERTC research programme the ERTC will commission an independent online Marketing Evaluation Survey to assess the value of the various marketing activities to Promotional Partners that uses nationally-recognised methodology to help advise on the execution of future ERTC marketing campaigns.

Product Development and Product Gaps

The ERTC recognises that the English Riviera faces a challenging future and believes strongly that product development through regeneration that aligns to the Tourism Strategy is vital to the future of the resort and that Product Gaps must be addressed if the resort is to compete more effectively.

The ERTC will work to develop a closer relationship with the Economic Development Company to help encourage strategy aligned developments.

The Tourism Strategy highlighted the need to address the following Product Gaps to help arrest the ongoing decline in staying visitors and the ERTC will support in principle the following developments:

- Increased investment in quality, branded hotels for business and leisure market
- increased investment in the provision of spa hotels, boutique-style accommodation
- increased investment in quality inns and restaurants with rooms
- increased investment in high end self catering accommodation
- better quality restaurants serving local produce

Accommodation Planning

The ERTC recognises the extreme importance of the resort retaining and offering a wide choice of quality accommodation and will continue to work with Torbay Council Planning Department the number of change of use applications further to the changes made to the Principal Holiday Accommodation Areas (PHAA) policy introduced in 2009 to address the oversupply of smaller traditional and poor quality serviced accommodation bed spaces.

Public Relations

The ERTC PR strategy must be to raise positive awareness of the English Riviera and to secure quality online and offline media coverage. It is vitally important that ERTC's Promotional Partners feel individually supported and believe that their story is being heard. As all successful rebranding exercises start with internal communication, local communication to ensure a coherent message from the English Riviera will be important and the ERTC has appointed local PR support to address this which is generating notable goodwill across the sector and resulting in increased local and regional coverage.

Many of our Promotional Partners are doing their own regular press releases and communicating online via websites and social media and the ERTC will be encouraging partnership PR working with them and has formed an English Riviera PR Forum to encourage this, with twice yearly meetings planned between all the partners. As the guiding body for tourism, the ERTC will ensure that a full understanding of the power of the English Riviera brand is established locally and embedded in all PR activity. 'Word of Mouth' via partners and brand ambassadors will be encouraged and developed and this will ensure a far wider reach and enhanced credibility both on and offline.

Our strategy will include:

- Working with an increasing number of specialist PR agencies to maximise PR opportunities
- Working with national and regional partners to maximise opportunities on annual themes such as the Olympics, Golden Jubilee etc.
- Holding PR Forum Meetings with Promotional Partners twice a year
- Production of regular ERTC newsletters with PR and branding advice to partners
- Encourage regular feedback from partners about new events and successes
- Production of a key brand messaging document as part of a professional Press Pack to cover all elements of the English Riviera product
- Targeting and inviting specific media individuals to visit the English Riviera
- Preparing a scheduled diary of PR activity aligning to the Tourism Strategy
- Increasing coverage and prominence of the English Riviera Global Geopark
- Providing dedicated PR activity to support major events and festivals
- Providing dedicated PR activity to support the new cross-resort campaigns (Family-Friendly, Kids Go Free, Romance on the Riviera)
- The production of articles for targeted lifestyle magazine features about the resort
- The adoption and use of on-brand celebrities to raise awareness and support brand endorsement
- A positive and fast reception to appropriate film and TV enquiries
- Maximising all positive broadcast (TV and radio) opportunities, targeting regional news-desks
- Maximising the use of Twitter to reach journalists and to target special interest groups
- Regular website updates so that Twitter posts can drive traffic to the ERTC site

Individual press trips

Key media individuals will continue to be invited to visit the English Riviera with support from Promotional Partners to provide accommodation and hosting. Meetings with brand ambassadors can be included on the itinerary as appropriate to enhance the English Riviera story.

Media releases

A timetable of creative media releases will continue to be prepared jointly by the lead PR agency with support from the ERTC marketing team. All releases will continue to reinforce the English Riviera Global Geopark brand.

People behind the English Riviera brand

Profiling and interview opportunities will be secured to include compelling, key spokespeople to support the promotion of the resort on the new website. These key ambassadors will in turn be encouraged to promote the English Riviera on their own websites and link to the ERTC site.

Exhibitions and Events

The ERTC will continue to consider the attendance of strategy aligned events and exhibitions.

Awards

We will encourage our Promotional Partners to enter relevant industry awards to help raise the bar in terms of quality and in turn, the resort's profile.

PR Management

The ERTC will continue to review the most effective way to manage the PR function and continue to use external PR support as an extension to the marketing team for the time being.

Sales and Promotions

To support the need to raise brand awareness the ERTC will encourage the production of quality items, 'Made on the English Riviera' and consider their sale on a commission basis. In particular, opportunities to maximise 'Made on the English Riviera' is considered possible with the opening of the new art and craft studios at Cockington. Local communication will be established to encourage other local 'makers' to use the 'Made on the English Riviera' slogan working to ensure brand integrity is protected.

PR Budget

An annual budget of £50k has been allocated to deliver the PR activity planned above with external local and national PR support to be commissioned.

The Attack Brands

Quote from Turning the Tide for Tourism

'More than ever before there is the need to be creative with product development so that the English Riviera attracts new customers through enhanced vibrancy and secures a long term sustainable future.'

Fondly known as the 'attack brands,' the ERTC will continue to undertake a co-ordination and enabling role to unlock the full potential of the following five 'attack brands' identified in the 'Turning the Tide for Tourism Strategy', as offering unique opportunities for growth and resort differentiation:

- Agatha Christie
- Global Geopark
- Events and Festivals
- Maritime Leisure
- Business Tourism

Agatha Christie

The development of the Agatha Christie Brand will be undertaken working in partnership with:

- Chorion – the literary estate responsible for monitoring brand authenticity
- The National Trust – with a critical link to Greenway House
- Torbay Cultural Partnership - Agatha Christie Festival

Planned marketing activity for 2011/12 includes:

- Development of a new Agatha Christie's Riviera International Passport
- Launch of Agatha Christie's Facebook site (building on the Literary Trail)
- Attendance at ITB Berlin (March 2012)
- Reprint of Agatha Christie's Literary Trail and improved in resort interpretation
- Development of a new Spring Agatha Christie Festival for launch in 2013

Events and Festivals

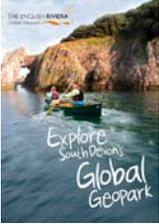
The ERTC's role is to promote Events and Festivals with particular support for PR and the preparation of dedicated Press Releases. The key platform for the promotion of Events and Festivals will be the new interactive Events and Festivals Calendar to be included on www.englishriviera.co.uk

Financial support for the promotion of events and festivals will become increasingly difficult for the ERTC in the light of the continued public sector funding cuts.

Global Geopark

Quote from Turning the Tide for Tourism

'Positioned and promoted creatively Global Geopark status offers enormous potential to attract visitors from all over the world but care must be taken in consumer positioning.'



Consumer understanding is currently lacking for the English Riviera Global Geopark with the accreditation not providing a natural 'fit' to traditional brand values. The ERTC sees tackling this issue as a priority so that the full potential of the Global Geopark accreditation can be realised.

The ERTC supports the strategy recommendation that to combine 'outdoor activities' including: walking, canoeing, sailing, and scuba diving may help address these issues with all activity providers to be encouraged to become English Riviera Promotional Partners.

As part of this Business Plan, the ERTC will work closely with the Global Geopark Management Group to encourage the development of compelling new Global Geopark experiences and packages in to include:

- Dive the English Riviera Global Geopark
- Sail the English Riviera Global Geopark

Planned marketing activity to support this refreshed approach will include:

- Increased PR and Press Releases
- A dedicated Global Geopark micro site as part of the new website
- Improved signage at key gateways
- Publication of a new style Geopark leaflet (as shown above)

Maritime Leisure**Quote from Turning the Tide for Tourism**

'The last decade has seen a revolution in water sports and use of 'the beach'. What was once an area dedicated to sunbathing and swimming for just a few weeks of the year has in many regions been transformed into a year-round 'playground' for adults and children, used increasingly as a base for a widening range of water and sports.'

The ERTC is keen to widen this sub brand to include all that a visitor can enjoy on and under the water, incorporating the Geopark 'label' wherever possible.

As part of this Business Plan the ERTC will focus on encouraging potential partners to work much more closely together to develop and offer a wide range of water based visitor experiences for the ERTC to promote to include:

- Kayaking and Canoeing
- Learning to sail

All activity providers will be encouraged to become Promotional Partners so that they can be promoted as widely as possible and contribute some income to ERTC marketing costs.

Planned marketing activity to support this revised approach will include:

- Dedicated maritime micro site on the new web site to include maritime calendar
- Increased targeted PR and preparation of press releases to support key events
- Closer working with Seatorbay

Business Tourism

Quote from Turning the Tide for Tourism Strategy

'The effective development of business tourism with its mid week and shoulder season booking pattern is essential in making the English Riviera a year round destination with seaside holiday seasonality alone now being highlighted as unsustainable long term'. (Source: Price Waterhouse May 2009)

The business tourism sector has been one of the hardest hit by the recession but meetings, conferences, conventions and individual business travel continue to be important generators of both overnight and day visits. The ERTC recognises the potential of business tourism and its importance for the resort with its mid week and shoulder season booking pattern as essential to the development of the English Riviera as a year round destination.

As part of this Business Plan the ERTC will focus on working more closely with Conference Torquay with proposed activity to include:

- new business micro site to be included on new web site
- partnership attendance to key conference exhibitions (Confex)

Photography and Imagery

To ensure that everyone can promote the English Riviera effectively as an inspiring all year round destination, the ERTC will make an increased investment in developing a compelling image library to include more destination videos to upload on You Tube. These materials will all be available for Promotional Partners to use and will involve where possible local photographers.

Research

The ERTC places great importance on the need for the company to invest in quality research to help them make the right decisions moving forwards.

A number of new research projects will be carried out during 2011/12 with a total budget of £45k assigned to undertake the following research projects:

English Riviera Accommodation Survey

The primary purpose of this survey is to collect KPI Performance Monitoring occupancy data which can feed into and be benchmarked against existing regional and national occupancy surveys in addition to being used to gather other information required such as business satisfaction levels regarding the performance of the ERTC.

Data collection for this survey will take place on a monthly basis with results available one month after the data collection period e.g. April data available at the end of May.

English Riviera Attractions/Leisure Business Survey

The primary purpose of the English Riviera Attractions and Leisure Business Survey is to collect KPI Performance Monitoring data on business performance which can feed into and be benchmarked against other existing surveys but will also be used to gather other information required such as business satisfaction levels. Data collection to take place on a monthly basis with results available one month after the data collection period. Data collection to commence from May 2011 requesting data from April 1st.

Visitor Satisfaction Survey

This will be conducted by the South West Research Company as a face-to-face survey conducted between July and September 2011 with interviews spread between Torquay, Paignton and Brixham.

Comparability with previous English Riviera Visitor Surveys and benchmarking against other destination visitor surveys will be considered in the design.

The outputs will include details of visitor and visit characteristics, expenditure and visitor satisfaction levels regarding their overall visit to the English Riviera.

Media Conversion Survey

The primary purpose of this survey is to measure the effectiveness of the different media advertising channels in respect of their ability to convert Accommodation Brochure enquiries into bookings for Promotional Partners in order to quantifiably demonstrate return on investment.

Marketing Evaluation Survey

The primary purpose of this survey is to measure the effectiveness of overall marketing spend through the monitoring of the following factors:

- numbers of holidays influenced by marketing and website

-
- use of website and satisfaction with website
 - satisfaction levels for brochure and suggested improvements
 - characteristics of visit
 - customer satisfaction with destination
 - return on marketing investment

This work will be undertaken by the South West Research Company at a cost of £1600 and this cost has been built into the overall ERTC 2011/12 Research Budget.

Brand Essence Research Survey

The English Riviera is a new company which has quickly made a number of changes to the marketing and promotion of the destination and considers it important that key messages are now clearly identified to ensure that everyone stays 'on brand.' To make this happen, Brand Essence research has been commissioned by the ERTC through RH Research Department to take place during May 2011. The primary objective of this research is to identify the most important elements of the English Riviera brand, and to identify what the key marketing messages should be moving forwards.

A number of 'givens' have been specified as part of this research following the research work undertaken in the preparation of the 'Turning the Tide for Tourism in Torbay' strategy:

- The name 'The English Riviera' should be retained. The research will explore what the name means and what it could credibly mean (i.e.: what is the elasticity of the brand name)
- The palm tree icon should be retained, although it can be adapted and 'played with' – the research will explore the extent to which the palm tree can be adapted, and what the scope is for developing a range of seasonal, event and attack brand related official palm tree logos which we believe could in themselves generate increased PR and destination awareness.
- The research will avoid playing back the known weaknesses of the English Riviera's current offer. These weaknesses are well-known by all in the tourism industry in the area, and they are being addressed. The research is designed to identify the brand's strengths.

Additionally, the research should reassure the tourism industry partners within the area that the identified brand strengths are credible and that the proposed expression of those strengths is motivating. This will require a large sample size so that it is statistically robust, and a separate, follow-up piece of research, which will be quantitative rather than qualitative in nature, will be undertaken.

The cost to undertake the Brand Essence research is £25k and this has been included in the total £45k budget allocated for the different research projects detailed above.

Visitor Information Services

Usage statistics below clearly show that there is an ongoing demand for the Visitor Information Service with the table highlighting growth in all areas at the year round service operated in Torquay. Comparable year on year statistics for the new seasonal service in Brixham and Paignton will be published at the end of October.

TORQUAY Visitor Information Centre	YEAR 10/11	YEAR 09/10	% Diff
Year on Year usage Comparison			
Personal Callers	160,230.00	104,555.00	+53%
Telephone Calls	13,140.00	10,642.00	+23%
Letters	1,737.00	1,554.00	+12%
Email Enquiries	1,462.00	919.00	+59%
Number of Accommodation Bookings	422	328	+29%
Number of Bed nights	1,795.00	1,334.00	+35%
Total People Throughput Figures	369,249.00	247,996.00	+49%

The challenge for the ERTC is finding the most efficient way to deliver the Visitor Information Service with fixed overhead costs significantly higher than any profit made from commissions.

Current Situation

As a result of the recommendations and research findings of 'Turning the Tide for Tourism in Torbay' strategy, the ERTC has already made a number of operational changes including the closure of the independent Call Centre and the introduction of seasonal services in Paignton and Brixham. These changes have resulted in significant fixed cost savings.

For the period of this Business Plan the following three counter service sites will be operated:

- Torquay - All year round @ Vaughan Parade
- Paignton - Seasonal @ Apollo Cinema, Seafront
- Brixham - Seasonal @ co-location at Hobb Nobs, Harbour side

Further cost savings will be explored through the possible re-location of the Paignton seasonal service to Paignton Library and Information Centre from October 31st 2011.

Seasonal services will run from the start of the school Easter Holidays and end after October Half term.

Strategic objectives remain as follows with the need for the ERTC to:

- expand the delivery of visitor information
- modernise the service
- meet customer expectations

To help expand the delivery of Visitor Information provision, the ERTC will continue to secure more shared locations such as those already established at Hob Nobbs in Brixham and Union Square shopping centre in Torquay. Talks are currently underway with Cockington and the ERTC sees an

opportunity to work more closely with the Global Geopark Gateway sites at: Kents Cavern, Seashore Centre, and Berry Head Visitor Centre and with the Torbay Hospitality Association Information service further to the recent opening of their new information service in Belgrave Road.

Staffing

Delivery will continue to be fully integrated to incorporate:

- counter, telephone and email information and brochure requests
- counter ticketing service for theatre, attractions, rail and coach travel
- managing DMS enquiries for Promotional Partners

The ERTC will continue to employ a core 'winter' team of four full time staff complemented by seasonal staff and tourism students as required.

Volunteers

The ERTC will also explore the option of engaging volunteers to support the Visitor Information Service.

Visitor Information Tools

The ERTC will be investing in the increasing use of online technology and mobile devices with an English Riviera iPhone App to be introduced alongside the launch of the new web site in autumn 2011.

The development of cross-resort information QR Codes is also to be explored.

Visitor Information Budget

As a result of the ongoing reductions in public sector support to the ERTC and the high fixed costs to operate the Visitor Information Service, the ERTC will have to achieve further efficiencies through:

- maintaining reduced winter opening hours in Torquay
- reviewing core staff costs through TUPE measure negotiations with staff
- continuing the operation of seasonal counter services in Paignton and Brixham
- maintaining the maximisation and integration of all service functions
- reducing high season staffing levels to main school summer holidays only
- negotiating harder with suppliers to reduce operating costs, particularly telephone costs

Visitor Information Income Streams

Current income commission streams are generated from:

- accommodation bookings, rail, coach ticket sales
- theatre and attraction tickets
- window display advertising income

Quality

Quote from Turning the Tide for Tourism Strategy

'The current quality of the English Riviera experience is inconsistent and the destination currently has a mixed reputation regarding quality. Raising the standard of the overall offer will be a challenge and opportunity in creating a more attractive destination that can compete with the increasing competition.'

Current Position

The following table summarises the total number of accommodation businesses as graded under the National Quality Assessment Scheme (NQAS) as at March 2011. The total of 559 businesses is estimated by Visit England to present approximately 49% of the total number of accommodation businesses operating across the Bay.

The trend recorded below is showing a positive response to tourism strategy objectives with a small reduction in poor quality guest accommodation and the first signs of an increase regarding hotel stock being recorded. Of equal importance is the retention of quality self catering bed stock.

March 2011	Total Number of Businesses 2009	Total Number of Businesses 2011	Difference in 2 Years
Torbay NQAS Total	559	554	- 5
Attractions (VQAS)	2	2	0
Guest Accommodation	185	179	- 6
Holiday Park	12	12	0
Holiday Village	1	1	1
Hotel	46	47	+1
Self Catering	313	313	0
Grand Total	559	554	

ERTC Quality Policy

The ERTC will continue to align to national government/Visit England quality policy and adopt the Government's most recent recommendation that businesses should not be 'corralled' into achieving star rated status as a pre-requisite to being promoted by local Destination Marketing Organisations. That decision will be left for individual businesses to decide.

At the same time however the ERTC wishes to safeguard the interests of staying visitors and for this reason will be introducing the new basic level accommodation inspection scheme accredited by Visit England, to be called 'English Riviera Approved' with immediate affect.

All NQAS star assessed businesses and any business achieving the new English Riviera Approved accreditation as a stand alone accreditation will be able to operate as a Promotional Partner working with the ERTC and all properties will be promoted as an English Riviera Approved establishment.

The ERTC will undertake a consultation with the industry regarding this proposed change in May 2011 to ensure that everyone understands the objectives of the new initiative. Star assessed and 'English Riviera Approved' accreditations will be equally valued by the ERTC.

The new Visit England accredited 'English Riviera Approved' basic level accommodation inspection scheme will be available at a significantly reduced cost and ensures that an accommodation provider is 'legal, safe and clean' and complies with all relevant legal and statutory requirements.

In addition the ERTC will pursue the introduction of a complementary 'sister' English Riviera Approved scheme for attractions linked to the VQAS scheme operated by Visit England.

The ERTC's aim is to encourage every tourism accommodation operator across the resort to commit to undertaking this basic level quality inspection in order to assist in raising overall quality standards and maximise the opportunities to expand the Promotional Partners programme.

Once approved as an 'English Riviera Approved' business those non star assessed businesses will be encouraged by the ERTC to take part in the national star assessed scheme that has over 24,000 businesses currently participating.

This two tier approach the ERTC believes to be a very positive step forwards in respect of raising the bar in terms of quality standards across the resort with the new 'English Riviera Approved' badge showing prospective guests that all accommodation promoted by the ERTC meets these national minimum standards but that others have gone that extra step in respect of star gradings and related accolades.

Lapsed Gradings

The ERTC consider it important to monitor lapsed gradings and will work with Visit England and Torbay Council Trading Standards to ensure that tourism accommodation businesses are marketing themselves appropriately.

Customer Reviews

The ERTC acknowledges the growing importance of Customer Review sites such as Trip Advisor and their increasing popularity with prospective visitors.

In support of Government recommendations the ERTC will be integrating Trip Advisor reviews as part of the new web site build to complement existing star ratings.

Quality Awards

Raising quality was a key recommendation in the tourism strategy and the following table shows a positive response with 10 more accommodation businesses achieving the Visit England Gold and Silver Awards compared to 2009.

The ERTC will continue to encourage individual businesses to raise their quality standards and achieve accolades with those businesses to receive additional free promotion in destination marketing activity.

The table below shows the number of businesses that have been awarded silver and gold awards over the past two years and the positive trend.

March 2011	Total Number of Businesses 2009	Total Number of Businesses 2011	Difference in 2 Years
Gold Awards	3	6	+3
Silver Awards	14	21	+7

Award Recognition

The ERTC will continue to recognise and promote quality awards to help raise the profile of the resort in the different marketing campaigns.

In addition to the national Visit England Awards, the ERTC will continue to encourage and promote complementary awards including:

- Food Awards
- Green Tourism Awards
- Customer Service Awards
- Regional Tourism Awards
- National Tourism Awards

Quality Issues

The ERTC recognise the increasing number of HMOs and the negative perceptions and damage these can generate when operating close to commercial tourist accommodation.

The ERTC will seek to raise the importance of this problem, working in close partnership with Torbay Council and seeking best practice examples from other major seaside resorts. These would include Blackpool which is already aggressively tackling this problem.

A full audit of tourist accommodation is to be aimed for to help identify the extent of the HMO problem.

Accessibility

The ERTC will promote only those businesses that are officially graded as offering accessible accommodation under the national grading scheme in the official promotion of accessible accommodation for the resort.

Sustainability

In addition to continuing to encourage the adoption and promotion of 'green' tourism products, the ERTC will work to support the implementation of the evolving Torbay Council Green Infrastructure Delivery Plan and closely with the Torbay Coast and Countryside Trust in respect of best practise.

Customer Service Training – Welcome English Riviera

Aligning to strategy recommendation, the ERTC will be launching a new programme of customer service training called 'Welcome English Riviera' following a successful BID by the ERTC to secure supporting funding from the Torbay Development Agency Skills and Training Board.

Entitled 'Welcome English Riviera,' this unique one-day course developed as part of Welcome to Excellence, the UK's leading customer service training programme, will help ensure that the resort's 3 million plus visitors have the very best experience during their stay.

The first courses will be launched early November 2011 and delivered jointly by the ERTC and Torbay Town Centre Company (TTCC) for a period of five years.

Some 1000 people are set to complete the course with participant costs heavily subsidised to encourage attendance. All participants will, on the successful completion of the course, be awarded a 'Welcome English Riviera' certificate.

The course will focus on the 'attack brands,' what there is to see and do, how to travel around, where to eat and drink and where to shop, with a clear focus on the core customer service skills so that a higher standard of service can be provided.

An external appointment will be made to develop and deliver the 'Welcome English Riviera' course working in conjunction with the national licence holders.

ERTC Partners

The ERTC recognises the extreme importance of working with partners in order to help secure the successful delivery of the 'Turning the Tide for Tourism in Torbay' strategy and list below the organisations currently working closely with the ERTC, presented in alphabetical order.

Specific thanks go to Torbay Council as the key strategic and financial partner.

- Brixham Tourism Partnership
- Babbacombe Bay Marketing Group
- Conference Torquay
- English Riviera Attractions Partnership
- English Riviera Global Geopark Organisation
- Herald Express
- National Trust
- Seatorbay
- Torbay Accommodation Providers
- Torbay Council
- Torbay Development Agency
- Torbay Town Centre Company
- Torbay Coast and Countryside Trust
- Torbay Cultural Partnership
- Tourism Alliance
- Tourism Management Institute
- Seatorbay
- South Devon College
- South West Tourism Alliance
- Visit Devon
- Visit England
- Visit South Devon

References:

In preparing this Business Plan the ERTC consulted the following documents:

Government Tourism Policy (DCMS)	Published March 2011
Visit England (a Strategic Framework for Tourism 2010-2020)	Published March 2009
Visit England (Coastal Resorts Action Plan)	Published March 2011
South West Value for Tourism Statistics	Published March 2011

Glossary of Terms:

BID	Business Improvement District
ERAP	English Riviera Attractions Partnership
ERTB	English Riviera Tourist Board
ERTC	English Riviera Tourism Company
FIT	Fully Independent Traveller
KPIs	Key Performance Indicators
TCCT	Torbay Coast and Countryside Trust

Annex 1 - ERTC Promotional Partners for 2011

Formatted Table

The following list represents all those businesses that are currently working with the ERTC as a result of the accommodation brochure and Great Days Out marketing campaigns:

Bay Fashions	Bona Vista Holiday Park
A M F Bowling	Brandize (The)
Abbey View Holiday Flats	Briarfields
Acorn Lodge	Briars (The)
Adelphi Hotel	Brixham Dwardlers
Allerdale Hotel	Brixham Heritage Festival
Alpenrose Holiday Apartments	Brixham Holiday Park
Ambassador (The)	Brixham House
Amber House	Broadshade Holiday Flats
Anchorage Hotel	Brooklands Guest House
Ansteys Lea Hotel	Burley Court Apartments
Apartment 10, Aster House	Bute Court Hotel
Apollo Cinemas	Bygones
Appletorre House Holiday Flats	Canonteign Falls
Ashleigh House	Capri (The)
Ashurst Lodge	Carrington Guest House
Atlantis Holiday Apartments	Cary Arms
Aveland House	Cary Court
Avenue Park Guest House	Central Church
Babbacombe Bay Hotel	Channel View Hotel
Babbacombe Cliff Railway	Charter House (The)
Babbacombe Downs	Chelston Dene Holiday Apartments
Babbacombe Downs	Chesterfield (The)

Babbacombe Theatre	China Blue
Babbacombe Cliff Railway	Cleve Court Hotel
Baildon Royd (The)	Cliff Court Apartments
Barcelo Torquay Imperial Hotel	Clifton At Paignton (The)
Barclay Court	Cliveden Guest House
Barramore Holiday Apartments	Cloudlands
Bay Cottage	Clovelly Guest House
Baytree (The)	Clydesdale Apartments
Beach House	Clydesdale Guest House (The)
Becky Falls	Cockington Court
Bedford Holiday Flats	Colin House
Beecroft Lodge	Collerton Lodge
Belgravia Luxury Holiday Apartments	Commodore (The)
Bella Vista Guest House	Coombe Court
Belle Dene	Coombe Lodge Holiday Flats
Belmont (The)	Coppice Hotel
Benbows Guest House	Corbyn Head Hotel & Orchid Restaurant
Berbury (The)	Cotton Eyed Joes
Beresford (The)	Country Walks
Berry Head Hotel	Court Prior
Beulah Holiday Apartments (The)	Cove Cottage
Beverley Holidays	Cranmore Lodge
Big Tree Holiday Flats	Crealy Adventure Park
Birchwood House	Crimdon Dene
Blue Anchor	Crown Lodge
Blue Chip	Dartington Glass
Blue Waters Lodge	Dartmouth Steam Railway

Delamere Court	Harbour Lodge
Denby House Holiday Apartments	Harbour Reach
Derwent Hill Holiday Apartments	Harbour View
Devon Dawdlers	Harbour View Hotel
Devon Hills (Halfryn)	Harbourside Holiday Apartments
Devoncourt Holiday Flats	Harwood Lodge
Divers Down	Haute Epine Guest House
Downs (The)	Haven House
Dress Me Up	Headland Hotel (Duchy)
Earlston House	Headland View
Elmdene (The)	Heritage Hotel (The)
Elmington Hotel	Hi Flyer
Enterprise amusements	Hillcroft (The)
Esplanade Hotel (Shearings)	Hoburne Ltd
Fair Winds	Holiday Homes and Cottages SW (Agency)
Fairsea Holiday Flats	Holidays Brixham
Fairways	Hotel Iona
Farm & Cottage Holidays	Howden Court Hotel
Ferndale Lodge	Hudson's Bay
FIRST CHURCH OF CHRIST	Inglewood Hotel
Fleet Walk	Jesmond Dene
Fleurie House	John Fowler Holidays
Fonthill Apartment	Julie Court Holiday Apartments
Four Vista Apartments	Kents Cavern
Foxhole Grace Baptist Church	Ke'thla House
Frognel Hall Hotel	Kimberley Holiday Flats
Furrough Cross	Kings Lodge

Gainsboro Guest House	Kingsholm
Garway Lodge Guest House	Kingsway Lodge Guest House
Genting Casino	Kingswinford (The)
Glencoe Holiday Flats	Kistor Hotel
Glendower Lodge	La Scala
Glenorleigh (The)	Landscope Holiday Park
Glenross (The)	Lanscombe House
Glenwood (The)	Lawnswood Guest House
Goodrington Lodge	Lincombe Hall Hotel
Goodrington Methodist	Livermead Cliff Hotel
Grand Central	Livermead House Hotel
Grand Hotel (The)	Living Coasts
Grand Pier	Mainline
Great Parks	Marina Restaurant
Greenway Ferrys	Marine Hotel
Grosvenor (The)	Mariners Guest House
Grosvenor House	Meadowside Holiday Flats
Guys Cliffe	Media Force TLH
H & H Caravans	Melville Guest House
Halcyon	Millbrook House
Haldon Priors	Minerva Hotel
Hanbury's Fish & Chip	Miniture Pony Centre
Hans Gifts	Model Village

Montana	Premier Inn
Montana (The)	Prickly Ball Farm
Mount Edcombe	Princess Theatre
Mulberry House	Quayside Hotel
Muntham Luxury Holiday Apartments	Queens Hotel (Duchy)
National Trust	R I C C
New Barn Farm	Raddicombe Lodge
Newhaven	Ranscombe House
Newton Race Course	Redcliffe Hotel
Norbreck	Redcliffe Lodge
Norwood (The)	Redlands
Osborne Hotel	Riviera Caravans
P&M Paignton RESIDENCE (The)	Robin Hill International
Paignton Court	Rockview Guest House
Paignton Pier	Rose Court Holiday Apartments
Paignton Pleasure Craft	Rosemead Guest House
Paignton Zoo	Rowcroft
Palace Hotel	Rutland Lodge
Palace Hotel (The) (Duchy)	San Brelade
Park Hotel	San Remo Holiday Apartments
Patricia (The)	Sandmoor Holiday Apartments
Pennywell Farm	Sandpiper (The)
Pilgrim's Rest Cottage	Sands (The)
Poop Deck Restaurant	Sandway House
PRAESEPE (Cashino & Nobles Amusements)	Sea Tang Guest House

Seabreeze	The Golden Hind
Seaford Sands	The Lemon Tress
Seaspray Hotel	The Pavilions
Seaways	The Pier Inn
Serena Lodge	Three Palms
Shirley (The)	TLH Leisure Resort
Shoalstone (The)	Tor Dean
Shop Mobility (Torbay Council)	Tor Park Hotel (Shearings)
Sight Seeing Bus	Torbay Blues Festival
Somerville (The)	Torbay Caravans
Sonachan House	Torbay Coast & Countryside trust
South Devon Railway	Torbay Court Hotel
South Sands Apartments	Torbay Hotel (Shearings)
South View	Torbay Quad Centre
Splashdown	Torbay Registrar (Torbay Council)
ST JOHN THE APOSTLE TORQUAY	Torbay Taxis
St Marguerite	Torcroft (The)
St Matthias	Torquay Holiday Park/Park Dean Holidays
Stage Coach	Torquay Museum
Stanley House	Torquay Town Centre Company
Suncrest	Torre Abbey
Sundale (The)	Trecarn Hotel (Shearings)
Sunningdale Apartments	Tregarth Holiday Flats
Sunnybeach Holiday Flats	Trouville (The)
Sunnybrook Guest House	Two Beaches
TDA	Tyndale Guest House

Union Square Shopping Centre	Wentworth Guesthouse
Upton Vale Baptist Church	Westbrook (The)
Villa Capri	Westbury Guest House
Villa Garda Holiday Apartments	Westcourt Holiday Flats
Villa Marina	Westgate (The)
Vomero Holiday Apartments	Whitburn Guest House
Waterside Holiday Park	Whitehill Country Park
Wayfarer Guest House	Wilsbrook Guest House
Wellsway (The)	Woodlands