

## **SCRUTINY COMMISSION 17<sup>TH</sup> NOVEMBER 2004**

### **UPDATE ON INTEGRATED TOURISM, PROMOTION AND INWARD INVESTMENT SERVICES**

#### **REPORT OF THE CHIEF EXECUTIVE**

##### **Purpose of Report**

1. To update members of the Scrutiny Commission on the integrated delivery of tourism, promotion and inward investment services for Leicestershire, including Leicester, through the not-for-profit company, Leicester Shire Promotions. The Chief Executive of Leicester Shire Promotions (LPL) will give a verbal presentation at the meeting. This will include the major initiatives undertaken or planned.

##### **Background**

2. The Leicester Shire Economic Partnership (LSEP) the sub-regional partnership covering the County and City reviewed the future delivery of inward investment services and their relationship with the marketing of the County and City and concluded that there should be better co-ordination of these services – most appropriately through a single body.
3. On 24<sup>th</sup> June 2003 the County Council's Cabinet approved in principle the Council's participation in the integrated delivery of inward investment services and marketing of Leicestershire through LPL, with partners being the County and City Councils and the LSEP.
4. The proposed participation by the County Council in the new company was also considered by the Scrutiny Commission, which noted the proposals and asked:
  - for appropriate mechanisms to be put in place to monitor the new arrangements to ensure that the particular interests of the County area were safeguarded
  - for a further report on the implementation of the new arrangements, the effectiveness of the delivery of inward investment and the marketing of the area

## **Implementation of new arrangements and performance measurement**

5. Formed from the previous organisation, Leicester Promotions, the new company was launched in July 2003 to deliver a comprehensive and integrated place marketing strategy for the County and City. Relevant County Council budgets and staff were transferred over to LPL in July 2003 and a member of Leicestershire County Council's Cabinet (Mr. Harry Barber) was appointed to the Board.
6. Following a period of bedding-in and assessment, a Business Plan was produced by LPL. Conceived as an ongoing and developing document, it was approved in principle by LPL's Board at the end of 2003. The intention was that this would form part of the contract between the County Council and LPL and would act as the Service Level Agreement (SLA) which would specify the services to be provided by LPL. The Business Plan identifies objectives and actions in the various areas of service delivery. It contains various performance measurables and others are currently being developed and agreed with the strategic regional tourism body, East Midlands Tourism. This relationship is linked to ongoing funding (see para 9 below).
7. From a tourism perspective, various objectives and related actions in the Business Plan have been identified as areas where all aspects of progress will be tracked. These equate broadly to the tourism functions previously undertaken by the County Council and therefore enable the evaluation of value for money. However, to allow a flexible approach in some areas and to accommodate changes to established working - for example to allow the content and format of specific guides to be changed - some of these 'trackers' will be generic objectives rather than prescriptive actions. Examples of these objectives include 'marketing material' and 'customer fulfilment'. In addition, regular detailed information is received on media work undertaken by LPL.
8. The County Council has a contract manager who has formal meetings and informal contacts with the Chief Executive of LPL and his senior officers in order to monitor progress against objectives and ensure that the Council's interests are served. In addition, account meetings are held between LPL's account manager for the Council and relevant officers from those departments with tourism-related functions.

## **Significant organisational developments**

9. In April 2004 East Midlands Tourism, established by emda, became the new regional strategic tourism body and plans were put into place to devolve power and funding to sub-regions via Destination Management Partnerships, such as LPL. The regional tourism body will support these partnerships, providing certain targets are met. The targets, or KPIs, are being finalised at present.

10. In line with the sub-regional partnership approach, LPL has been establishing arrangements with the District Councils to deliver tourism services on their behalf, creating a series of satellite organisations. Hinckley and Bosworth Promotions was the first to be created in 2004 and arrangements are currently in place with all District Councils, with the exception of Blaby, which has committed to the process.
11. In September 2004 the LSEP Board, with support from the County and City Councils, suggested that a common SLA be developed to cover promotional, marketing and inward investment for all three partners in the Leicestershire initiative. The Board also asked LPL to give greater emphasis to inward investment activity, which it has agreed to do. Work has been ongoing since then to develop and agree a level of service and related measurables. This is planned to be concluded by the end of the financial year.

### **Equal Opportunities Implications**

12. Publicity produced by LPL can be provided in alternative formats and the content covers various cultural attractions and themes in Leicestershire.

### **Conclusion**

13. Partners in LPL and emda have recognised the benefits to be achieved through a co-ordinated approach to inward investment and place marketing. The company has developed this concept to encompass service delivery on behalf of the County Council, the City Council and many districts, with the aim to provide a fully integrated service for Leicestershire.
14. Relevant plans and a joint SLA are being prepared, together with top-level KPIs and the tracking of performance relating to specific objectives is being undertaken. Members may wish to consider whether to receive further reports on progress on a regular, say, yearly, basis.

### **Background Papers**

Report to the Cabinet on 24<sup>th</sup> June 2003 concerning the arrangements for the delivery of inward investment, tourism and promotion services

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