



MAKING TOURISM IN THE YORKSHIRE DALES TRULY SUSTAINABLE

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**The
 Yorkshire
 Dales**

EXECUTIVE SUMMARY

- i. This report by Travelwatch was commissioned by the Joint Promotions Initiative in February, 2004. It should be considered in conjunction with research on the Yorkshire Dales Brand commissioned by the JPI at the same time, and work on the Yorkshire Dales product, still to be carried out.
- ii. The Yorkshire Dales core product, the Dales themselves and the associated towns and villages, have great strength. However, Travelwatch has identified a need to address a number of issues in order to protect and nurture the core product, with a view to long-term sustainability of tourism in the Yorkshire Dales.
- iii. There is lack of internal and external clarity on the precise meaning of the "Yorkshire Dales" both in geographic terms and in terms of what the area can provide for residents and visitors. Tourism is a vital component of life in the Yorkshire Dales and long-term sustainability is directly linked to the overall long-term sustainability of the area. While the pride and enthusiasm associated with individual dales, towns and attractions is understandable, Travelwatch believes that the whole area would benefit from a more cohesive approach to branding, marketing and provision of the infrastructure necessary to make the Dales truly sustainable.

Key areas include:

- iv. Actions by the relevant local authorities in provision of the infrastructure necessary to develop a high quality product including car parks, toilets and provision of waste segregation and management facilities;
- v. consideration of ways in which to extend the season for example through development of appropriate indoor facilities;
- vi. introduction and development of transport systems through extension of rail routes and provision of hub and spoke bus services based on market towns;
- vii. engagement of the business community in developing the brand including local supply chains and ensuring that the benefits from tourism are widely spread;
- viii. The Joint Promotions Initiative is clearly aware of many of the issues identified in this report and is commended for its leadership in identifying the need to address the long-term issue of sustainability. In the light of this report and the concurrent Brand report, consideration should be given to adjusting the membership of the JPI to include representatives of those areas such as transport and infrastructure which are critical to future success of tourism in the Yorkshire Dales.

- ix. Travelwatch has made some 30 specific recommendations and has identified which parties it considers likely to be responsible for implementation. It is important that a process is set up, by the Joint Promotions Initiative, to set priorities and objectives relating to these recommendations, and to track progress. Suggestions have been made within the report for appropriate mechanisms to facilitate this process.

- x. During consultation, undertaken as part of this project, there was little mention of the potential impact of Climate Change on tourism in the Yorkshire Dales and little reaction when the topic was raised. It is incumbent on the JPI to maintain a close watch for any clear indication of changes, resulting from changes in the climate, which should be taken into account in the evolving strategy to make tourism in the Yorkshire Dales truly sustainable.

INTRODUCTION

1. This report is the result of research on “Making Tourism in the Yorkshire Dales Truly Sustainable”, commissioned by the Joint Promotions Initiative (JPI), a partnership of key stakeholders aimed at fostering the growth of a high quality and appropriate tourism product. The overall aim of the JPI partnership is to achieve a cohesive and coordinated tourism agenda in the Yorkshire Dales with the central tenet that there can be no economic sustainability without environmental sustainability. To this end Travelwatch has produced the following report.

2. The JPI has identified three related projects; the two others relate to the Yorkshire Dales brand and the tourism product. The brand research project “Building Relationships between the Yorkshire Dales Sub-Brand and the Yorkshire Brand” has been carried out separately but concurrently with the present study. The third brief relating to tourism product will be carried out at a later date. Some of the findings in the present report are particularly relevant to the Yorkshire Dales Brand.

3. Of particular importance to the present brief is the concept of sustainability, identified in the Dales Tourism Forum (1999), Common Policy Statement. One description, included in that paper is “Development that meets the needs of the present without compromising the ability of future generations to meet their own needs” and that “In order to be sustainable human use and enjoyment of the world’s natural and cultural resources should not, in overall terms, diminish or destroy them”. Throughout this project we have used the concept of the “three-legged stool” of economic, social and environmental aspects, supporting the overall sustainability strategy for any organisation or activity (see Figure 1). While there are other concepts of sustainability such as the “five capitals” model, we believe that the integrated pursuit of economic, social and environmental goals is essential to long-term success. Some relevant aims for making tourism sustainable, which were identified by the IUCN World Commission on Protected Areas (WCPA), are set out in Box 1. In developing this report we have referred to the general guidelines from WCPA¹. It should be noted that the UK National Parks and AONBs fit into Category V of Protected Areas as Protected Landscapes.

4. Travelwatch takes the view that it is unlikely that any single industry or activity will be sustainable on its own. The role of tourism in a long-term sustainable society in the Yorkshire Dales is clearly vital and it is thus imperative that those involved address relevant issues in order that the economic, social and environmental aspirations of residents and visitors can be met.

5. We have attempted to be factual and to limit our comments to strengths and weaknesses that seem obvious. Reflecting both the need to address sustainability and the balance of the material reviewed, we have used the following themes to consider the inputs that we have received and to develop our views and recommendations.

- ✓ Strategy

¹ See Eagles P. et al: (2001) *Sustainable Tourism for Protected Areas: Guidelines for Planning and Management*, IUCN, Cambridge UK and Gland Switzerland; and Phillips A: (2002) *Management Guidelines for IUCN Category V Protected Areas : Protected Landscapes and Seascapes*, IUCN, Cambridge UK and Gland Switzerland

- ✓ Economic
- ✓ Social
- ✓ Environmental

Box 1. The aims of sustainable tourism in Category V Protected Areas

Environmental aims:

- conservation over the long-term; and
- better knowledge and awareness of conservation among local people and visitors.

Social aims

- visitor satisfaction and enjoyment;
- improved living standards and skills among local people;
- demonstration of alternative to “mass” and package tourism, and promotion of sustainable tourism everywhere;
- making sustainable tourism part of local and national culture; and
- enabling all sectors of society to have the chance to enjoy the protected area.

Economic aims

- improvement of the local and national economies;
- provision of local business and employment opportunities; and
- generation of increased revenue to maintain the protected area.

6. Travelwatch has reviewed some 60 publications of varying length, provided by the JPI and other contacts made during the study. This includes those documents identified in the Terms of Reference of the project. That review and a list of the documents are included as an appendix to this report (Appendix I).

Figure 1: Tourism in a Sustainable Society



7. A one day consultative Workshop involving some 30 invited representatives of relevant organisations was held to gain an understanding of the views of those with an interest in tourism in the Yorkshire Dales. This process was reinforced by in depth discussions and telephone interviews with key individuals. A report on this workshop is included as Appendix II. A second workshop was held towards the end

of the project to test some of the views and ideas developed by Travelwatch from the work described above. Those consulted directly and by telephone are listed in Appendix III. Despite these efforts to reach out to interested parties, it should be remembered that there are some 22 local authorities and 40 tourism organisations in Yorkshire. All of these organisations are directly or indirectly involved in tourism in the Yorkshire Dales. It was beyond the capacity of the present study to achieve a detailed dialogue with them all. Appendix IV illustrates one interpretation of the interrelationships involved in tourism in the Yorkshire Dales

8. It is worth noting that the timing of this piece of work coincides with reorganisation of the organisational structure at many levels from the top down at national level to the regional agencies. The organisation of regional government in England is under active consideration. Yorkshire Forward as the Regional Development Agency is funding the restructure of the Yorkshire Tourist Board involving roles and responsibilities and information provision across the region. Actions resulting from the recent conference hosted by the Countryside Agency, Yorkshire and Humber Assembly and Yorkshire Forward on sustainable tourism will contribute to the delivery of the Tourism Action Plan and the region's first Spatial Strategy. Not least the relevant Policy and Planning Guidance from central government (PPG12/96) is under review.

9. In preparing this report Travelwatch has addressed the items specified on page 4 and 5 of the project brief. These constitute a number of specific questions and points to be addressed in the research, identified by the Joint Promotions Initiative in setting up the project. The questions and points have been grouped below under a number of headings and are identified in bold italics.

TOURISM AND SUSTAINABILITY IN THE YORKSHIRE DALES

Background experience and prospects

What is the current and future demand for “sustainable and/or green” holidays?

What is the current volume and value of “sustainable and/or green” tourism, and what are the anticipated future trends with regard to this sector of the leisure market from within the United Kingdom and overseas? Please note that there is no requirement to carry out primary research in this area as it has already been carried out, and therefore, this should be seen as secondary research.

The consultants will be expected to look at the findings and recommendations of other research being carried out, or recently completed at a local district and regional level to evaluate their findings and assess how they will impact on the aim of this research brief and the associated priorities of the Yorkshire Dales Tourism Action Plan.

The consultants will be expected to look at how other areas within the United Kingdom and overseas have developed sustainable tourism initiatives and/or addressed issues relating to environmental capacity in imaginative and creative ways.

10. One initial challenge is how to define “green and/or sustainable holidays”. Travelwatch suggests that, in the present context, this can best be considered as holidays in a pleasant, attractive and well maintained environment within a community which is reasonably confident about its long-term social, economic and environmental management.

11. The English Tourism Council (ETC) in 2002 found that 63% of consumers stated that a well managed environment was an important feature when choosing a holiday or short break in England. 76% felt that it was important that their holiday should benefit the local community; 66% said that they would be willing to contribute to the upkeep of their environment while on holiday. Travelwatch is not aware of comparable statistics from international markets for visitors to Britain. The same ETC survey stated that 84% of consumers would choose a green accredited attraction/accommodation establishment over competitors². WTO found that only 26% of outbound package tourists were motivated to travel to see landscapes and scenery.

12. Danmarks Tursistad (in the largest ever survey of holiday motivations in Europe) found that enjoying nature was a key motivation to go on holiday for up to 49% of European travellers; clean air and water for up to 42%; and visiting unspoilt places for up to 27%³. The Leisure Day Visits survey illustrates that walking/rambling is a main activity carried out by only 12% of all day visitors⁴. However, MINTel concluded that 48% of adults did not want to be concerned about ethical issues when choosing a holiday⁵. At a UK level, a simple interpretation of these statistics would suggest that of the 80 million domestic tourism trips in England in 2002, somewhere between 40 and 50 million should be underpinned on environmental or ethical grounds. However, such figures should be interpreted with caution. Consumer action does not always match stated preference or intention on environmental matters. There is evidence in the market place that consumers will not pay a premium for sustainable development experiences and many of those within the travel industry question the positive findings, for example the recent MINTel survey for Responsibletravel.com⁶.

13. Travelwatch suggests that there is potential to develop a “sustainable holiday” proposition around very specific and targeted destinations within The Dales. Online internet marketing is suggested as a good way in which to sell such specialist visits. However, it is unlikely to have great marketing appeal at this time. It may attract some specific spending as in the case of nature based tourism activities in mid-

² ETC 2000 Visitor Attitudes to Sustainable Development

³ Middleton and Hawkins, 1998, Sustainable tourism a marketing perspective, Butterworth Heinemann, Oxford.

⁴ see, <http://www.staruk.org.uk//default.asp?ID=404&parentid=512>

⁵ see, MINTel 2003 Ethical Tourism Leisure Intelligence.

⁶ see, <http://www.responsibletravel.com>

Wales and Scotland,⁷ but would be quite apart from the main holiday offering and do little towards the overall sustainable development of the area. It could also lead to honey pot and capacity issues if developed in isolation from a broader tourism plan. Indeed such holidays may detract from a proper long-term interpretation of sustainability since so called ecotourism products are not necessarily sustainable. We have not come across any specific opportunities in the Yorkshire Dales that would fall easily into such categories.

14. The statistics quoted above suggest that there is a significant market for “sustainable” or “green” tourism; however, this is, as also stated above, probably not as large as the data suggest. Nonetheless there does appear to be a trend in the direction of such tourism and the JPI should keep a close watching brief on this area. Subjective evaluation by Travelwatch suggests that this trend lies more in demand for quality experiences (of which sustainable destination management is one part) than for specific sustainable tourism products. Nonetheless, the ecotourism market is predicted to grow at a rate up to 10% per annum. Many will, however, seek ecotourism experiences away from the UK.

15. The Leisure Day Visits survey illustrates that walking/rambling is a main activity carried out by only 12% of all day visitors⁸. Such visitors are likely to make a greater economic contribution if they can be encouraged to stay for longer.

16. Many areas (Lake District Tourism and Conservation Partnership (LDTCP), South Hams, East of England, New Forest, Scotland Green Tourism Business Scheme, Cornwall Sustain Project, Isle of Wight programme) have developed some form of green tourism grading scheme. Many have used the model of the Green Tourism Business Scheme or Green Globe as their basis. Most have also only attracted a very small proportion of all businesses into membership (i.e. usually less than 5% of total accommodation stock) and also have three year funding only. Many have used the grading scheme to produce marketing information in their brochures.

17. Some (South Hams, LDTCP) have introduced voluntary visitor pay back schemes either as a voluntary contribution at the accommodation establishment or at car parks to support tourism/environmental projects. In this connection the “Donate to the Dales” scheme should provide a valuable opportunity to test this approach. Other actions include the following.

- Almost all have drawn up a sustainable tourism action plan that is integrated into or underpins the broader tourism objectives of the area. Some (e.g. the LDTCP) have sought status as a sustainable destination and almost all are promoting themselves under this type of banner (whether through an organisation such as Green Globe or independently).

⁷ it is estimated that Red Kites in Mid Wales attract annual expenditure of £2.9 million and Bottlenose dolphins in the Moray Firth generate £720,000 for the local economy.

⁸ (<http://www.staruk.org.uk//default.asp?ID=404&parentid=512>)

- Most have established resident/community groups and have sought to ensure their views are taken into account in tourism developments. Some of the most innovative schemes have actively sought to develop links between tourism businesses and other local supply networks (Caradon, Oxford Food Link). Some (e.g. Caradon) have set up small grant schemes for businesses.
- Some have established green lanes networks (e.g. Jersey, New Forest and South Hams).
- Where capacity is an issue measures brought into play include the following.
 - i. Peak season events in less popular areas.
 - ii. Advice to tourists about waste minimisation, footpath erosion and other aspects.
 - iii. Establishment of attractions in less popular areas (e.g. the Eden project).
 - iv. Offering incentives to travellers to travel by rail or other public transport by offering discounts on accommodation.
 - v. Provision of multi-ticket deals to increase the length of stay in the resort and reduce the number of day visits.
 - vi. Installation of quality signage to illustrate the time it will take to reach the front of the queue and thus deter long tailbacks.
 - vii. Some attractions (predominantly wholly owned and gated attractions) have introduced timed ticketing or pre-payment schemes (note that this can simply move the pressure on to other equally sensitive sites if not developed within the context of a comprehensive management plan).
 - viii. Establishment of transport hubs where visitors can exchange their car for a more appropriate and more sustainable mode of transport (e.g. walking or cycling)
 - ix. Visitor education via on site signage and visitor information leaflets.

Policy context

While no specific policy questions were raised in the brief, Travelwatch considers this to be an important aspect.

18. The Yorkshire Dales National Park was designated in 1954 under the 1949 National Parks and Access to the Countryside Act. Following minor revision in the 1995 Environment Act, national park purposes can be defined as to:

- conserve and enhance the natural beauty, wildlife and cultural heritage of the (area); and
- promote opportunities for the understanding and enjoyment of the special qualities (of the area) by the public.

Circular 12/96 (paras 16 and 17) refers to the “Sandford Principle”. The principle is that every effort should be made to reconcile any conflicts between the two National Park purposes but in those instances where reconciliation proves impossible, the conservation purpose should take precedence.”

19. At the time of the passing of the 1995 Act there was a lengthy debate about the type of recreation that it was appropriate to promote in National Parks. The current advice on this for the English parks is set out in Circular 12/96 (see Box 2), which provided the Government's guidance on the statutory purposes of national parks (see issue iii below).

20. A review of the English National Parks was published by DEFRA in 2002. The Government's response to some of the recommendations was given at the time; the answers to the rest were published last year⁹. In respect of the English NPs, the government is committed to review and update Circular 12/96 which provided the Government's guidance on the statutory purposes of national parks (see Issue iii below). Greater emphasis will be placed on the role of the national parks as potential exemplars of sustainable development. Meanwhile, in respect of tourism and recreation, the Government states¹⁰:

- i. "We recognise that many people's enjoyment of National Parks derives from the feeling of peace and tranquillity – getting away from the stresses of modern living".
- ii. "Park Authorities should work with transport operators and tourism organisations to encourage more people to come, and travel within National Parks, by means other than the private car".
- iii. "We wish to see all Park Authorities continuing to develop policies appropriate to modern-day recreation ... not just from those who have traditionally enjoyed the Park's special qualities but from the whole of society" (the DEFRA report goes on to call for more work on the idea of capacity and recreational zoning; and the importance of addressing the needs of "urban areas, ethnic minorities and younger people").

21. "Some National Park Authorities have well developed tourism policies and effective links with tourism organisations. We wish to see this replicated in all Parks". The Government will promote a revised version of the "*Principles for Tourism in National Parks*" to place a renewed focus on sustainable tourism. These principles should be translated into sustainable tourism strategies for each Park".

Box 2. Key points from PPG 12/96 on the Interpretation of the Second Purpose of National Parks

- A balance needs to be struck between the need of the National Park Authorities (NPAs) to provide "the widest range of opportunities for recreation" that reflect "the variety of ways that the Park can be enjoyed" and the need to respect conservation values and to take into account the Parks' limited environmental capacity
- The government accepts that some recreation activities "could cause unacceptable damage or disturbance to the Parks' natural beauty, wildlife or cultural heritage" or "may unacceptably affect other people's understanding and enjoyment of the Parks"

⁹ Last year the Welsh Assembly Government set up a review of the Welsh National Parks, which was published in March 2004.

¹⁰ These selected quotations are from DEFRA. Review of English National Park Authorities, July 2002

- It is a legitimate demand that many parts of the Parks should continue to be quietly enjoyed by many people for much of the time”.
- But the Government does not “accept that particular activities should be excluded from throughout the Parks as a matter of principle”.
- The NPAs are required to take a positive role in implementing the second purpose and to work closely with relevant organisations.

22. Designation of the Nidderdale Area of Outstanding Natural Beauty (AONB)¹¹ under the 1949 Act did not take place until 1994. Under the Act, the landscape qualities of AONBs are as valuable and important as are those of NPs. However, the purpose of designation is different. For AONBs, it is to secure the conservation and enhancement of the area’s natural beauty, which includes protecting not only its landscape, but also its fauna, flora, geological and physiographical features. Though recreation should be managed, there is not an explicit recreation purpose in designating AONBs, as there is for national parks. Travelwatch has, however, investigated the potential conflict in respect of recreation, between the National Park and the AONB, and has been reassured by representatives of the AONB that recreation is accepted as a significant policy, with the aims of the AONB clearly including to “improve the management of recreation and tourism”¹².

Capacity and zoning

Which specific areas within the Yorkshire Dales have reached, or are nearing, over capacity from a social, infrastructure and environmental stance and what specific management techniques are recommended to combat this?

23. From Travelwatch research, there was little direct evidence of overloading at specific locations such as Pateley Bridge and Malham on summer weekends. This concern is closely linked to the provision of adequate public transport facilities (see Transport). There is evidence too that a number of basic facilities such as toilets, car parking and accommodation (in particular for groups) could be improved. The need to optimise distribution both in a seasonal and geographic sense was emphasised by a number of those consulted. Transport hubs are developing, for example in Grassington and Bedale¹³, and encouragement should be given to provision of efficient transfer between modes and services and appropriate timetables. Coaches can be intrusive and will continue to need careful management if the benefits they bring are to be fully realised.

24. In particular, we see merit in the concept of “gateway” towns around the Yorkshire Dales. These could be used as suitable locations for larger scale tourism

¹¹ for a detailed account of the landscape qualities of this area, see Land Use Consultants (1991) *The Nidderdale Landscape* (Countryside Commission)

¹² “Nidderdale Area of Outstanding Natural Beauty, Nidderdale AONB, 2002

¹³ Travelwatch understands that, in Grassington and Bedale, bus timing is arranged to allow easy transfer between services and Grassington has a new shelter alongside the established information and toilet facilities.

attractions – though sensitive to the environmental quality of these towns – and as transfer points where visitors might leave private cars and use special bus services. Such systems would allow peak loads to be spread more effectively across the relevant capacity and for the host towns to experience some economic gain.

25. Generally, tourism pressures on sensitive environmental areas need to be managed so as not to exceed the capacity of the area. Defining capacity is complex and open to challenge. A technique which has been quite widely used around the world is that of Limits of Acceptable Change. Travelwatch believes that the Joint Promotions Initiative should consider the use of LAC as a strategic tool (see Appendix V and footnote 1).

Best practice

The consultants will be expected to establish how many tourism-related businesses operate environmentally good practices, and what do they feel are the benefits.

Where a business does not operate environmental good practice to ascertain why, and what are the probably barriers preventing them from adopting operating and running procedures based on environmental good practice.

What is the most effective way of promoting the environmentally friendly message to local businesses?

26. Precise estimates were not possible within the scope of the project. However, there does appear to be general support for environmental good practice in line with the maxim that “what is good for the environment is good for business”. Thus there is broad awareness of the costs associated with electricity and water consumption and the savings that can be made. Good practice in waste disposal is inhibited by the lack of good disposal facilities and a continuing wider culture of excessive packaging and acceptance of litter.

27. Many people, both residents and visitors, are dependent on cars for transport. If car use is to decrease, then efficient, regular and comfortable bus services must be provided.

28. Clearly many trails (footpaths, cycle trails and bridleways) are eroding and there is a need for the Public Rights of Way Improvement Programme to address the most popular routes as a priority in order to provide a better service for walkers, cyclists and riders. Trails should be located as far as possible where the public wish to go and should be adequate to take the traffic under worst conditions. Signposts should request people to keep to the trails and to remove litter with provision of adequate bins at relevant locations.

29. The benefits of business commitment to good environmental management are perceived as the following.

- i. Cost savings.

- ii. Personal satisfaction through making a contribution to environmental protection (a benefit for a surprisingly high number – about 40 -60% of licensed retail businesses in a survey in West Oxfordshire)
- iii. Perceptions of marketing benefits (37% of hoteliers questioned stated

Box 3 A range of publications has been developed to help tourist businesses and destination managers improve their sustainability credentials. Many of these are useful reference sources, but have limited relevance to the Yorkshire Dales. Travelwatch suggests that the following are relevant to the Yorkshire Dales.

- **The Tourism Management Institute/English Tourism Council "Destination Management Handbook".** This is the first document of its kind, providing know-how and guidance on every aspect of destination management from developing surveys through to marketing green credentials. A bit too large and static to be really useful, it is predominantly aimed at simple destinations under one authority. Moves are afoot to develop it into a more interactive format (available on www.tmi.org.uk)
- **The Regional Sustainable Development Framework (RDSF) is the Yorkshire and Humber region's strategy and seeks to ensure that sustainable development is an integral part of policy and decision making throughout the region. The RDSF has 15 aims and these have been used to develop a step by step guide to sustainability appraisals, available at: www.yha.gov.uk/index**

And for tourism businesses the following are recommended.

- The NETREGS web site produced by the Environment Agency to help small businesses ensure that they are complying with environmental regulations and to improve their performance in line with best practice. <http://www.environment-agency.gov.uk/netregs/>
- Centre for Environmental Studies in the Hospitality Industry (2000). Waste Counts – A handbook for Accommodation Operators. (CESHI, Oxford). A practical handbook developed to help small hotel businesses (a) identify the volume of waste they produce, (b) calculate how much they could reduce their waste by taking steps to reduce and recycle etc and (c) identify operators that may be able to help them reduce waste disposal costs and volumes. <http://www.greentourism.org.uk/default.aspx.LocID-008new133.RefLocID-008006004002.Lang-EN.htm>
- Countryside Agency/English Tourism Council "Green Audit Kit" (Countryside Agency, Cheltenham) – Generic handbook designed to help tourism businesses reduce operating costs and improve environmental credentials. Quite lengthy (especially for small businesses), but a useful text from which Yorkshire Dales specific guidance could be provided. The Green Audit Kit has already been adapted by other destinations, including the North York Moors National Park, to meet the needs of their businesses. <http://www.greenauditkit.org/>
- Hospitable Climates web site and Energy Measures series of fact files – free guidance available to businesses of all sizes reduce energy costs. The programme provides a range of advice and tools to help businesses reduce costs and also provides information about grants and loans from the government for energy efficiency improvements. www.hospitableclimates.org.uk

30. There are many barriers to good environmental practice including the following.
- i. Many people choose to enter the industry as a lifestyle option. Some like to maintain their independence to the extent that they do not join professional associations or use other means to gain information. For example, less than 50% of all accommodation establishments belong to the England-wide quality grading scheme. This makes it difficult to influence many small businesses (that probably make up a higher percentage of the stock in the Yorkshire Dales).
 - ii. Lack of resources to invest in environmental improvements.
 - iii. Lack of infrastructure to facilitate recycling and other environmental improvements; and the high costs of operating recycling services in rural areas. For example many good quality energy efficient light bulbs have to be sourced through specialist suppliers
 - iv. Lack of ability to recoup cost savings from environmental initiatives such as recycling.
 - v. Conflict between environment issues and quality standards vis-à-vis use of dispensers for personal hygiene products, use of energy efficient lighting etc.
 - vi. Lack of time, lack of appropriate general knowledge and changeover of business ownership and staff.
 - vii. Meeting high environmental standards may paradoxically be harder for some rural tourism operators than in urban areas because of higher costs and other factors.
 - viii. For accommodation businesses in the quality grading schemes at least, the issue is not lack of information but a lack of practical targeted and useful information. A barrier is probably the wide range of conflicting advice from a huge number of Government funded agencies and quangos on the issue (in Cornwall, for example, 77% of businesses are confused about the merits of sustainable practices). The need really is for hard information about the financial issues associated with adopting sustainability programmes.

31. All businesses stand to gain from a Yorkshire Dales where tourism is truly sustainable. Without the income from tourism local people will, on average, have less income to spend locally. The spend on tourism projects should reach all parts of the local economy and, if properly implemented all those in the Yorkshire Dales should benefit from better services. There are, of course, potential disadvantages such as high property prices acting as a discouragement to new investment and care is needed to maintain an adequate skills base capable of serving all sectors of the local economy. The provision of affordable housing is an issue that is likely to have a long-term impact, through its effect on the work force. Travelwatch believes that the way ahead in this area is to engage the wider business community in understanding, and contributing to the Yorkshire Dales Brand with an aim of adopting an objective of making the Yorkshire Dales truly sustainable. The introduction of environmental business clubs in the North York Moors National Park area should be investigated as one possible step in this direction.

Informing visitors

What is the most effective way of promoting the “environmental friendly” message to visitors?

32. The message should be carried in all marketing materials (as an integrated message rather than add on element), via appropriate “green” labelling schemes, in pre-trip information, on site leaflets, information in accommodation establishments and by providing consistent messages throughout the destination. It is particularly important that the Dales “Masterbrand” is identified with long-term social, economic and environmental values. Communicating the brand message is a strategic priority and must be carried through in many ways.

Local benefits

How can the Yorkshire Dales tourism product add value to the integrated rural development programme and add value to other sectors in the local area which are interdependent on the economic success of tourism, including those businesses which are indirectly related?

What initiatives should be undertaken to maximise the economic benefits of tourism and ensure an inclusive spread across all sectors of the local economy?

33. Travelwatch believes that the tourism product is integral to the sustainability of other sectors, including those businesses which are only indirectly related. Tourism is the main source of income for many people living and working within the Dales. These people participate in local communities, spend money locally, and have a direct and enduring interest in the future of the Yorkshire Dales. Their ability to contribute is directly linked to the success of tourism. The question must be asked “What if there was no tourism”. Without tourism it is likely that the Dales would face slow but inexorable economic and social decline. There could be mixed effects on the environment – clearly erosion and litter would not be such problems, but maintenance of the built environment would almost certainly suffer.

34. One of the keys to success is to maintain an appropriate balance and to set appropriate standards in order that value is added to the local economy. In this respect, the main initiative proposed by Travelwatch is that a programme should be undertaken to explain the Yorkshire Dales Masterbrand to all sections of the community, to gain understanding of the wider benefits of appropriate tourism activities, and to engage all sectors in support of the Masterbrand.

35. There are existing examples that could serve as role models for good practice across the Dales. These include the Ripon Ring, an organisation of tourist attractions and businesses which meets under the aegis of Ripon City Partnership, and the York and North Yorkshire Business Environment Forum, a business club that

works closely with Business Link. Business in the Community is another organisation that could help in establishment of such “green” business groups (see earlier comment on business groups).

36. Wider acknowledgement is needed that the area and all that it has to offer is at the core of the tourism product. It is not clear that this is accepted by all relevant parties, in particular by the departments other than those with a tourism responsibility in all of the local authorities in the Yorkshire Dales marketing area. The landscape, wildlife and historic resource of the Dales form the “goose” that lays the “golden egg” of tourism. It is in everyone’s interest, therefore that the area’s special qualities are maintained and nurtured.

Transport

What more can be done to increase the use of sustainable transport modes? The Consultants will be expected to look at existing research in respect of all modes of transport, map current provision and suggest solutions for a co-ordinated approach to encourage an increased use of sustainable transport modes.

In addition to reporting the above findings in text format, the Consultants will be expected to produce visual maps with overlays to build the overall picture across the marketing area in respect of the transport provision and public transport routes.

37. This raises the question of what is sustainable transport. Travelwatch suggests that all modes of transport will have a role to play in the long-term future of tourism in the Dales. The main issues for the Dales are on transport within the Dales although it is acknowledged that the transport mode used by visitors to travel to the Dales will affect how they move around the area once there. Tolls and parking fees (with vigilant pursuit of “fly” parking) could be used to influence traffic flow on roads that become congested; they could also be used to differentiate further between modes, for example cars, coaches, minibuses and cycles, and between occupancy rates of cars. Clearly the development of well-organised hub and spoke networks at gateways could contribute. Frequency of public transport services and their accessibility and quality are essential elements, matched with real time information on service status. In general the funding priorities for transport initiatives do not seem to match the policies, for example on reducing car dependency.

38. There is a broad realisation of the benefits of sharing best practice. There are areas where progress has been good, such as road safety. However, although consultation indicated that bus passenger numbers are increasing, reportedly aided by park and ride schemes (for example the Malham Shuttle), consultation also indicated a strong feeling that progress could be more rapid. Of 18 active schemes in the Yorkshire and Humber region only 2 received funding for 2003. The shuttle to Malham does not operate before Easter.

39. The TARGET project has been very successful with good publicity, a good response from customers with high take-up rates, and a good programme of guided walks. However, funding is still an issue.

40. Some progress has also been made in implementation of the 1996 Traffic and Visitor Management Strategy for the Yorkshire Dales National Park. Codes of conduct are being produced; traffic-calming schemes have been implemented and awareness programmes have been carried out.

41. The first priority for investment in Community bus systems is to address the needs for local residents. This has not been such a priority in the Yorkshire Dales as in the North York Moors National Park. There has been some improvement since the Rural Bus scheme began in 1998, with hourly services in Wensleydale for example. The NYMNP spends some £200,000 per annum on buses compared to £20,000 by the Yorkshire Dales National Park, a very small part of the overall budget. External funding is not likely to become easier with the loss of Countryside Agency as a major source.

42. Sustrans is developing a strategy and action plan for cycle tourism, based on some 375,000 cyclists each year with a total spend of over £5 million. The need for safety and for routes to be interesting, clearly marked and well maintained is recognised by Sustrans. As indicated elsewhere this strategy identifies that there is a need for suitable accommodation for groups. There is a strong feeling that the potential of the flagship cycle route (YD Cycleway) has not been fully tapped. The experience from the Dales Bike bus should be built on to support other routes and opportunities should be sought with train and bus operators to open new gateways. Figure 2 shows connectivity in the Yorkshire Dales and highlights the concept of gateway towns, with hub and spoke development.

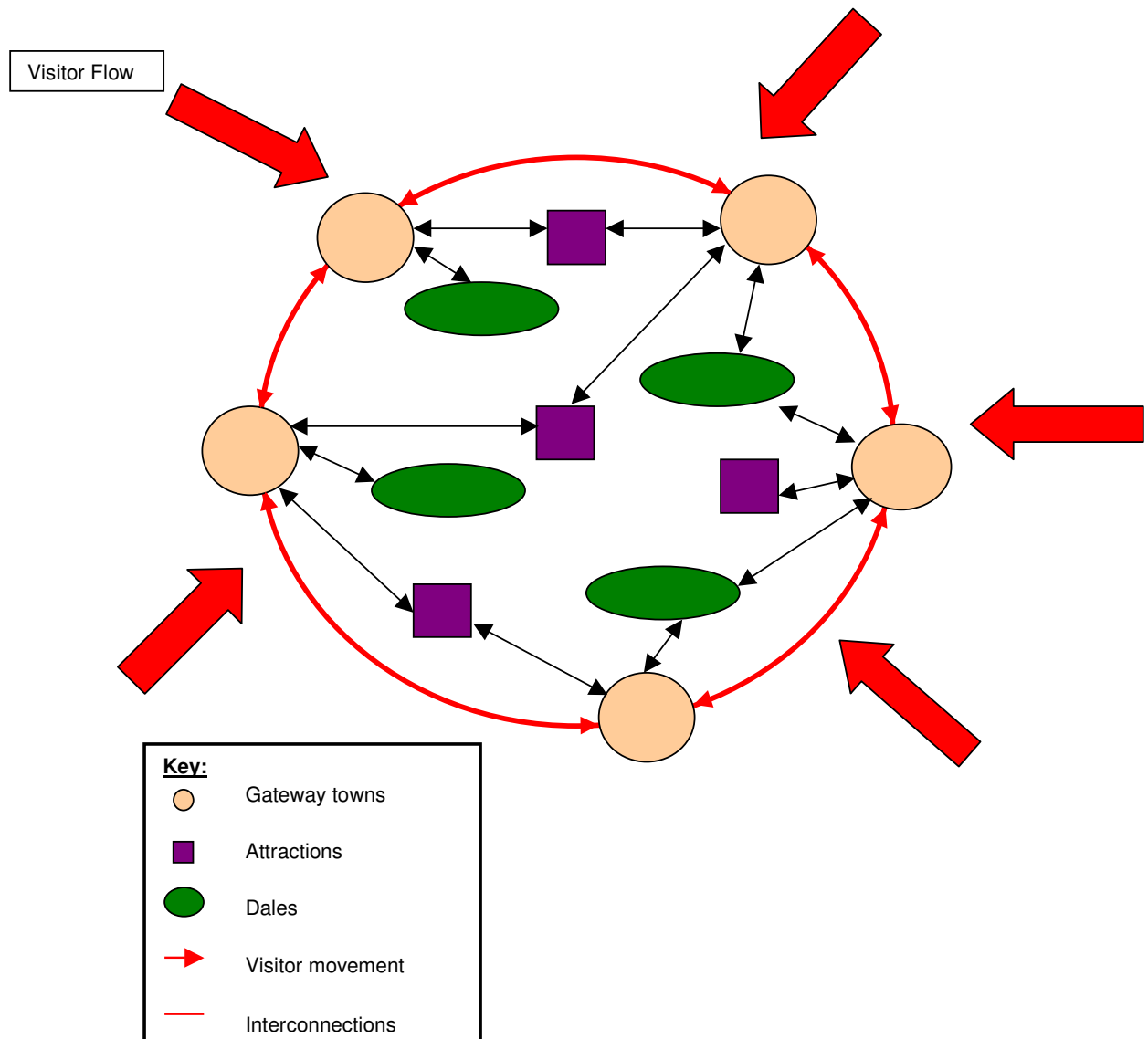
43. There are examples of innovative transport projects elsewhere that could be applied in the Yorkshire Dales. Ripon, for example, is currently working with N Yorkshire County Council to improve minibus connections through a grant from Rural Bus Challenge. The Moors bus is a good example (A £5 ticket allows travel anywhere for one day) as is the Cleveland Way Explorer, used by both residents and visitors. In Ripon, as a gateway, rail access would allow both better flow of commuters to Leeds and of tourists from that area. Other examples of good practice include the Snowdon Sherpa, serving a relatively confined area and the Lakeland explorer magazine, with a strong focus on information for the visitor.

44. Many opportunities exist – the list includes joint ticketing, information provision (for example intelligent bus stops, elasticity in car parking charges and local packages).

45. It was agreed with the client (The Joint Promotions Initiative) that detailed overlays of existing and required transport routes and associated modes would not be required. Despite several attempts to elicit responses on transport needs,

including appeals at the Workshops in Middleham and Settle, very little response was forthcoming.

Figure 2: Connectivity in the Yorkshire Dales



Marketing

What are the new and/or added value commercial opportunities that the development and adoption of a sustainable tourism product can offer, and what are the current barriers faced by the private sector in exploiting these opportunities – specifically from the stand point of businesses located within the Yorkshire Dales marketing area?

Could the Yorkshire Dales currently offer a sustainable holiday proposition, and if not, what improvements and/or developments are needed to the existing product?

Does the visitor require activity and environmental trip/holidays to be offered/presented in ready-made packages, and what are the opportunities for “testing” the perceived target markets?

46. Travelwatch suggests that the main commercial opportunity is in the development and promotion of the Yorkshire Dales Masterbrand and linking that to recognition and implementation of the broad values associated with long-term sustainability. Barriers do exist. These include property prices, lack of accommodation capable of taking significant numbers of guests (approximately 10 and above) across the spectrum from simple dormitory accommodation, for some walking and cycling groups, to “country house” facilities for relatively affluent visitors (including some cyclists and walkers). Barriers to the development of a sustainable product also include reliance on the “Dales” themselves as the product – this is not supported, to Travelwatch’s knowledge, by any detailed attention to Agenda 21¹⁴; indeed, there is some tendency to take the core product for granted.

47. The Masterbrand should encompass those areas outside the national park that see themselves as part of the Dales. For example, Bedale can act as an effective gateway. The market towns and dales could collectively be branded as sub-brands, with a possible further level at the individual dales or towns and individual attractions.

48. Agenda 21 should be the basic management tool which ‘cares’ for the Dales. To take one example, the lack of attention to Agenda 21 is manifested in the need for development of waste management within the Dales, including litter, for example along the road and rail access routes. Many people are greatly influenced by first impressions gained on approach to a holiday destination – while railway stations such as Skipton are clean bright and well maintained, including the litter aspect; the same cannot be said of the trackside environment.

49. As a separate product the “Sustainable holiday proposition” may have limited mileage. It may attract some specific spending as in the case of ecotourism in mid-Wales and Scotland, for example around visits to see the spring and summer flowers

¹⁴ Agenda 21 is a comprehensive plan of action to be taken globally, nationally and locally by organizations of the United Nations System, Governments, and Major Groups in every area in which human impacts on the environment.

in the traditionally farmed hay meadows. However, in general such promotion would be quite apart from the main holiday offering and do little to develop the overall sustainable development of the area. It may also exacerbate existing honey pot and capacity issues if developed in isolation from a broader tourism plan. Many so-called ecotourists are attracted by specific wildlife attractions and the Yorkshire Dales should examine some of its wildflower and other natural resources with a view to special events and offers.

50. There is growing evidence in the market place that consumers will not pay a premium for sustainable development experiences, but will react strongly against environmental decline. Indeed, there is evidence to indicate that as many as 70% of experienced travellers react strongly to evidence of environmental decline – a key fact to consider for all of those involved in tourism in the Yorkshire Dales.

51. The market for pre-booked packages from domestic tourists is limited and this is not the normal mode of purchasing. However, there are opportunities for activity packages along the lines of those that are already offered in parts of the Lake District and Cornwall. The best means of market testing would be via carefully convened focus groups or, possibly more effective, a questionnaire to overseas travel companies that are known to send visitors to the Dales. There may be greater value in this for overseas tourists.

52. Most holidaymakers book activities once at the destination and this may be the opportunity to market elements of the package as, for example, cycling trips tied in with low cost entry to attractions on a specified cycle route.

53. Prediction of future trends suggests that sustainable development considerations are likely to become increasingly important for consumers. This is more likely to be in terms of demand for quality experiences (of which sustainable destination management is one part) rather than for specific sustainable tourism products. As pointed out above, the ecotourism market is, however, predicted to grow at a rate up to 10% per annum.

54. Consumers will judge sustainability by overall product quality vis-à-vis the quality of the environment and the community. For destinations, this means illustrating their individuality. Sustainability is currently particularly important to older travellers (panther market) and the ABC1 market. This means sustainability adds value especially for short break takers and off peak holiday takers. One example of potential individual holidays is cycle trips linked to stations on the Settle to Carlisle railway. Indeed, there is a major opportunity to look at extending the railway lines in the Yorkshire Dales by utilising the track rights held by the Wensleydale Railway and linking the two sections that would be created. Only a question of alignment stands in the way of linking the Wensleydale Railway to the NE main line at Northallerton.

DEVELOPMENT OF A MODEL

The consultants will be expected to develop a model upon which the principle of sustainability in the Yorkshire Dales Marketing area can be based.

55. Travelwatch has, in consultation with the client, presented three graphical models: one for reporting and tracking progress; one for facilitating the decision making process; and one for assessing recommendations. The basic model for reporting and tracking (Figure 3) is developed from UK Government guidance to industry on best practice sustainability management¹⁵. It has been modified to include “Reporting” which Travelwatch believes is the “glue” which holds good practice in this area together. It is clear that different parts of the Yorkshire Dales tourism activity are at different stages on the steps indicated in this model. Most initiatives seem to be between 2, Identifying issues and 4, Developing the strategy. Clearly, there is a role for the JPI to co-ordinate the process and to select key indicators on which to report. Relevant information is already available from sources such as STEAM and other information should be available from other sources such as local authorities. A process similar to the funnel illustrated below could be used to select those aspects or impacts that should be included within the model and applied also to selection of initiatives on which to take action. Travelwatch recommends that The Yorkshire Dales shows leadership by committing to public reporting in this area.

56. Such models are processes for managing the issues arising from the desire to make tourism truly sustainable. Equally important is the conceptual model of “The Dales Experience”. Consultation indicated that there were mixed views but that the overall image tended towards an intellectual and physical experience of wellbeing. This is an important consideration for the future development of the Dales brand and of the Product.

57. In developing this model it is clear that “The Yorkshire Dales” has many initiatives at different stages in the cycle. Continuous improvement will depend on regular review and reporting including use of appropriate indicators. These should be used to track progress in programmes within the Yorkshire Dales at the overall “Dales” level and at other levels such as individual Market Towns. This process should be coupled to evaluation of new proposals such as the recommendations in this report, through a process similar to the selection funnel indicated in Figure 4.

58. Of course it will not be possible to carry out all the suggestions and recommendations. One way of selecting areas to which limited resources can be allocated is to use a matrix such as that illustrated in Figure 5. Here, some of the recommendations from Table 1 on page 26 have been placed on the matrix following

¹⁵ Sector Sustainability. Best Practice Strategy Toolkit. DTI, DEFRA, undated. See also www.sustainable-development.gov.uk and www.dti.gov.uk/sustainability

brief discussion by the Travelwatch team. This process is highly subjective but can be used to highlight differences in opinion, but also, perhaps more importantly, to identify common ground held by different stakeholders.

Figure 3: A model for tracking progress - upon which the principle of sustainability in the Yorkshire Dales Marketing area can be based.

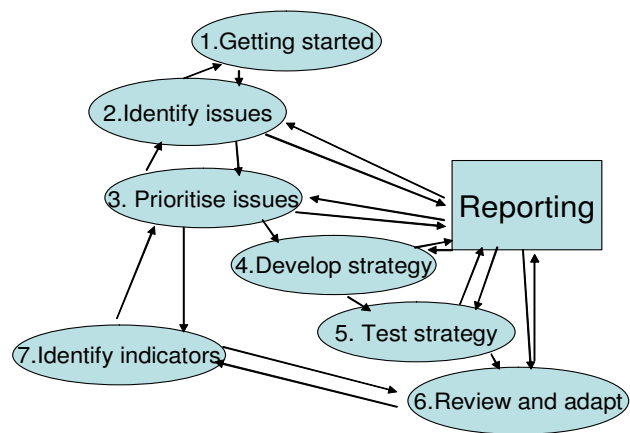
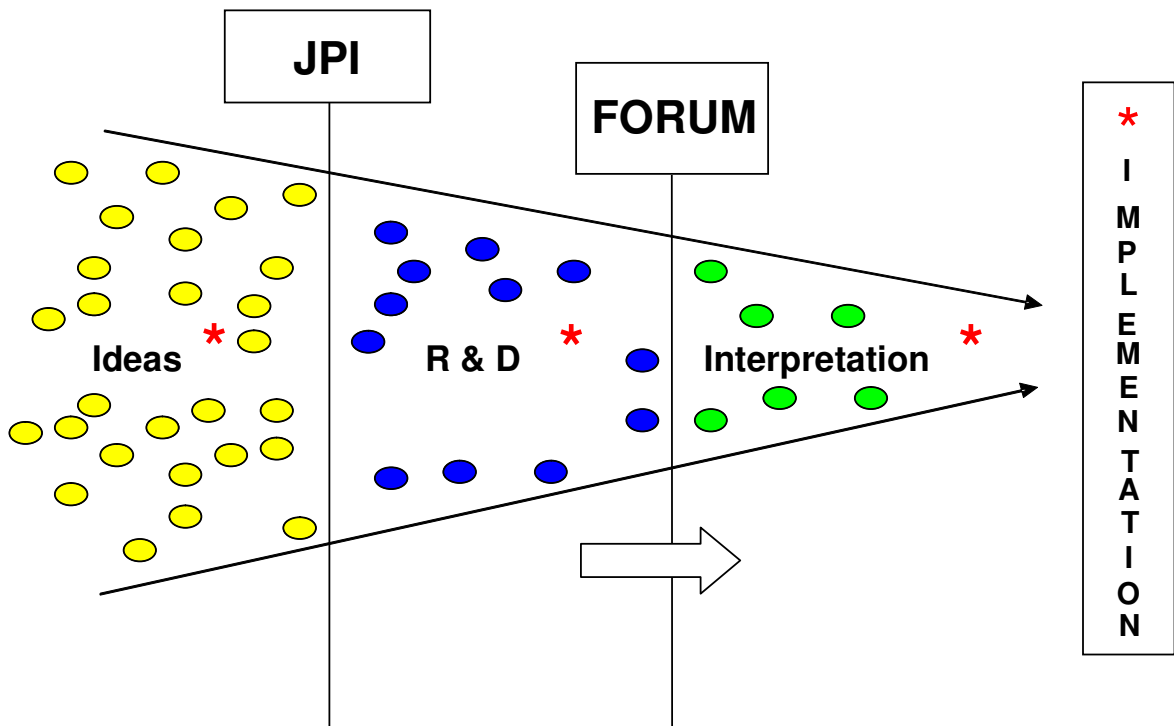
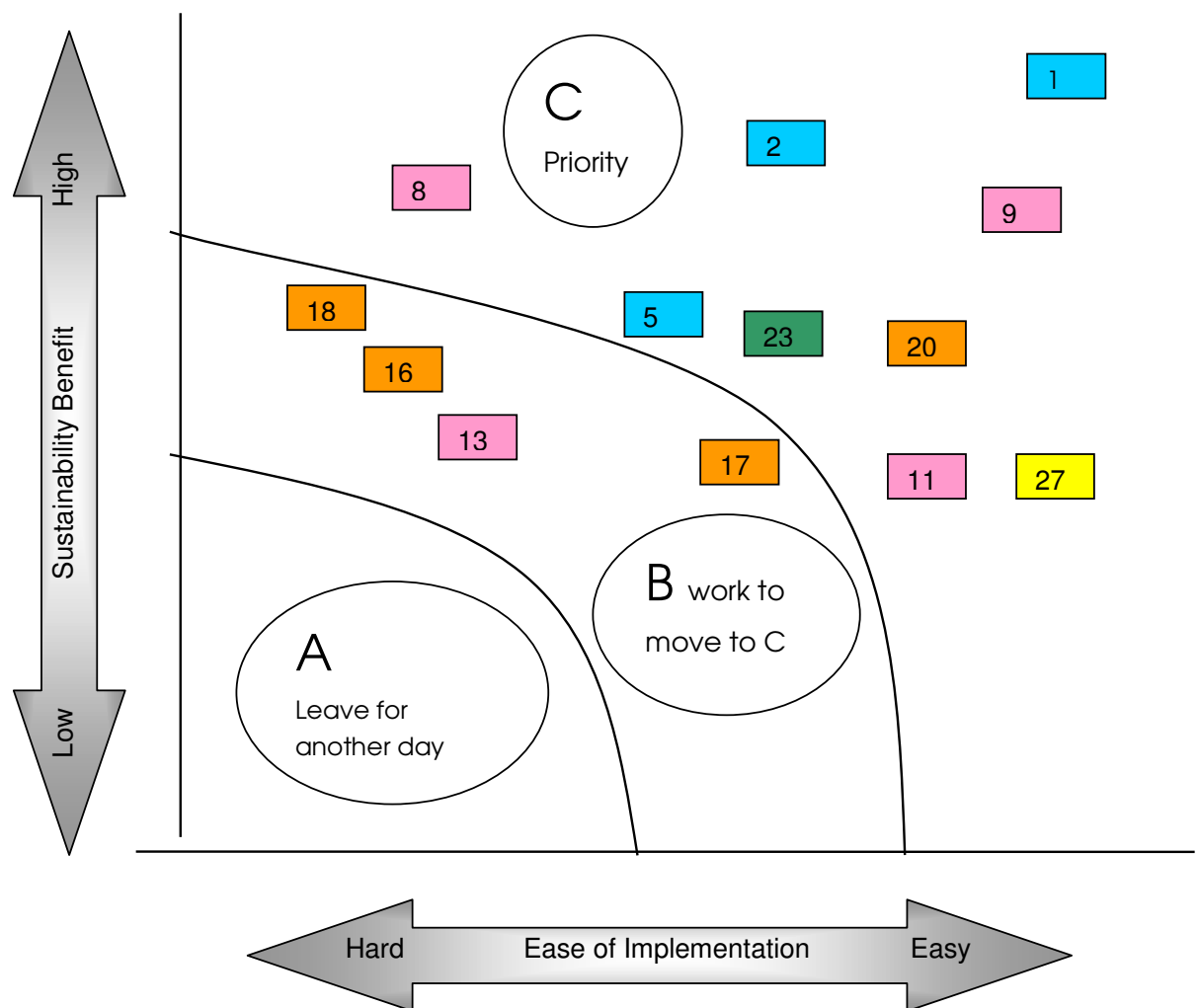


Figure 4: Decision funnel – a model for making decisions.



In developing the best way for any group to use the filter process indicated in the figure on the previous page, due consideration should be given to selection of criteria to use at each of the filter stages. For example, at the first stage, these could include environmental, social and economic benefit to the Dales. At the second stage, selection could be based on cost benefit analysis and judgement of time scale and priority against other competing initiatives.

Figure 5: A model for assessing recommendations. (Any evaluated in zone C should be pursued, in Zone A rejected, and in Zone B should be assessed with a view to identifying ways in which to move to Zone C). The model is illustrated with hypothetical evaluation of some numbered recommendations, not those listed on the following pages in this report.



RECOMMENDATIONS

The consultants will be expected to make specific recommendations – short, medium and long-term, on how best to develop the Yorkshire Dales Marketing area into a truly sustainable tourism destination, and what steps need to be implemented in order to achieve this goal.

59. As already indicated, Travelwatch believes that the key is engagement of the community in developing a coherent image of the area and what it means to live, visit and work in the Yorkshire Dales, with a particular focus on the benefits. A difficult step is the engagement of the business community; as mentioned above one possible approach is some form of green business scheme.

60. Key recommendations from this Report will feed into the Dales Destination Management Plan that is a current priority for the JPI. Sustainable development will be a core tenet of this plan, which should bring together marketing, product development and other elements of tourism activity, such as the policies in the National Park Management Plan, the Richmondshire and Craven IDPs and the aims of the Craven Integrated Rural Development Project. This master plan could be developed out of the wide range of consultancy programmes that have been undertaken.

61. Planning and implementation of three or four flagship projects within this plan will improve the quality of the tourism product (of which sustainable issues are a key element). These could be aimed at weaknesses in the current product, for example through provision of indoor all weather attractions and clearer external identity for the Yorkshire Dales.

62. These and further recommendations are listed in the following section of the report

The consultants will be expected to identify the anticipated impact of the recommendations made above – from an economic, environmental and social aspect.

63. Travelwatch has only made recommendations that should have beneficial impacts from the overall tourism point of view. However, not all recommendations are without risks and we have attempted to identify those, where relevant. Recommendations are categorised according to a suggested time scale for implementation (Short 1-2 years, Medium 2-5, and Long 5-10). Priorities High (H) and Medium (M) have also been indicated. These categories are subjective, indicative and preliminary and should be thoroughly reviewed by the JPI before taking action. Some explanatory notes are provided in the text following the Table. A number of other suggestions have been made in the main body of the report.

Suggestions have been made of some indicators that could be used to track progress.

64. In developing this list of recommendations Travelwatch is aware that there are other suggestions in the main text of the report. The selection may appear somewhat arbitrary and some may appear to overlap with others. This is at least in part a consequence of the very wide area covered by the work. It is to be expected that those charged with reviewing and implementing these recommendations will bring their own views on how to achieve the objectives implicit in these recommendations.

65. In order to bring some structure to this section the following broad groupings for recommendations were selected:

Planning, capacity and zoning – key strategic aims and how to achieve them;

Spreading best practice – what has been used elsewhere and should work in the Dales;

Marketing – ways in which the existing market may be reinforced and extended;

Local benefits – optimising the contribution from, and to, the local community;

Transport – widely identified as a critical area.

Table 1 Recommendations (divided into A,B,C,D,E)

No	A. Planning Capacity and Zoning				
	Recommendation	Term	Priority	Indicator	Responsibility
1	Development and implementation of Destination Management Plan for the Dales	S	H	Multiple	JPI
	This research will feed into a strategic Destination Management Plan for the Yorkshire Dales. Its development and implementation is at the heart of making tourism in the Yorkshire Dales truly sustainable. This research will make sustainability the central theme of the Dales-wide Destination Management Plan.				
	<u>Specific Actions</u> <ul style="list-style-type: none"> • Draw together existing research and use this to inform and develop the Destination Management Plan for the Yorkshire Dales. 				
2	Promote Masterbrand Internally and Externally	S	H	Multiple	JPI
	Travelwatch research indicated that this is vital; specific actions will almost certainly be identified as a result of the brand research project, which ran concurrently with the Travelwatch project. The Brand should not, however, be awarded lightly; it should be at the heart of quality systems. A set of quality standards should be developed to be associated with its use. This must address the existing confusion between the Yorkshire Dales marketing area and the designated Yorkshire Dales National Park.				
	<u>Specific actions</u> <ul style="list-style-type: none"> • This study must be considered alongside the concurrent Brand study to ensure sustainability is a key feature of the Brand in the future. • The Brand must be promoted widely and consistently. • The Brand can be used to recognise achievement by businesses and organisations within the tourism sector in the Dales. 				
3	All-Weather Activities and/or Attractions at selected gateway towns	L	M	Implementation/success	Yorkshire Forward (with local authorities)

	<p>There is a range of opinions on this issue. Travelwatch believes that careful selection and development of such facilities is essential. Considerable thought has been given to a centre of excellence in health, wellbeing and quality of life. This concept of introducing features which are not seen as a normal part of the tourism product is one that could stake out a leadership role for the Yorkshire Dales. However, such facilities have to be carefully selected to reflect the nature and size of the market, as well as the distributional issues that could arise. Location with respect to transport access by road and rail is important as a large number of visitors are required to make such features economically viable. Equally important, if the local economy is to benefit, is location relative to the Dales market towns which serve as gateways to the Dales via for example, park and ride facilities to/from any new attraction. Travelwatch agrees that any new facilities should be in keeping with the Dales Brand. Accessibility to the road and rail networks is important as are ways to benefit adjacent market towns/economies, e.g. park and ride facilities from any new attraction.</p>				
	<p><u>Specific actions</u></p> <ul style="list-style-type: none"> • Evaluation of options through Evaluation and Development Research (within the Yorkshire Dales), including analysis of costs and potential visitor numbers, and benefit to other locations in the Dales, must be carried out as an initial step. • Local communities must be consulted and included in planning from an early stage. • External funding options such as Heritage Lottery funding should be investigated. • Specific options could include art galleries, museums and new heritage attractions. 				
4	<p>Development of Group Accommodation Units for those walking / cycling together</p>	M	H	Availability	JPI to encourage appropriate development
	<p>While some of those consulted considered that accommodation was not an issue, Travelwatch has concluded that accommodation for groups of around 8 – 12 is lacking, across the spectrum from dormitory style to higher cost units. At this stage in the development of tourism in the Dales, such units appear to be relevant to walkers, cyclists and riders.</p>				
	<p><u>Specific actions</u></p> <ul style="list-style-type: none"> • Investigate the potential of linking such group activities to existing accommodation. • Survey the overall availability of group accommodation through Evaluation and Development Research. 				
5	<p>Ensure broader Social Accessibility to the Yorkshire Dales</p>	L	M	Visitor profile	JPI
	<p>This should be viewed as both a contribution to social sustainability and as a market opportunity. Accessibility should be a central/cross cutting theme and should be one of the criteria used in the filter model (fig 4). The need is to ensure all community groups are well-informed about the area, its character and what it can provide, so that they are in a position to make a personal decision whether it offers the experience they are looking for and, therefore, whether to visit.</p>				

	<p><u>Specific actions</u></p> <ul style="list-style-type: none"> • Investigate attitude and motivation of target groups who may feel excluded by “The Dales are not for us” and what barriers exist (either real or perceived). • Undertake a communication programme to a wide range of social groups to make them aware of the attractions of the Dales, and that a welcome awaits them. • Kick start a visit programme by offering discounts, hosted visits etc to “early birds” from such sectors. 				
6	Establish Contingency Plans to deal with natural disasters or world events and emergencies	S	H	Existence of emergency procedures	JPI
	<p>Given the sensitivity of tourism to a wide range of incidents, it is important to have in place systems to respond to such emergencies, in particular the public relations aspects. Foot and mouth is one case in point. Spillage of toxic materials on roads at key spots could be another “scenario”.</p>				
	<p><u>Specific action</u></p> <ul style="list-style-type: none"> • Work with Local Authorities to ensure existing contingency response plans cover such emergencies and carry out regular, but not frequent, tests. • Prepare a separate tourism contingency plan to overcome any negative effects of such disasters on tourism businesses. 				

No	B. Spreading Best Practice				
	Recommendation	Term	Priority	Indicator	Responsibility
7	Develop business to business co-operation to help overcome parochial attitudes	S	H	Multiple	JPI
	<p>There seems to be a general lack of belief in business to business co-operation, reflecting in some cases rather parochial attitudes. Business clubs and use of well designed communication systems can help. The economic benefits of tourism eventually reach all businesses. Research, and publication of the results, on where money goes from tourism projects and visitor spend, should help to convince the business world of the benefits of a more co-operative approach. The existing TIC links could be strengthened with TICs more directly involved in the Joint Promotions Initiative.</p>				
	<p><u>Specific actions</u></p> <ul style="list-style-type: none"> • Set up a business to business section on the JPI website to promote networking. • Undertake research to analyse project spend of appropriate case histories. • Disseminate research findings to enable businesses to benefit and encourage learning from examples of good practice. • Publish regular JPI newsletters to all TICs within the marketing area (for onward distribution to local businesses) and organise an annual get together to up-date staff and exchange ideas. 				
8	Set up Tourism Business Awards to recognise high standards in operation, customer care and innovative practices	S	H	Number and quality of awards presented	JPI
	<p>If implemented properly, this is a simple win for all of those involved and has the benefit of strengthening the brand. Care should be taken to avoid confusion with existing award programmes.</p>				
	<p><u>Specific actions</u></p> <ul style="list-style-type: none"> • A list of awards and criteria for judging should be developed and a time scale established. • Judges should be approached on a volunteer basis. • Sponsorship of specific awards and the overall programme could be sought inside and outside the Dales. 				
9	Make appropriate toolkits available to businesses to encourage best “green” practice	S	M	Audited implementation	JPI (through business groups)

	<p>For SMEs it is essential that toolkits are simple and easy to use. Too many are complex and excessively time consuming. Travelwatch recommends as practical guides for SMEs, the documents indicated in the box following paragraph 29 of the report.</p> <p>Individual businesses should be referred to www.envirowise.gov.uk, which is particularly good on advice relevant to the food and drink sector. There is a help-line, a list of publications, events, guidance, and recognition is also covered. Netregs provides a site relevant to hotels and restaurants but can be difficult to navigate www.environment-agency.gov.uk/netregs/sectors/278280</p>				
	<p><u>Specific actions</u></p> <ul style="list-style-type: none"> • JPI to make available documentation on toolkits mentioned above. • Instigate some trials of toolkits and disseminate findings to encourage wider adoption of successful practices, under supervision from staff with sustainability expertise. 				
10	<p>Provision of appropriate Business Support</p>	M	M	Indirect	Business Link
	<p>Travelwatch research indicated dissatisfaction with some business support, for example, the service provided by banks. SMEs, where proprietors are tied to the premises, have special needs from service providers. There is a need to address the weaknesses in support and training provision of local businesses in order to assist them in developing a skilled workforce. The potential of existing local authority GI S systems to extent to provide support to the tourism sector should be actively investigated..</p>				
	<p><u>Specific action</u></p> <ul style="list-style-type: none"> • Business Link to investigate, possibly through a survey, the type of support required by SMEs and whether this is currently meeting their needs. • Business Link to address any dissatisfaction with current support and encourage service providers to consider the needs of SMEs where appropriate. • JPI to liaise with the Learning and Skills Council to ensure appropriate training is available. 				
11	<p>Development and promotion of standards for access to open country, interpretation, and information</p>	S	H	Visitor surveys	JPI (working with YDNPA)
	<p>To assist in raising standards in the quality of the overall product, JPI to lead the wider Dales marketing area by developing and implementing appropriate standards for facilities such as trails and information. Relevant organisations and countryside user groups such as the Ramblers Association and CPRE should be involved.</p>				
	<p><u>Specific actions</u></p> <ul style="list-style-type: none"> • The JPI should identify best practice and establish guidelines for setting standards which should be implemented within the Yorkshire Dales marketing area. • Through the JPI, use of the 'Masterbrand' should be conditional on commitment and progress towards these standards. 				

12	Reduce litter – promote advantages of a clean environment which benefits locals and visitors alike	S	H	Litter surveys	Local authorities (working with network rail and Tidy Britain)
	Litter is a nuisance. There could be opportunities here to develop sponsored schemes for example for litter maintenance of key routes and specific locations, such as town and village environments, and approach road and rail routes to the area. The local authorities should take the lead working with all interested organisations				
	<p><u>Specific actions</u></p> <ul style="list-style-type: none"> • Approach all interested organisations, for example, Network Rail, the Highway Authority and Tidy Britain. • Instigate sponsorship schemes, linked to advertising, for regular clean up of particular areas. • Include absence of litter as an award category within Recommendation 8. 				
13	Identify and engage Leaders/Champions to “front” the Yorkshire Dales	M	M	Visitor surveys	JPI
	The brand could benefit from identification with a leading public figure. Such relationships must be developed with great care to avoid any potential downsides. Visible support from community and business leaders is also important.				
	<p><u>Specific actions</u></p> <ul style="list-style-type: none"> • Carry out a quick brainstorm risk/benefit analysis with respect to possible public figures – who must have wide recognition outside the Dales. • Provide business leaders with short briefs which can be used to promote the Dales through their contacts. • Feature champions in JPI publications and involve them in Tourism Business Award Scheme. 				
14	Initiate Dales wide sustainability reporting on objectives, progress and indicators	M	H	Continuous improvement (Dales level)	JPI
	Reporting is essential to tracking progress and systematic identification of objectives and targets. It should be carried out in an open and honest manner and should start with what is available. It is also of great use to those with central responsibility as a source of up-to date information. The relevant public agencies should form the core of the reporting system. Such reporting should involve use of available data, at least in the first instance. The audience is probably the “intelligent lay person” and thus reports should be clear, open and transparent.				
	<p><u>Specific action</u></p> <ul style="list-style-type: none"> • JPI to publish an annual report which could be free standing and contains description of progress towards key sustainability objectives as well as relevant quantitative information. 				

No	C. Marketing				
	Recommendation	Term	Priority	Indicator	Responsibility
15	Extend the visitor season	L	M	Visitor survey data	JPI
	<p>Understanding the factors that can extend the shoulders of the season in the Yorkshire Dales is important. Clearly weather is one such factor and linked to availability of indoor facilities. Seasonal marketing of a different “warm cozy” image could help. A first step would be to share experience and, where appropriate, establish links and network with other initiatives and sustainable tourism projects. While little specific information is available on extending the season it would be useful for the Yorkshire Dales to share experience with leading tourism areas such as:</p> <p>South Hams, www.somewherespecial.co.uk The New Forest www.thenewforest.co.uk/ The Lake District www.golakes.co.uk/ Visit Scotland www.visitscotland.com/sitewide/greentourism</p>				
	<p>Specific actions</p> <ul style="list-style-type: none"> • The first step should be to share positive experience from those locations and attractions that have successfully extended the season. • Seasonal marketing campaigns. • Build linkages/connections with other parts of the sub-region 				
16	Set up and reinforce Consumer Donation Schemes to bring in additional resources	S	H	Recycled money	JPI (with Yorkshire Dales Millennium Trust)
	<p>A “Donate to the Dales” scheme is already in hand. Travelwatch believes that donations should be linked to specific projects, which could be varied with location and with time. Investigation of ways of extending such schemes could be fruitful, for example by appealing to second home owners. Opt out schemes have worked best in other areas (for example the Travel Foundation has experience of this approach).</p>				
	<p>Specific actions</p> <ul style="list-style-type: none"> • Review and adapt the Donate to the Dales scheme in the light of early experience. • Subject to success of the current scheme, consider the establishment of an appropriate charitable fund. • Consider low cost opt-out schemes linked to accommodation, possibly involving the TICs who have access to a large volume of visitors. • Identify and approach second home owners to donate to the fund. 				
17	Engender a broader ownership of the tourism product and Masterbrand	L	M	Masterbrand adoption	JPI
	<p>The success of the Yorkshire Dales in the long-term depends on a “together we stand divided we fall” approach. Brand workshops could be a first step to breaking down some of the barriers. The current Brand Research is likely to exploit this idea in greater detail.</p>				

	<u>Specific actions</u>				
	<ul style="list-style-type: none"> Assuming the results of the brand research project are consistent with this work, the two should be rolled out in a series of workshops to engage key stakeholders. 				
18	Exploit opportunities provided by Long Distance Routes	L	M	Visitor numbers and profile	JPI
	More could be done to exploit the interest in long distance routes which cross the Dales and the recently developed Cycle Strategy which highlights the potential of cycling providing a growing and robust niche market. See also recommendation 4 above and 28 below.				
	<u>Specific actions</u>				
	<ul style="list-style-type: none"> Endorse and implement the Yorkshire Dales and Nidderdale Cycle Strategy. Build stronger links with the Enhancing the Benefits from Long Distance Routes Group. Carry forward the aims of the above Group and further promote long distance routes to target markets. 				
19	Ensure the public rights of way network is of the highest quality	S	M	Visitor surveys	JPI (with YDNPA, NAONB and NYCC)
	This is part of the maintenance of the essential fabric of the Dales – the core product. Increasing numbers of walkers, bikers and horse riders brings greater erosion and other damage. It is essential that the paths etc are well maintained across the Dales area in order to protect the Brand. At the same time priorities should be identified within the Public Rights of Way Improvement Plan to establish the more economically beneficial routes. This should be addressed on a Dales-wide basis with the JPI in the lead. Priorities should be established and implemented through consultation with relevant bodies such as Nidderdale AONB and the Ramblers Association. This links with recommendations 11 and 18.				
	<u>Specific action</u>				
	<ul style="list-style-type: none"> Establish priorities with the PROWIP Officer and relevant bodies. 				

No	D. Local benefits				
	Recommendation	Term	Priority	Indicator	Responsibility
20	<p>Exploit the traditional skills base in order to provide recreational/learning activities and spread the economic benefits of tourism activity</p>	L	H	Reflected in others	JPI
<p>There is an opportunity here to ensure that craft skills are maintained by developing a series of leisure opportunities linked to learning various crafts. A pilot scheme is currently being operated in Nidderdale and the findings from this could point the way forward. The potential here will also link with findings in the product research yet to be undertaken. See also recommendation 15. It was pointed out that this is not simply a matter of “traditional skills” such as wall building and lime puttying. Yorkshire Dales Millennium Trust should take the lead in that area. Tourism depends on access to many skills essential to development and maintenance of land and built facilities. These include catering, hospitality, information technology, transport and many others. In the longer term a needs analysis would be appropriate.</p>					
<p><u>Specific action</u></p> <ul style="list-style-type: none"> • Undertake an audit of craft skills available. • Liaise with craftspeople to establish any training needs, particularly in the area of teaching/coaching/customer care skills • Undertake a pilot craft-based short breaks campaign to test the market • To work with the Learning and Skills Council to ensure appropriate training is available to ensure identified training needs are met. 					
21	<p>Recognition that the quality of the public realm is an essential part of the tourism product and the quality of life for local people</p>	M	H	Multiple	Local authorities
<p>This covers a wide range of responsibilities of local authorities, whose contribution is essential to the quality and sustainability of the tourism product. There is evidence that waste segregation and management should be improved and that standards should be introduced for facilities ranging from toilets through to car parks. Such facilities need to meet the needs of businesses, residents and visitors. When the infrastructure is in place, businesses are more likely to commit to involvement. High quality municipal design is an important part of the brand challenge – and not done well at present. See also recommendations 11 and 12.</p>					

	<p><u>Specific actions</u></p> <ul style="list-style-type: none"> • JPI partners to negotiate with appropriate departments within their local authorities to ensure improvements to the public realm are high on the agenda. • Incorporate criteria which recognise good practice in this area for both individual businesses and market town streetscape improvements as part of the Tourism Business Award Scheme in Recommendation 8. • Use the awarding of the Brand to recognise quality standards. 				
22	<p>Encourage the promotion of local foods</p>	M	M	Multiple/farm surveys	JPI
	<p>The farming community is critical to the long-term success of the Yorkshire Dales tourism product. The pattern of land use is something that is clearly visible to visitors. The extent to which local produce is integrated into the supply chain is one measure of the success of a broad based community approach to tourism. The experience of the “Deliciously Yorkshire and DEFRA’s “Food Link” programmes can be drawn upon. Local produce quality from environmentally sound sustainable farming practices could be ensured through a food accreditation scheme similar to the one in the Peak District NPA.</p>				
	<p><u>Specific actions</u></p> <ul style="list-style-type: none"> • A food accreditation scheme for the Yorkshire Dales is established as part of the brand roll out. • Organise supply chain workshops to bring suppliers, accommodation businesses and consumers together • Establish an award category for use of local supply chains, and for featuring local food and drink produce on menus, etc. <p>Restaurants and accommodation are encouraged to use the accredited food version of the brand.</p>				

No	E. Transport				
	Recommendation	Term	Priority	Indicator	Responsibility
23	Hub and Spoke Development – Gateways	M	H	Visitor numbers/surveys	YDNPA (with NYCC and transport providers)
	Public Transport should have a higher priority in the Yorkshire Dales. There is clearly a need for extension and better integration of transport services, largely buses. The needs of residents should not be forgotten. The aim should be to have an interlinked transport service covering the Dales providing visitors with convenient opportunities to change to more sustainable transport modes at well managed/strategic locations.				
	<p><u>Specific actions</u></p> <ul style="list-style-type: none"> • JPI to establish a Public Transport Working Group (see also 24 below) • Investigate possible sites for transport hubs which will alleviate peak pressure and link with a number of transport options and the proposals included within the Cycle Tourism Strategy. • Explore most effective access to and distribution of timetable information including electronic and traditional mediums. 				
24	Greater priority to investment in public transport	S	H	Visitor surveys, load factors	JPI (with YDNPA//DTF/ NYCC)
	A higher priority needs to be placed on the development of public transport networks in and around the Yorkshire Dales marketing area. Transport should be more strongly represented on the JPI/DTF and on other key decision making bodies to encourage greater investment in service provision. See also recommendations 18 and 28.				
	<p><u>Specific actions</u></p> <ul style="list-style-type: none"> • JPI to ensure that transport is adequately represented a regular item be included in DTF agendas. • DTF/JPI to establish a Public Transport Working Group (possible partners include JPI partners, YDNPA, NAONB and NYCC). Also see 23 above. • Make case for increased investment in public transport provision across the Dales. • Adopt successful systems from similar areas and trial in the Dales on a pilot basis. 				
25	Increase the use of Public transport, via parking and Ticketing Initiatives	S	H	Multiple	JPI
	To increase the use of public transport, a number of differential pricing and ticketing arrangements could be effective. For example two for one offers on trains/buses/attractions, etc. This could contribute to better distribution both at peak times and seasonally. Building on current ticketing initiatives and sharing experience could lead to broader benefits.				

	<p><u>Specific actions</u></p> <ul style="list-style-type: none"> Seasonal parking rates should be introduced on a Dales-wide basis if possible, including free parking where possible. Free parking linked to bus/train tickets at gateways (with added benefits for host gateway towns). Two for one and similar promotions should be used at seasonal shoulders and other off peak times on transport services and at attractions served by them. Experience should be sought within and outside the Dales in order to trial various approaches. 				
26	<p>Provide better information to Public Transport users (SMART Systems etc)</p>	M	H	Visitor numbers/surveys	JPI
	<p>While such systems can be expensive they are now becoming an essential part of customer service. Trials should be carried out to select the most appropriate systems for the Dales. Real time information for customers should be the objective.</p>				
	<p><u>Specific action</u></p> <ul style="list-style-type: none"> This could be integrated with the current DMS touch screen information system and extend to key bus stops. Further develop the hyperlinks to/from appropriate websites. Create a database of existing maps/publications. Devise and implement appropriate training for information staff. Design, test and refine and produce templates for local public transport maps using ICT options. 				
27	<p>Develop a signage strategy for the Yorkshire Dales</p>	M	M	Visitor numbers/surveys/load factors	JPI
	<p>This is a broader issue than signposting paths etc. Travelwatch believes it is linked to the brand and that signage standards should be developed for the Yorkshire Dales to promote the brand at entry to the destination and also to rationalise and reduce signage within the area. Due attention will be necessary to any cross branding issues.</p>				
	<p><u>Specific action</u></p> <ul style="list-style-type: none"> Development of a signposting strategy for the Yorkshire Dales marketing area in consultation with appropriate bodies. Source funding to implement the signposting strategy and introduce signs on a phased basis. <p>Encourage private sector businesses to adopt branded signing as part of their own marketing initiatives.</p>				

28	Development of existing rail systems	L	H	Visitor numbers and surveys	JPI (with others including Yorkshire Forward)
<p>Rail can both bring people to the Dales and provide a wider base for leisure activities. There are several possibilities to extend existing rail routes to encourage capital investment and extend infrastructure to improve systems in order to integrate rail services with other facilities and activities. For example, the Settle to Carlisle Railway is promoted as a corridor for walking activity through new maps and there is potential to do something similar along the route of the Wensleydale Railway. Improvement in rail systems is, however, not just about extending systems; it includes other aspects such as integrated timetables and pre-booking facilities and a co-ordinated approach to marketing. Consultation also indicated a strong belief that the rail systems could both be developed further and serve as a starting point for tours, bringing visitors for longer stays and thus more tourism benefit. See also recommendations 18 and 24.</p>					
<p><u>Specific action</u></p> <ul style="list-style-type: none"> • Work with rail operators to develop a co-ordinated marketing approach. • Make a business case to identify priorities and source appropriate funding • Trial bus links from rail heads to attractions and encourage train/bus and walking/cycling activities. • Pilot a specific public transport linked short breaks programme. 					

Appendix I REVIEW OF INFORMATION



MAKING TOURISM IN THE YORKSHIRE DALES TRULY SUSTAINABLE

Review of information

Introduction

1. This review has been undertaken by Travelwatch as part of the project “Making Tourism in the Yorkshire Dales Truly Sustainable”, commissioned by the Joint Promotions Initiative (JPI), a partnership of key stakeholders aimed at fostering the growth of a high quality and appropriate tourism product. The JPI’s parent organisation, the Dales Tourism Forum, has published a clear statement of policy on Tourism in the Dales (11), which is covered in the following review. Some 50 publications of varying length, provided by the JPI, have been included in the present study and these are listed at the end. Where appropriate, reference has been made to a particular source report.

2. Of particular importance is the concept of sustainability, identified in (11). One description, included in that paper is “Development that meets the needs of the present without compromising the ability of future generations to meet their own needs and that in order to be sustainable human use and enjoyment of the world’s natural and cultural resources should not, in overall terms, diminish or destroy them”.

3. We have used the concept of the “three legged stool” of economic, social and environmental aspects supporting the overall sustainability of any organisation or activity. We have attempted to be factual and to limit our comments to strengths and weaknesses that seem obvious. Reflecting both the need to address sustainability and the balance of the material reviewed, we have divided this brief review into 5 sections:

- Introduction
- Strategy
- Economics
- Environment
- Social

Strategy

4. The Dales Tourism Forum policy statement (11) covers a range of areas that contribute to the overall concept of the sustainability of tourism in the Dales. This valuable statement was published in 1999. However, there is no evidence of a systematic review of progress against the policies contained in the statement, or indeed of a review of the policy.

5. The strategic documents are generally inward looking; it would be useful to have some linkage to wider strategic aspects at the national and global levels. Moreover, while the strategic documents are no doubt well directed to the areas they cover, the lack of linkage can lead to tensions between different areas. Such real or potential tensions make it vitally important that the image of the Dales (12, 14) is not only clearly communicated but is owned and supported by all of those within the area. Thus individual areas such as Nidderdale (16) see themselves as part of, but yet as separate from, the Dales.

6. There is a family of strategy documents at different authority levels, starting at the regional level, covering the County level and with many specific strategic documents for districts and market towns. The family of documents seems to have gone some way to addressing the conclusion of KPMG (25) that an overarching strategy is required coupled to devolved destination management. The regional strategy, and the joint agreement in 2004 between Yorkshire Forward, Yorkshire Tourist Board, Yorkshire Culture and the Yorkshire and Humber Assembly, both underline the importance of tourism (32). In this report (32), the JPI is seen as a well developed and established regional partnership. An overview of the organisational relationships is presented in Figure 1. It is clear that Yorkshire Forward's (19) Regional Economic Strategy for 2003-2012 has some way to go to reach its admirable objectives. One area that has not been reviewed is the relevant Agenda 21 programmes. It would appear that the local authorities are not addressing and delivering on Agenda 21. The Yorkshire Dales National Park (56) has identified seven different elements of the Dales. For each of these some 10-14 specific objectives have been laid out. Each objective is assigned to between one and 10 groups. Clearly progress is dependent on clear action and the number of groups may inhibit progress. As the time scale is now 60% expired it would be timely to publish a report on progress. Many of the objectives are very broad and would benefit from one sublevel at least of more specific targets, e.g. on trail upkeep. There is little analysis of major issues such as branding and transport.

7. Strategy is vital to the sustainable development of tourism; the actions being taken to implement the strategy are just as important. While there are action plans and, no doubt, many actions are being taken, there is no real systematic review of action programmes. From the literature reviewed, it is not clear to what extent there are follow up systems in place to monitor action programmes.

8. It is not clear how wide the gap is between the vision and implementation. One reason (25) for the gap may be that tourism development is often driven by funding rather than strategic priorities. Also local authorities often have marketing, rather than a development, focus. Market knowledge is often poor. One example is the business tourism market in the Dales (22). Other research (9) indicates a 'reality' gap between the high level aims and strategic ambitions of the policy makers and what is actually on offer. For example service is often of poor quality, there is a lack of basic amenities, lack of appropriate accommodation, poor rural transport generally inconsistent standards. There is little evidence in terms of an overall business plan to justify tourism as a key economic driver in the short-term.

Economic

9. The overall economic policy and strategic priorities for 2003-2012 are set out in the Regional Economic Strategy, sponsored by Yorkshire Forward (19, 20). With some £4.2 billion expenditure by tourists in the region per year (31), the potential of tourism to contribute to the region's economy clearly makes it one of the top ten areas for priority action.

10. Tourism related deliverables for 2003/2004 are seen as (19, 20):

- Campaign to expand business tourism in 2003, enhance assets, environment and infrastructure in 2004, grow cultural and creative industries, develop world class and sustainable visitor attractions and events in 2004.
- Target employer skill needs in key sectors in 2003.
- Renaissance of market towns, targeted business support and infrastructure in 2003.
- Promote community participation in regeneration in 2003, demonstrate to business the benefits of investing in communities, and build local capacity in 2004. (N.B. 37% of the population is employed in tourism in Richmond & Swale Valley area (5)).
- Harness the potential of the environmental economy, integrate sustainable development principles into key strategies, projects and investment decisions in 2003, address impacts of climate change in 2003, analyse potential of flood risk on regional economy in 2003 and make recommendations in 2003.
- It is anticipated that a report on progress will be published, possibly through Yorkshire Forward.

11. The 2003 STEAM report (37) from the JPI provides a good insight into the basic tourism economics of four areas within the JPI. The two years of data for 2001 and 2002 are probably insufficient to give a clear indication of trends, in particular considering the impact of the foot and mouth outbreak, which could have had long-term as well as short-term effects. The STEAM report will provide a good basis for trend analysis in the future. Attention should be given to including all of the relevant areas of Hambleton and Harrogate. The range of relevant of indicators could be extended, possibly by Yorkshire Futures, to include a wider range such as employment, house prices, age and other demographics, quality of roads, footpaths, cycle and bridle ways, etc. Features of this report include year on year growth of around 10% or more in most indicators with high growth in non-serviced

accommodation and no growth in the SFR sector. Overall growth at 13% is greater than the 9% growth in employment, suggesting that there might have been some growth in productivity. Another aspect highlighted in the STEAM report is the seasonal variation in visitor numbers; hearsay suggests that the season may be lengthening which could be a very important economic factor.

12. The Yorkshire and Humber Tourism Action Plan (31) seeks to align the tourism elements of the regional economic strategy with a vision and action plan for implementation. The vision is of “sustainable tourism as a high quality, accessible, informative, experience”. The industry is described as having infrastructure, promoting collaboration, being highly skilled, well paid, having a sustainable balance and attracting entrepreneurial talent. The strategy recognises the need for integration, leadership, networks, and support as well as market analysis to show gaps in the marketing offering, and in training. This research recognises the need for networks, integration and leadership and acknowledges that the Framework for Regional Employment and Skills Action will need to be responsive to tourism. The action plan refers to pilot projects that are underway.

13. There are pockets where there is particular cause for concern. For example Richmond (5) reports a steady decline in visitors over the past few years with a need for a more strategic approach to tourism within the town. Action is being taken for example, Richmondshire has worked with Business Link to secure some £1 million European Objective 2 funding for SME projects (40). Another cause for concern is the low average spend by tourists in the Dales, indicated by several studies (for example 34, 46).

Examples of data from the STEAM report:

Total Revenue by District

	2002 revenue £m	%Change 2002 over 2001
Craven	88	+11
Nidderdale	22	+7
Richmond	98	+18
S Lakes and Eden	27	+9
Total	236	+13

Revenue and tourist days/ numbers by type of visitor

	2002 revenue £m	% Change 2002 over 2001	Tourist numbers millions	% Change 2002 over 2001
Serviced	72.1	+13	0.64	+18
Non serviced	60.9	+32	0.41	+39

SFR	13.0	-1	0.16	-3
Day visitor	90.2	+5	7.10	+5
Total	236	+13	8.31	+7

Expenditure £m and employee numbers by sector of expenditure

	2002	%Change 2002 over 2001	Direct employment	%Change 2002 over 2001
Accommodation	38.2	+19	4336	+7
Food and drink	46.8	+12	1317	+12
Recreation	12.8	+15	437	+15
Shopping	33.8	+9	867	+9
Transport	17.9	+9	226	+9
Indirect	60.5	+14	1124	+13
VAT	26	+13		
Total	236	+13	8300	+9

Environment

14. The literature provides relatively little hard information on the environmental aspects of tourism. This may reflect a basic premise that the environment is the fundamental tourism product for the Yorkshire Dales. This is implicit in many of the studies and explicit in some such as the Brand Development Study (12). However, there are many gaps in this area – which may of course be covered elsewhere.

15. There are several studies covering specific areas of the Dales, including the market towns. These again point to the environmental nature of the Dales ‘product’, which is reflected in the current logo, and they indicate that experience of the Dales is generally positive. However, underlying this dependence on an attractive “environmental” product, the same studies often point to problems of an environmental nature. Areas that have attracted adverse comment include signage, litter, toilets, parking, hygiene in some shops, quality of market stalls and stall and shop produce, co-ordination of local transport and facilities for campers and caravans. Clearly, the Market Town Renaissance programme should be able to improve many of these deficiencies. It is vital to establish standards and monitoring systems that ensure Dales-wide quality. There are standard toolkits available that could be used at low cost to establish baselines and track progress.

16. The State of the Park report (6) for 2001 publishes some important information on quality of life indicators, many of which are environmental. One example is the households within a 10-minute walk of an hourly or better bus service. This report does mention the global issue of climate change, which is almost certain to have a major influence on the long-term aspects of true sustainability.

17. The majority of tourists arrive by car (over 90%) and sightseeing by car is the preferred activity (over 80%). Safety from traffic is an important issue in the market towns. There is a conflict between promoting accessibility and maintaining environmental quality. Public transport services can take 50% longer and up to twice as long when an interchange is necessary (44). Cars can be a problem but are probably not as great a short-term issue as the use of large coaches within the Dales.

18. The 2003 ECOTEC report (43) reports that 11% of the footpaths and bridleways are eroded. While this may seem a small proportion it means that some 150km of eroded trails exist within the area. It is not clear what steps are being taken to maintain these trails, which are a significant part of the basic fabric of the tourism trade in the Dales. Public Rights of Way Improvement Plans should be used across the Dales to help maintain trail quality. While a minority activity, the role of cyclists is also important with a split of roughly three to one between leisure and business/leisure trips (42).

19. Over 90% of municipal waste and 68% of commercial waste is land filled (30), as well as substantial amounts imported from Bradford. Facilities for waste treatment are extremely poor; recycling is the lowest in the region; renewable energy consumption is 27% currently of the 2010 target.

20. There is a general lack of attention to the built environment from the viewpoint of new facilities, preservation and provision of indoor facilities.

Social Progress (Including Transport and Communication)

21. The Market Town benchmarking reports (10, 13, 15, 33, 34) offer an insight into the social infrastructure. An important social aspect is the age distribution of visitors and of residents. Some illustrative figures are: in Richmond some 27% of visitors are retired; in Hawes 60% are 45+, 69% are ABC1 as opposed to 55% across Yorkshire. In Leyburn 64% are 45+, with 41% 55+ (Yorkshire 35% and 21% respectively). There does not appear to be similar information for residents. Information from the national census could be used to help track resident demographics and specific issues such as second homes, both of which could be useful in long-term planning.

22. In 1999, the Yorkshire Tourist Board commissioned a study (35) which placed the Yorkshire Dales second after the Lake District in recall from a number of groups across the UK. Yorkshire was seen as very positive. However, younger groups and Scottish families did not see much appeal in the Yorkshire Dales (35). Scores for provision/quality of food, market stalls, shops, restaurants, toilets scores are

relatively low and facilities lacking. Quality of the welcome was rated at only 70% indicating local perception of tourists may be poor and attitudes rather jaded following the tough market conditions of recent years. There is clearly a view that “The Yorkshire Welcome” may be tired.

23. Clearly cost of property is a critical issue but not one that receives much coverage in the reports reviewed.

24. Tourism may not be well understood by all sections of the community and therefore may lack support across the community. It may not be easy to see the positive links in terms of economic benefits including investment in facilities and indirect expenditure in businesses and community activities not directed specifically at tourists. These may be invisible whereas the negative impacts of traffic, congestion, visibility of strangers, shop queues etc are clearly visible. The cultural benefits of theatre, music and other festivals may not be seen as tourism dependant and should be seen as an opportunity to promote local culture. The congestion at peak times in the year coupled with the low average spend by visitors may also influence attitudes. It would be useful to have knowledge of supply chain activities and economic impacts – it seems likely that the economic benefits may be widely spread.

In this and other connections The Skipton Renaissance Charter could provide a model for benchmarking similar activities in other market towns.

25. The Richmondshire Community Strategy (41) has identified 5 key themes including learning and earning and safe and healthy and how we live. This study indicates that some 2650 households do not have car or van access. The Richmondshire Regeneration Board (40) has identified projects of some £35m value in the second half of their delivery programme. A key strength of this programme was how it built up from Community Investment Prospectuses from local partnerships, and used this approach to deliver funding. The plan was subject to “rural proofing” through a checklist of some 15 items provided by the Countryside Agency. It would be interesting to see an analysis of the spend from this, and other, investment projects in terms of which sections of the local community benefited, how much was spent within Richmondshire and how much ‘leaked’ beyond the Dales. In Craven (17) capital investment is being aimed at the development of high quality business units and at improving the tourism product across the District. Key stakeholders have been identified as: the Settle to Carlisle Railway; market stall, shop accommodation and restaurant owners; self catering establishments; traffic planners; and visitors. These programmes demonstrate the importance of market towns to the sustainability of the area.

26. Training is mentioned in several reports as an issue and cost may play an important part for small businesses. Customer service is at the heart of success in the tourism industry yet there is little evidence of a systematic approach to standards.

27. The Tourism Information Centres (TICs) are critical in communicating between tourists and the providers (29). There are some 58 TICs in the area, of which 46 are operated by local authorities. This provides a very strong network but is described as weak, due to fragmentation and resistance to new approaches. This may reflect the range of opinions within staff and providers. Of particular relevance in this area is the use of information technology.

28. The Yorkshire Dales National Park Holiday Guide and the four 'mini' guides (The Northern Dales etc) are seen as excellent guides to the Dales covering accommodation, restaurants, pubs and attractions. This is supplemented by other literature such as "The Visitor 2004" as well as many more local publications and specific leaflets and brochures related to attractions. While not a formal part of this review, Travelwatch has examined a large number of individual publications. The lack of clear cross branding to the parent Yorkshire Dales product is a widespread omission. The links between the Yorkshire Dales and the Yorkshire Brands are being addressed through the current project 'Building relationships between the Yorkshire Dales sub-brand and the Yorkshire brand'.

Transport

29. Transport has been included under the social heading (see also paragraph 17) although clearly there are strong environmental and economic considerations. Some attention to transport has been paid (21) but the focus seems to be largely on cycling and linking it to public transport rather than access to the Dales and vehicle transport within the Dales. The activities undertaken by visitors to the Dales are clearly highly dependent on cars. Three years of data show over 80% sightseeing by car with around 65% sightseeing by foot, 60% walking casually and only 2-3% cycling on roads. Again there is limited data but there would appear to be a small decrease in the sightseeing by foot category. These indicators would again be useful in trend analysis over the long-term. It is understood that such data may become available through the guide evaluation reports (39). Satisfaction ratings for parking and public transport are consistently reasonable but with room for improvement.

30. The Yorkshire Dales Passenger Transport Demand Study (1) points to the conflict between promoting accessibility and maintaining the sense of rural tranquillity and environmental quality. The report suggests that increasing public transport use and reducing car use could be made simultaneously but no clear guidance is given on how to achieve this. There is a simple relationship between distance and car ownership both being broadly inversely related to propensity to travel to the Dales. The usual issues with Public Transport are highlighted such as journey time and lack of flexibility. As elsewhere the need is to provide a seamless connecting service at an acceptable frequency. Two overarching objectives are identified:

- provision of an opportunity for people without a car to visit the NP and enjoy its special qualities;
- Provision of an alternative to the private car for people to access the National Park.

Amongst the specific recommendations are:

- The development of hub and spoke systems to allow transfer between bus and train (and car);
- Targeting high visitor areas and those areas where there are high levels of deprivation/ low levels of car ownership to promote social inclusion.

31. A user survey (45) indicates that 38% of respondents had access to a car and that 75% were 46 or older. Most of those using buses are day visitors. In 2003, relative to 2002, more people had cars but more were choosing to travel by bus.

32. Cycling is a popular but minority activity in the Dales (42). Half of cyclists make 6-50 trips per year with 60% travelling 10-50miles either on road or off road. 24% indicate that cycling is both a business and a leisure activity. Around 40% of cyclists arrive on cycles or by car with 9% by train and 2% by bike bus. This compares to around 90% of all visitors reaching the National Park by car. Respondents indicated that information on routes via the Internet, and cycle shops, would be useful as would be car free weekends. Other suggestions (44) include linking routes to accommodation and luggage transport to encourage longer stays. Recently, Sustrans (48) published an analysis and strategy for cycle tourism estimating the current value of cycle tourism at £5.8 million with some 374,000 cyclists involved each year. Sustrans divides cycle tourism into: cycle touring; mountain biking; local cycling; and day visits/ holiday cycling/ cycling holidays. A further draft cycle tourism strategy for the Yorkshire Dales and Nidderdale AONB has pointed to rapid growth in the area with a worth of some £635 million and 68,000 jobs (? Nationwide). The value in the Dales is estimated as £ 4.9-£6.8 million and 262 -364 jobs with direct environmental benefits such as reduction in car visits and in around 500 tonnes of carbon dioxide.

33. The regional view (49) is that there is a continuous growth in sharing best practice and cross-boundary co-operation within the regions, as well as across regional boundaries. Bus patronage figures are stated to be increasing and there are some 18 'active' schemes in the region although only 2 have had money allocated for next year. The local view may be (52) more that there is need for further investment and for better guidance for drivers and visitors.

34. Nearly 10 years ago the Yorkshire Dales National Park (50) published a traffic and visitor management strategy; followed shortly afterwards by a sustainable access strategy suggesting that a park wide zoning system be introduced with a set of indicators and standards for each zone. It is not clear from the literature to what extent this strategy has been followed through. North Yorkshire County Council plans for Transport from 2001 – 2006 highlight cycling, the need for facilities for those with impaired mobility and the need to manage existing infrastructure more effectively.

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Appendix II Report of stakeholder workshop



MAKING TOURISM IN THE YORKSHIRE DALES TRULY SUSTAINABLE

Report of Stakeholder Workshop on 24th February, Middleham 24th February, 2004

Working with the Joint Promotions Initiative, a one day consultation event, attended by some 40 individuals representing government, business and non government organisations was held at Middleham on 24th February. A series of workshops was held covering different topics identified by Travelwatch and the JPI as critical to the above topic. In addition, all individuals were invited to post notes on a “graffiti wall” indicating their positive and negative feelings about the topic.

This report includes

1. A summary of the main points raised in the workshops.
2. A summary of the comments made on the graffiti wall
3. A transcript of all the notes made by the facilitators of the workshop
4. A transcript of all the notes posted on the graffiti wall

1. Summary of the main points raised in the workshops.

Transport

- Integration needed between transport modes and transport operators – services need linking through joint ticketing, timetabling
- National transport strategic connections are limited
- Most visitors travel by car – this is an issue as alternative transport methods are limited, car parking is an issue as well as lack of facilities
- Over-dependence on car – car park, traffic jams, pollution
- Managed tours, local packages, and local linkages are greatly needed
- Cycle and walking promotion – ensure linkages, e.g. bike-bus
- Promote the bus – better service, better links, more flexible

Branding

- Not used outside JPI publications (Only seen on brochure) – i.e. needs to be used in a more integrated manner so usage is not as fragmented
- Not enough promotion of logo and this itself seems ineffective
- Confusion over which logos used
- Low awareness among local community and visitors
- National marketing through specialist publications, i.e. cycling
- Can be used as quality standard
- Should be used on all promotional material and available in all types of communication media (traditional and web-based)
- Confused messages with plethora of brands/logos on visitor materials

Built and Historic Environment

- Cost of maintenance
- Conservation/preservation debate, plus “restore”? (Conservation – take action to protect, allow appropriate change; preservation – take no action, keep as is)
- Inappropriate maintenance
- Spend on interpretation sensitive to the site/promotion to visitors, locals and landowners (lots of ways to decide which comes first)
- Site by site plan/action for sustainability
- Equip people with skills to maintain/good link to diversify economy (e.g. lime putty/water)
- Equip people with marketing business skills to encourage financial viability/sustainability

Communication

- Residents, local business, inter-agency and visitors need communicated to in a variety of different ways with a number of different messages. All need to be informed and involved, awareness and knowledge needs to be increased as well as cooperation.
- Each group requires its own communication but want to encourage cross over/linkages.
- There is a strong core visitor base to build from
- “Key Players to Provide an Integrated Strategic Communication Structure for Planning and Delivery”

Natural Environment

- Greatest asset – irreplaceable (scenery, dales, hills, landscape character, ambiance)
- Need to balance the needs of visitors/wildlife/landowners
- Each Dale is different (with different characteristics)
- Conflict of stakeholders
- Don't want to make area a “museum” – it's a living, working community
- Education – visitors/residents/businesses, e.g. Countryside code, BTCV activities, visitor interacts with environment
- Legislation – to minimise intrusion and maximise opportunities

Quality of Life

- Conflict of quality of life for residents, businesses, and visitors
- Protection of natural and built environment (light pollution, consultation with environmental architect)
- Control of traffic (motorbikes, lorries, enforcement)
- Noise (vehicles and tanks)
- Education – understanding of issues/responsibilities, i.e. farm tourism
- Affordable housing – tourism provides jobs but these are often low paid
- Supporting local economy
- If facilities are put in then they are there for the community
- Cultural tourism can enhance cultural and spiritual quality of life
- Capitalise on tourist spend
- Promotion of local food links – strengthening local food heritage

Social

- The “Yorkshire Welcome” – is this justified?
- Customer care linked to quality standards, training, quantified to show business case
- Access – mobility, styles part of Dales heritage, modifications etc.
- Visitor experience – does what is provided reaffirm visitor stereotypes

- Cultural – typical visitor and how they are attracted
- Accommodation
- Experience is being sold – this needs to be positive
- Community, general disquiet, homeowners etc,
- Home owners/2nd home owners

Capacity

- Are the Dales full yet – how do we measure this? Bottlenecks – influences
- Seasonality – key events out of main times? Or key events at main times?
- Spreading demand – seasonality, non intrusive, out of season events
- Baseline data on this – perception of busy
- Promoted walking routes to include one night stay, long distance/loop walking (Dales way/Pennine way – loop and accommodation)
- Facilities, car parks, close to main road, centres, YHA/National Trust

2. Summary of the comments made on the graffiti wall

Synopsis of Positive Perceptions

Nature is seen as a big part of the Yorkshire Dales attraction, the landscape, the views, biodiversity, wildlife reserves, the many unique features all make it attractive to walkers, motorists and those looking for a quiet retreat.

The character of the built environment came through strongly, heritage, literary heritage; historic buildings and the cathedral city are seen as attractive to visitors and film makers. The Yorkshire Dales experience is perceived to be wide ranging, in terms of quality of the villages, market towns and open country and activities on offer. The quality inspected accommodation including farm stays and self catering mean that the experience is more than natural beauty.

People feel that Yorkshire hospitality, the welcome, the regional identities, and the 100 years of history as a centre for visitors all help to make it a very desirable place to visit, live and to work.

The protection of the A.N.O.B and National Park status signifies the unique quality and unspoilt nature which is of national significance. This is perceived to bring with it the responsibility to maintain its beauty for future generations, at the same time one mention was made of developing the underdeveloped areas such as Swale and Ure. Two points referred to better links with bordering areas such as the Lakes, and the most northern point of the canal network is in the Dales.

Sustainability is seen as positive, accepted as important, and something to build on from the existing image of YD as a green place.

There is a demand for conservation holidays in the YD and a perceived new potential demand for cultural holidays in the area.

Pride in the area, loyal visitors, increasing high average net worth of the resident population and a resourceful and creative population are all seen as positive factors currently.

The TIC's are seen as offering a good network for visitor awareness and there was a suggestion that Brand Workshops would enable people to understand how they contribute to the existing brand image which is internationally recognised and well known.

Synopsis of Negative Perceptions

The input on negative aspects significantly outweighed the positive.

Some are reflected the workshop themes and they were expressed more fully in the workshops outcomes.

There is perceived to be a lack of strategy, infrastructure and co-ordination on the ground plus a need for local schemes to keep a community orientation.

Government delegates post-it notes acknowledged that infrastructure requires investment and suggested that a more diversified economy would attract high value businesses.

Lack of growth in the business plan (didn't say which business plan).

Lack of joined up thinking and co-operation between authorities and local bodies, unsympathetic planning is also seen as a problem.

At the same time concern that pressure on the Park periphery due to the attractive environment may mean a decline in overall quality.

Parochial attitudes and lack of co-operation between businesses along with the comment that councils do not fully understand tourism and government does not see tourism as an industry. Lack of communication with officials was raised as a negative point at the same time the red tape, the survey's, the consultations and the cost of bureaucracy is considered too high for small businesses to fund.

Skills are moving out of the area, the effect of the second home buyer's driving up cost of housing and young people can't afford them. Lack of affordable housing was a point frequently made.

Training and customer service training needed but too expensive for the smaller businesses.

Lack of career development in tourism.

Need for better staff but can't pay higher wages.

Lack of resources in market towns and diminishing resources in villages.

Towns need cinemas, sports and other facilities to extend the working day and become better service centres for the community and with better transport links to YD.

Business grants could be 0% finance rather than sector specific.

The future for farming is perceived as bleak with abandoned farms potentially spoiling the landscape.

Much of the landscape has been defined by farming in the past and now there is a need for some form of land management.

Perceived confusion in defining Dales and the Park boundaries, also possible boundary changes.

Lack of marketing focus on the local areas and the need to inform/educate the visitors about the environment. Need for indoor, wet weather attractions on the edge of the Dales. Area lacks a 'big pull' the season is too short for small businesses.

Concern that the distinguishable local brand could be destroyed by adapting to a national brand.

Too many different people are 'marketing' with lack of co-ordination and communication. Too many written guides of the area.

People are prone to conservative thinking there is a need to bring forward progressive thinkers to ask the right questions.

One question asked was: 'Do customers want green tourism, and will this generate the most income?'

Concerns that encouraging more customers will result in spoiling the nature they come to see. The erosion caused by success, the vulnerability. Also the point that in order for the landscape to exist it must be subsidised.

Concerns about need for investment, the carrying capacity of the area and about fulfilling the aspirations of the customer visiting the Dales.

This links with other negative comments about the attitude of some local people who perceive tourists as 'rowdy', tolerated not embraced.

Lack of accommodation for the walkers who want a budget stay and often a lack of the right accommodation in other categories.

Price is a barrier to more accommodation inspections which would keep up standards

The noise pollution, conflict between road users, random parking, lack of parking, lack of good signage, inadequate alternative transport, lack of organised tours around the Dales, fragmented public transport services, lack of good links, the need to get to remote areas. Limited access in and out of the park and lack of publicity for alternative forms of transport

3. A transcript of all the notes made by the facilitators of the workshops

3.1. Transport Workshop

Issues:

- Integration between modes/operators – services through ticketing etc., timetables, physical connections not good
- National transport N/W – strategic connections limited
- Most come in cars therefore have a car – issue as alternatives limited and car parking question and facilities
- Over-dependence on car – car park, traffic jams, pollution
- Need car park in tune with locals
- If coaches, need facilities – drop off and park
- Hospitality at drop offs/car parks etc.
- Service sector that doesn't close at 5pm
- Who/what pays?
- Is highway good for coaches – what impact if widening?
- Bus service – what needed and how encourage?
- Cars parked spoils the view
- Business/car
- Managing local use of trains
- Motorbikes conflict with image of the Dales

Opportunities:

- Managed tours, local packages, local linkages
- Coach parks
- Take car out of centre
- "Hidden" car parks
- Park and ride – need to coordinate and look at strategic (to area or to specific attractions, e.g. Malham)
- Cycles – bike lockers/hooks etc for all, cycle routes, quiet roads, bike bus

- Horse ride (bridleways) and cycle working together
- Disused railway lines
- Use of existing rail
- 'Explorer' Bus Services – ecofriendly – link to GPS systems
- Promote the bus – better service, better links, more flexible, “dial-a-ride”, text
- How much can we get people walking – linkages
- Need to use “Gateway” Market Towns as accommodation and transport links
- Need to be able to “Gateway” Market Towns by good public transport links
- Need a Harrogate – Ripon – Northallerton Rail Link (currently under investigation)
- Could have branded mini-bus service working out of “Gateway” Market Towns
- Better long-term parking in Market Towns
- Part of marketing strategy – “let the train take the strain”
- National Trust – looking for funding for Malham Tourer (following on from successful pilot last summer)
- Ripon – Roweller starting June 04 – 2 mini buses to connect villages with Industrial Parks, Ripon and attractions – part scheduled, part dial-a-ride – funded for 3 years. Ripon will be a service hub linking to Leeds and Harrogate via upgraded bus route (airline style seats and intelligent bus stops)

Actions:

- Promote “Healthy” (spiritual) as parts of overall strategy
- Cycle carry on all buses
- Investigate managed tours/local packages
- Integration of transport needs and strategic intervention (including train)
- How to include socially excluded who find it difficult to travel/stay (or disabled)
- Create “hubs” and strategic parking (revisit park and ride policies)
- Paying!
- Coach
- Licensing for mini buses

Summary:

Challenges

- Too much car
- Too little alternative

Car

- Jams
- Parking
- Litter

Alternative

- Lack of facilities
- Not 'joined up'
- Who pays?

Actions

- Strategic
 - Make 'health' part of brand
 - Create 'hubs'/services
 - Integrated services
 - Culture
- Tactical
 - Managed tours
 - Cycle carry

3. 2. Branding Workshop

Key Issues:

- Not used outside JPI publications (Only seen on brochure)
- Must be set criteria across board
- Use as a quality standard
- Use in a more integrated manner
- Regional and sub-brand to be used together
- Brand not used enough
- Doesn't mean anything to visitors
- Should use YTB and YD logos together
- Only the funders are on brochures
- YTB has strong brand
- No one in area knows it is there to be used
- Not enough promotion of YD logo and not very effective
- Confusion over which logos used
- YTB logo corporate and not as promotion to visitors
- Poor recall of logo (YD)
- Logo is better black or white or on green background
- No consistency of green colour
- Retail outlets should use
- Perceived as countryside/walking/open spaces
- What Authority gives right to use YD logo
- Awareness only from today for 1 member (YD)

Barriers:

- Fragmented usage in region
- Organisations not working together
- Allocation of funding
- Regulations
- Lack of big hotels
- Poor opening areas and hours in some pubs and restaurants
- Lack of finance for projects
- Parking is a problem
- Bottlenecks on roads
- Poor customer service

Opportunities:

- Younger market
- National marketing through specialist publications, i.e. cycling
- Centre of Excellence
- Educational groups
- Heritage and cultural tourism, arts
- Good accommodation for smaller groups
- Use market towns as gateways providing accommodation and transport links, i.e. park and ride
- Can be used as quality standard
- Should be used on all promotional material and available on web based forms
- Possibility of using park and road pass
- Park and ride possibilities

The Brand:

- Beauty
- Natural assets
- Dry stonewalls
- Outdoors
- Farms
- Landscape
- Dales are generally complacent

- Rural
- Open spaces
- Varied
- Heritage
- Quality product
- Outdoors
- “God’s own country”
- Fresh air
- Conservative
- Resistant to change
- Traditional
- Friendly
- Not as crowded as Lake District
- Dales as key part of Yorkshire
- YTB awareness – yes
- YD logo – busy/fussy
- Encompasses all aspects of Dales
- Is not unique to Yorkshire
- Should be used as primary focus
- YD logo only describes walking
- Kept to 2 colours
- Simplicity allows for B/W usage
- The old logo was remembered (YD)
- Lack of awareness (YD)
- Usage is non-existent in region (YD)
- YTB higher usage but still low
- Query on joint usage
- Don’t use both YTB and YD together
- YTB logo does not give visitor assurance
- Should logo’s complement each other?
- Possible confused messages
- Confusion between YD and NP

Promotion:

- Leaflets/brochures (hard copies)
- Through “Visit Britain”
- Internet
- TIC’s
- Must cover all media
- Use traditional media
- National Newspapers
- Communicate using means of target market
- Let people choose which communication methods
- Bus stops for brand promotion

3.3. Built and Historic Environment Workshop

Issues:

- Cost of maintenance
- Preservation or development
- Interpretation
- Marketing/promotion
- Visitor impact “feet on ground”
- Conservation area and other restrictions
- Listed buildings and conservation areas
- Retaining character of areas

- Conservation/preservation debate, plus “restore”? (Conservation – take action to protect, allow appropriate change; preservation – take no action, keep as is)
- Inappropriate maintenance
- Metal detectors
- Artefacts related to sites key to interpretation

Opportunities / Actions:

- Spend on interpretation sensitive to the site/promotion to visitors, locals and landowners (lots of ways to decide which comes first)
- Site by site plan/action for sustainability
- Equip people with skills to maintain/good link to diversify economy (e.g. lime putty/water)
- Equip people with marketing business skills to encourage financial viability/sustainability
- Heritage packages/educational (e.g. Stonewall, putty etc.)
- People acting out history
- National Centre for Trade ‘n’ skills (Centre/trail plus training facilities)
- Visitor “chequebook” scheme
- Create the promotional body probably to coordinate individual and/or groups
- Abolish VAT relief on alterations but put VAT on repairs
- Payment?

3.4. Communication Workshop

Issues:

Residents:

- Need to sell benefits of tourism to residents
- Opportunities because of tourism
- Revenue generated
- Need to be informed and involved

Local Business:

- Increase knowledge of businesses etc. to “pass visitors on”
- B&B’s, visitor attractions etc. – greater cooperation
- Increased cooperation between themselves and visitors
- Need information – forum, web based, business directory, active networks

Inter-agency:

- Need increased communication between key players (B&B’s, visitor attractions, statutory agencies, others etc).
- Sole purpose to strategically look at issue, talk to each other, cross promote, coordinate

Visitors:

- Integrated marketing plan should be put in place and involve everybody – including;
 - Day visitors (family, specialist, couples)
 - Overnight visitors (family, specialist, couples)
 - Business
 - Overseas
 - Caravans
- Each group requires its own communication but want to encourage cross over

Barriers:

- Resources – potential lack of expertise
- Competition between businesses etc.
- Lack of ownership
- Confusion over JPI and branding issues

Opportunities:

- JPI
- Today (*Sustainable Tourism Stakeholder Consultation – 24th February 04*)
- Area fantastic – physical/heritage attractions
- Strong core visitor base to build from

Key Message: “Key Players to Provide an Integrated Strategic Communication Structure for Planning and Delivery”

3.5. Natural Environment Workshop**Issues:**

- Is it natural?
- Need to balance the needs of visitors/wildlife/landowners
- Need better services – transport/signage
- Each Dale is different (with different characteristics)

Barriers:

- Conflict of stakeholders
- Legislation
- Don't want to make area a “museum” – it's a living, working community
- Heaps of organisations, different priorities – how to manage?

Opportunities:

- Greatest asset – irreplaceable (scenery, dales, hills, landscape character, ambiance)
- Education – visitors/residents/businesses, e.g. Countryside code, BTCV activities, visitor interacts with environment
- Funding and other incentives, e.g. awards
- Legislation – to minimise intrusion and maximise opportunities
- Changes in CAP – more helpful with environmental enhancement not just production
- Interpretation of area visitors have come to see – appreciation, guided walks...wet weather attractions needed?
- BTCV great help to involve/educate community, visitors, businesses – activities, holiday, environment improvements, helping wildlife – more of this!

3.6. Quality of Life Workshop**Key Issues:**

- Conflict of quality of life for residents, businesses, and visitors
- Protection of natural and built environment (light pollution, consultation with environmental architect)
- Control of traffic (motorbikes, lorries, enforcement)
- Noise (vehicles and tanks)
- Keep the Dales GM free
- Proactively encourage “certain type” of visitor – with specific marketing
- Education – understanding of issues/responsibilities, i.e. farm tourism
- Affordable housing – tourism provides jobs but these are often low paid
- Village life

Opportunities:

- Supporting local economy
- If facilities are put in then they are there for the community
- Preserving the facilities
- Cultural tourism can enhance cultural and spiritual quality of life
- Capitalise on tourist spend

- Promotion of local food links – strengthening local food heritage
- Local procurement for public sector – benefit – reinforcing farming and maintenance of grazing

3.7. Social Workshop

Issues:

- The “Yorkshire Welcome” – is this justified?
- Customer care linked to quality standards, training, quantified to show business case (other models, cyclists/walkers/YHA for example)
- Access – mobility, styles part of Dales heritage, modifications etc.
- Visitor experience – does what is provided reaffirm visitor stereotypes
- Cultural – typical visitor and how they are attracted
- Accommodation
- Local service is being supported through tourism (can this be better arranged)

Accommodation

- More visitors more noise
- Accommodation static, out of season (more could be done to encourage this)

Cultural

- Malham – cultural/historical school visits, repeat visits
- Bolton Abbey – historical school visits

Sectoral bias

- Farming vs. accommodation providers
- Experience is being sold – this needs to be positive

Customer Care

- YTB Research – is this across the issues (gender...)
- Training
- Quality standards, welcome hospitality, more coordination to include customer care quality
- YTB welcome walker/cyclists (standard and cost of brochure and website)
- YHA (Green Project?) exceeding expectations of cyclists
- Benefits need to be shown/quantified to show necessity of customer care system, communication of this and all aspects of visitor experience – TIC/taxi drivers/attractions/accommodation providers

Access

- To the countryside
- Miles to other sites (Lakes, N York Moors)
- Ethnicity – recreated area
- Era in which set
- Planning
- Alienation of younger people
- Visiting the countryside
 - Is this a cultural barrier
 - Perceptions of the countryside as it is
 - Yorkshire welcome
 - Indoor attractions
 - McDonalds in Grassington?
 - Who do we target? (disposable income, business efficiency)

Styles

- What adjustments to direction etc.
- Part of cultural heritage of the Dales
- Unifications appropriate (e.g. Malham)

Barriers:

- Campsites/caravans – lack of accreditation, 28 day rule, quality,
- Community, general disquiet, homeowners etc,
- Quality of accommodation
- General disquiet
- Home owners/2nd home owners

3.8. Capacity Workshop

Are the Dales full yet – how do we measure this? Bottlenecks – influences

- Malham – do we make another Malham
- Meadow Mania – develop Swaledale in May
- Seasonality – key events out of main times? Or key events at main times?
- Spreading demand – seasonality, non intrusive, out of season events
- Baseline data on this – perception of busy
- Malham – cultural school visits, historical visits = repeat visits.
- Festivals etc – on bank holidays, weekends, Christmas etc
- Hostels – adapted, more family rooms etc., recycling schemes, YH get full, age difference
- Waste – accommodation providers, green tourism and today, raising awareness of how to encourage better green business practices
- Accommodation – not enough for large groups, limited inspected accommodation, spaces can be found but sometimes not in right area
- Walking groups/large groups
- Promoted walking routes to include one night stay, long distance/loop walking (Dales way/Pennine way – loop and accommodation)
- Facilities, car parks, close to main road, centres, YHA/National Trust
- Bus companies doing tours
- Settle car park realignment and accommodation for coaches
- Accommodate coaches/cars
- Transferable car parking tickets
- Campsites and caravan sites lack of accredited - encourage to participate in quality
- Youth hostels get full

4. A transcript of all the notes posted on the graffiti wall

Graffiti Wall – these are the direct transcripts of individual comments made by participants in the workshop. These were made on post-its with the affiliation of the individual to business, government body, or non-governmental organisation identified by post-it colour. Participants were asked to post notes under two headings – Positive and Negative.

POSITIVE			
<i>Orange - Business</i>	<i>Pink - Non-Govt</i>	<i>Green - Govt</i>	<i>Yellow - Other</i>
TIC's within the YD	Identified market with potential for development - e.g. cultural tourism	Good network of TICs for visitor info	Visitors welcome
Perception of people friendly - not part of rat race	Popular demand for conservation projects/holidays already run by BTC	Huge opportunities for cultural tourism	Preserve the countryside for the landscape
Landscape	Large numbers of creative resources/people available	There is more to the dales than just the natural beauty - food, festivals, cultural heritage etc	Quality of properties
High quality of self catering outlets	Tremendous cultural potential	Wealth of literary and culture (Lewis Carroll, Wilfred Owen)	Historic preservation
High quality of farm stay UK accommodation	Sustainability is now accepted as important	Old and traditional style pubs	Farming livelihood
Walking	Superb natural environment	Good specialised events (food and drink etc) but could have more	Promote specialised holidays re historic aspects of an area, bird life
Promote locally produced wholesome food	Environment needs protection not exploitation - Dales image is one of natural beauty not manmade developments	Desirable place to live and work	
Dales are viewed as a quiet retreat	Fantastic landscape - huge potential to develop sustainable tourism	Huge potential for development on sustainable tourism	
Good heritage – attractions - mostly well managed	Natural heritage - dry stone walls, barns, market towns, all unique features	Existing image already seen as a green tourism destination - the natural environment	
Maintain product for this and future generations to enjoy	Landscape character of villages and market towns and of open countryside has a recognisable quality	Warm and welcome	

More employment	Strong identity	Yorkshire hospitality	
Increased public facilities for local residents to utilise	Quiet, peaceful	Nice scenery for driving	
Public transport target at specific groups - make it part of the experience - exciting - i.e. fun bus – interpretation	Excellent area to instil joy of wild places	Spectacular natural heritage	
Greater product awareness	Wide range of attractions and activities	Landscape - quality of national significance	
	Partnership working and funding potential	Quality environment (special) - NP and AONB	
	Peace and quiet valuable asset	The area is not over developed so you still retain its natural beauty	
		Excellent scenery	
		Unique landscape	
		Unspoilt environment	
		Natural environment - beauty and tranquillity	
		Working - high quality products/services/ accommodation	
		Range of wealth of existing accommodation	
		Good standards guide of inspected accommodation meets visitor expectation	
		Where exactly is the Dales - where does it start and end	
		Wealth of small identities that keep the Dales uniquely interesting	
		Dales visitor destination for 100+ years, already identified by tourists	

		Yorkshire and Yorkshire dales are both internationally recognised brands	
		Perception of where the Yorkshire Dales starts and stops	
		Fantastic product	
		Loyal visitor profile	
		Yorkshire dales is a well known concept	
		Well known positive brand	
		Wildlife reserves	
		Great biodiversity (Swale and Ure Washlands) needs exploiting	
		Protection the national park status affords	
		Promote / ensure buy in to the brand	
		Fund workshops to encourage/enable to understand how they contribute to the brand	
		Peaceful and tranquil surroundings	
		Beautiful part of the country where many people enjoy being - peace and tranquillity	
		Unique archaeological heritage (Thornborough Henges)	
		A1/M1 link (positive, negative?)	
		Good open dialogue with tourism operators and businesses	
		Natural attractions and historic houses	
		A commitment by local authorities to work together - recognition that everybody needs to be engaged - no one body can achieve 'the vision' on its own	

		Potential for a cohesive vision for achieving sustainable tourism	
		Better links to bordering regions - lakes and Cumbria for example	
		Unique built heritage	
		Cathedral city of Ripon	
		Unique attractions	
		The area has a host of quality producers - food/drink/craft	
		Residents of the Yorkshire Dales are (generally) proud of the area on which they live and work	
		Most northerly point of canal network (attracting boaters from NE and Scotland)	
		Increasing high net worth population	
		Great location for many films or TV shows	

NEGATIVE			
Orange - Business	Pink - Non-Govt	Green - Govt	Yellow - Other
Random parking facilities	Transport - preferably ban all large coaches from "local" roads - cause traffic problems, destroy road edges and are unsightly - answer - allow small buses only	Transport alternatives not adequately published	Open tourist board on Sundays

Motor bikes noise pollution	Confusion with national park branding	Lack of contact between producers and providers - solution set up local distribution network, e.g. "Moorsfresh"	Small operators cheaper courses for local area information tourist board
Lack of sustainable transport strategy	Anti-tourist attitude of local population	Access to public transport - both outside and inside the Park	Do not destroy the area with big schemes and help to keep the local community
Need for high calibre staff but cannot pay wages	Transport restrictions	Marketing as a whole - too big an area? Individual 'dales' have their own characters, needs, attractions, problems	Inspected properties for everyone to keep standards
Training too expensive for small operators	Lack of on the ground co-ordination	Lack of local cultural centres to promote culture and interpret all facets of heritage	Lack of sports facilities
Lack of accommodation - mushrooming	Lack of localised infrastructure	Lack of performing and visual arts and popular culture (cinema) facilities (need to extend business day of market towns)	Cheaper advertising
Lack of accommodation - locality - the "Right Standard"	Branding focuses on attracting people to the area - what is being done to educate/inform tourists about improving biodiversity in the area? More funding to involve tourists in conservation projects	Infrastructure requires investment	Houses for the young
Opening times - restaurants/cafes/high tea demand	Badly managed (of tourism product and transport)	Only a good day out if it is sunny and warm	Encourage young people to work and stay in the Dales
Lack of quality budget accommodation	Lack of funding for support for conservation projects, i.e. conservation holidays now do not qualify for govt support	Need to resource development of market town economies as service centres	Better road signs for visitors
Small businesses overrun by surveys/consultations etc	Ensure developments don't spoil what the visitor comes to enjoy	Grants available for some businesses i.e. farm diversification not available to town/village businesses - revitalising. Unfair competitions? Perhaps grants ought to be 0% and repayable	

Lack of skills - young residents forced to move out, inc house prices, other potential employees can't afford to move in	Cost of bureaucracy is missing to the detriment of actual local concerns	Inadequate alternative transport	
Bottlenecks	Isolation issues	Over dependence on cars as principal mode of visitor transport	
Too many guides	Conflict between users of off road footpaths such as motorised travel and ramblers, re: noise and condition of ground	Business support across sectors retail/service etc - more coordination and clarity of where to go for advice	
Price barrier to entry for small accommodation providers to the Inspection Scheme	Boundary changes proposals (positive???)	Lifestyle' businesses - will they come on board - do they care	
Need to train local staff in customer service	Fragmented communication/promotion	Need to up skill (and up the ambition of the workforce)	
How the consumer accesses info	Environment vs access issues	Indoor attractions/activities - need more of them - especially on the edge of the Dales - e.g. Hellifield	
Local negative perception of a tourist - "rowdy"	Care needed to not exploit tourism beyond carrying capacity	Overcrowding of honeypot locations particularly on bank holidays	
Comprehensive signage needed "lack of"	Overuse of sensitive sites to detriment of wildlife (educate)	Website confusion .org or .org.uk??	
Sustainable tourism - continued high rises in house prices as visitors purchase 2nd homes in the area	Fulfilling visitor aspirations is important - achieving that in sustainable manner needs great care	Lots (too many) of organisations, businesses, individuals all trying to 'market' the dales = lack of coordination, difficulty of liaising, communication	
May restrict product development - is sustainable tourism what the customer wants, i.e. Public transport	Distinguishable quality (brand) easily destroyed by adapting national brand	Minority low quality business and bad customer care - skews perceptions	
Public transport expensive and dull	Natural environment continually be degraded by 1000 tiny cuts	Parochial attitudes/lack of cooperation between businesses	

Unsympathetic planning regimes	Need to retain character of an area - developments should be using local styles and materials	Lack of market town holiday tourism marketing plan	
Diminishing resources in villages - pubs closing, PO and village shops closing, and schools?	Nothing to do when it's wet	Sign posting within the "area" - continuity of this and why brown signs for attractions?	
No broadband	Affordable facilities for conservation projects - accommodation	Poor public transport links	
Decline of many farms (visual impact)	Difficulty for areas to push tourism - outside of national park	Lacks a 'big pull'	
Attitude of some locals	Funding to support man-managed wildlife sites important and for re-wilding	Confusion re: regional tourism picture - re: Ra's involvement in tourism	
Future of landscape dicey	Shooting a major tourist attraction but can be damaging	Lack of growth in business plans	
Not enough joined up thinking		Tourists are tolerated not embraces (even by tourist related businesses)	
Lack of cooperation between various authorities and bodies		Transport - expect visitors to be willing to use public transport. How many people here today used or considered using it?	
Councils still do not fully understand tourism		Non-diversified economy (need to attract high value businesses)	
National accessible scheme - barrier to entry - cost		Recognition of key towns within the area and how these can be better linked to YD through integrated transport	
Lack of communication to officialdom		Affordable housing	
Tree planting should be done with caution		Sports centres	
Little affordable housing		Short tourist season - not sustainable for small businesses	

		High environmental quality leads to development pressure on national park periphery leading to potential decline in quality	
Return to farmers not realistic			
Future of sustainable farming bleak		Joint/integrated ticketing	
		Planned routes with intersecting stop for day trips	
		A need for indoor children's play areas	
		A need for travel tokens (day rovers)	
		Need for affordable housing for young local people	
		Not all accommodation providers can be advertised in promotional guides - due to non-participation in inspection schemes - problem for visitors wanting comprehensive info on what's available	
		Need for cycle hire and cycle routes	
		Streamline all info centre - make Yorkshire as one unit	
		Lack of visitor attractions in some areas, e.g. Nidderdale - particularly to enjoy in all weathers	
		Public transport should be cross boundary making fares/tickets easier to purchase and promote	
		Its natural beauty is a result of human management e.g. farming. Need there be some form of land management	

		The areas inhabitants can be conservative in their attitudes - reluctance to change solution - need to bring in forward thinkers to shake up attitudes	
		Need organised tours around the dales	
		Truly sustainable tourism is difficult to achieve	
		Fragmented public transport	
		Lack of coordinated approach to visitor management inside/outside YDNP. More help inside park re: maintenance, signage of paths etc that outside	
		Accommodation different types of inspections - some walkers just want basic accommodation	
		The only way to get to many of the more remote areas by car - solution - look at innovative transport ideas, e.g. wiggly bus	
		Limited investment/resources - tourism not seen as 'industry' by govt	
		Tic's year round opening threatened (they are invaluable)	
		Lack of affordable housing	
		Lack of wet weather facilities in southern dales	
		Do customers want green tourism - will this generate the most income	
		Need for hotel accommodation to cater for group travel - aspiration of Ripon	

		Limited career development in tourism - not much specific training opportunity	
		Vulnerable environment	
		Landscape requires subsidising to exit (exist?)	
		Impact of cost of housing for young people in the dales with holiday homes competing with first time buyers	
		Credit card debate - expensive (negative) - but positive? Set up central processing unit (see Settle Town Business Study)	
		Lack of accessible info for visitors and businesses	
		Lack of parking - visitors using side of road	
		Lack of resources for investment into what are considered as environmental projects	
		Erosion caused by success	
		Lack of facilities to meet customer demands i.e. Toilets not available 24hrs in popular villages	
		Lack of regular public transport links between 'gateway points' and popular visitor destinations - cost!	
		Where is "The Dales?"	
		House prices for local residents, 2nd home problems	

		Encouraging people to visit the dales will potentially damage what they are coming to see	
		Transport needs to be effective, timely, part of the experience	

Appendix III List of those at consultative events and spoken to directly
(interviews and telephone interviews)

Join Promotions Initiative SUSTAINABILITY WORKSHOP conducted with TRAVELWATCH

Tuesday, 24 February 2004

ATTENDANCE LIST

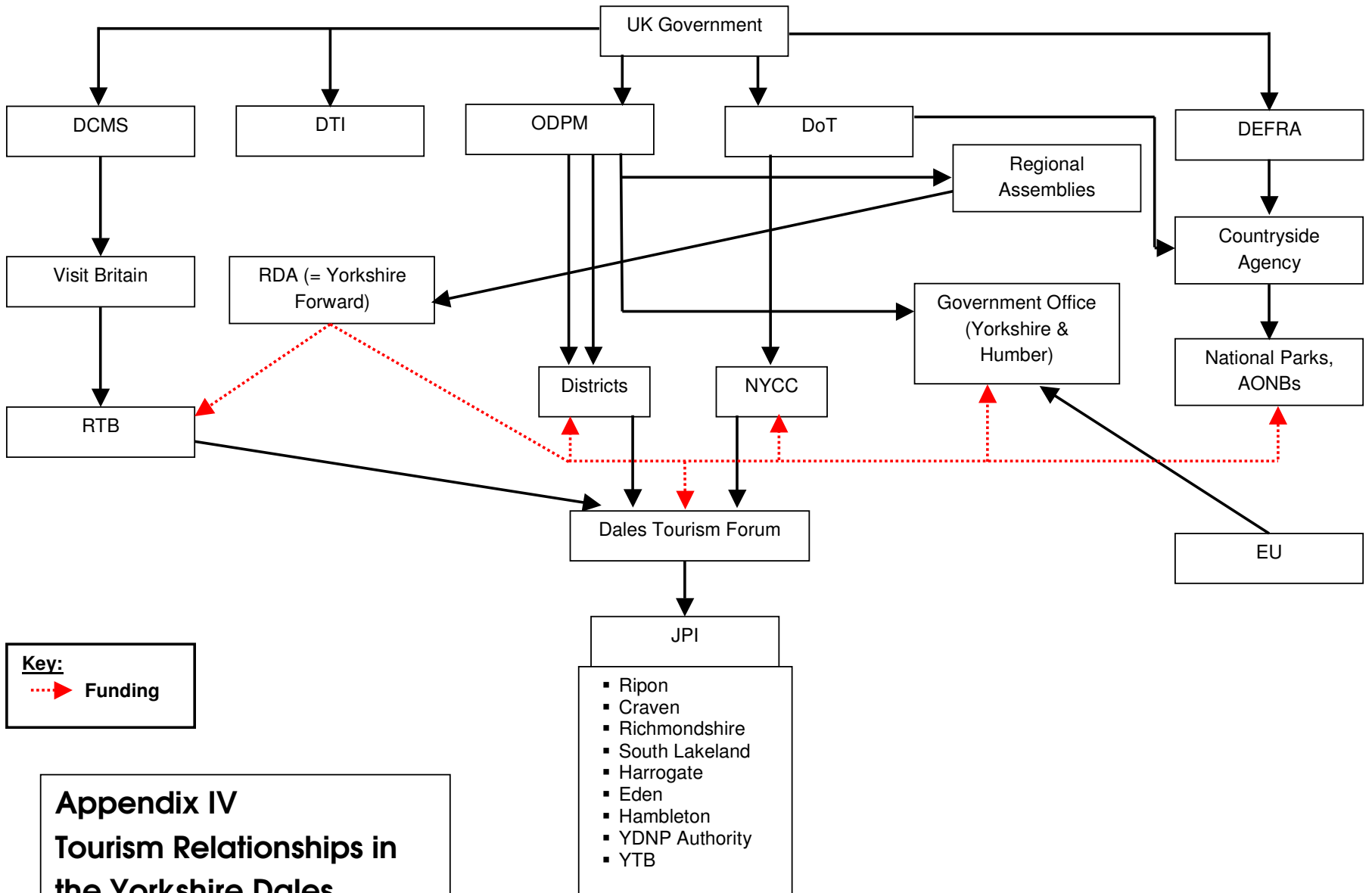
Richard Ballantyne	BTCV
Julie Barker	Yorkshire Dales National Park Authority
Robin Battersby	Arts in Richmondshire
Keir Brown	Nidderdale AONB
Carol Clarke	Big Sheep, Little Cow
Matthew Collins	Craven District Council
Yvonne Fortune	Settle Tourist Information Centre
John Gill	CPRE Swaledale Branch
Richard Good	Upper Swaledale & Arkengarthdale Bus. Assoc
Diana Greenwood	FarmStay UK
Isobel Hall	Yorkshire Dales Millennium Trust
Julie Horner	Redmire Farm
Hayley Jones	Harrogate Borough Council
Steven Leach	Nidderdale Plus
Deborah Millward	Botanical Society of the British Isles
Lee Mc Que	DEFRA Rural Development Service
Anne Purbrick	BTCV
Rachel Bowles	Richmondshire District Council
Moira Smith	Bolton Abbey
Judi Scholey	Leeds University
James Stammers	Yorkshire Forward
Kathryn Storey	Yorkshire Dales National Park Authority
Fiona Sullivan	Ripon City Partnership
Sharon Sunter	Craven District Council
Sue Swales	Skipton Tourist Information Centre
Nick Taylor	Craven District Council
Shirley Thubron	CPRE Swaledale Branch
Scott Watson	Yorkshire Tourist Board
Dr K Whalley	CPRE Wensleydale Branch
Pam Whittaker	Richmondshire District Council
Tricia Woods	Tourism Trainer
Catherina Holmes	Travelwatch
Jan Jackson	Travelwatch
Hugh Somerville	Travelwatch

DRAFT PROPOSALS CONSULTATION MEETING
Wednesday, 24 March 2404 at 6pm at Victoria Hall Settle

INVITEE	ORGANISATION
Katherine Oldershaw	Swaledale Festival
Steven Leach	Nidderdale Plus
John Laity	Bedale Business Association
Carol Clark	Big Sheep & Little Cow Farm, Bedale
Diana Greenwood	Farmstay UK
William James Sharp	Ingleton & District Tradespeople Assoc
John Bevan	Local Access Forum
Keir Brown	Nidderdale AONB
Hilary Hodge	Sedbergh Book Town
Colin Barnett	Sedbergh Book Town
John Varney	Settle Carlisle Enterprise Network
Andy Ryland	Yorkshire Dales National Park Authority
Sharon Sunter	Craven District Council
Pam Whittaker	Richmondshire District Council
Catherina Holmes	Travelwatch
Jan Jackson	Travelwatch
Hugh Somerville	Travelwatch

List of those consulted by interview or by telephone interview.

1. Michelle Cusack, Business Link
2. Ken Buck, NFU
3. Paul Hudson, Integrated Rural Development Project
4. Andy Ryland, YDNP
5. Colin Speakman, Yorkshire Dales Society
6. Kevin Holt, Community Bus Funding
7. Sue Plaxton, Countryside Agency
8. Louise Davis, Yorkshire Forward
9. Alison Barker, North York Moors Sustainable Tourism Project
10. Nicola, Regional Marketing English Heritage
11. Mike Riby, Environment Agency Team Leader River Swale and Ure
12. Diane Greenwood, Farm stays and accommodation provider (Hawes area)
13. Hilary Conway, Richmond RDC Community and Youth
14. Sue Rigby, Horse Society
15. Bill Houlder, Cycle Touring Club
16. Fiona Sullivan, Programme Manager Ripon City Partnership
17. Mr Laity, Chamber of Trade Bedale



Appendix V. Limits of Acceptable Change Process and Guidelines

Steps	<i>Guidelines</i>	Comment on Purpose
1. Identify special values, issues, and concerns attributed to the area	<p>Citizens and managers:</p> <ul style="list-style-type: none"> • Identify special features or qualities that require attention • Identify existing management problems and concerns • Identify public issues: economic, social, environmental • Identify role of the area plays in a regional and national context and political/institutional constraints 	Encourages a better understanding of the natural resource base, a general concept of how the resource could be managed, and a focus on principal management issues.
2. Identify and describe recreation opportunity classes or zones	<p><i>Opportunity classes</i> describe subdivisions or zones of the natural resource where different social, resource, or managerial conditions will be maintained</p> <ul style="list-style-type: none"> • Identify opportunity classes for the natural resources • Describe different conditions to be maintained 	Developing classes (or zones) provides a way of defining a range of diverse conditions within the protected area.
3. Select indicators of resource and social conditions	<p><i>Indicators</i> are specific elements of the resource or social setting selected to be indicative of the conditions deemed appropriate and acceptable in each opportunity class</p> <ul style="list-style-type: none"> • Select a few indicators as indicative measures of overall health • Use economic, social, environmental, political indicators • Ensure indicators are easy to measure, relate to conditions in opportunity classes, and reflect changes in recreational use 	Indicators are essential to LAC because their condition as a group reflects the overall condition of the opportunity class and guides the inventory.
4. Inventory existing resource and social conditions	<ul style="list-style-type: none"> • Use chosen indicators to guide the inventory of resource and social conditions • Use inventory data to provide a better understanding of area constraints and opportunities • Map inventories to establish status (location and condition) of indicators <p>By placing the inventory as step 4, rather than the first step as is often done, planners avoid unnecessary data collection and ensure that the data collected is useful</p>	Inventory data are mapped so both the condition and location of the indicators are known. Helps managers establish realistic standards, and used later to evaluate the consequences of alternatives.
5. Specify standards for resource and social conditions in each opportunity class	<ul style="list-style-type: none"> • Identify the range of conditions for each indicator considered desirable or acceptable for each opportunity class • Define conditions in measurable terms, to represent the maximum permissible conditions allowed (limits) • Ensure conditions are attainable and realistic 	Provides the basis for establishing a distinctive and diverse range of protected area settings, serving to define the "limits of acceptable change."
6. Identify alternative opportunity class allocations	<p>Parks can be managed in several different ways</p> <p>This stage identifies alternatives allocations of opportunities</p> <ul style="list-style-type: none"> • Identify different types/location/timing of alternatives, using steps 1 and 4 to explore how well the different opportunity classes meet the various interests and values 	Provides alternative ways of managing the area to best meet the needs, interests, and concerns.
7. Identify management actions for each alternative	<ul style="list-style-type: none"> • Analyse broad costs and benefits of each alternative • Identify the kinds of management actions needed to achieve the desired conditions (direct or indirect) 	This step involves an analysis of the costs and benefits of each alternative.
8. Evaluation and selection of a preferred alternative	<ul style="list-style-type: none"> • Review costs vs. benefits of alternatives with managers, stakeholders and public • Examine the responsiveness of each alternative to the 	Builds consensus and selects the best alternative.

Steps	Guidelines	Comment on Purpose
	<p>issues</p> <ul style="list-style-type: none"> • Explicitly state the factors considered, and their weight in decision making • Select a preferred alternative 	
9. Implement actions and monitor conditions	<ul style="list-style-type: none"> • Develop implementation plan with actions, costs, timetable, and responsibilities • Develop a monitoring program, focusing on the indicators developed in step 3 • Compare indicator conditions with standards to evaluate the success of actions <p>If conditions do not correspond with standards the intensity of the management effort might need to be increased or new actions implemented</p>	<p>Ensures timely implementation and adjustment of management strategies. Monitoring ensures that effectiveness of implementation is known. If monitoring shows problems, actions can be taken.</p>

Appendix VI

Project brief.

MAKING TOURISM IN THE YORKSHIRE DALES TRULY SUSTAINABLE

Introduction:

The management of tourism in the Yorkshire Dales is currently undergoing a fundamental review in order to:

- (a) address weaknesses and establish a strategic and robust framework upon which to build on existing achievements and,
- (b) ensure that the leadership and delivery mechanisms are vigorous enough to drive forward the strategic agenda for the growth and development of a strong and dynamic tourism industry within the Yorkshire Dales marketing area.

An integral part of the review process is to carry out a menu of research and analysis aimed at filling existing gaps in intelligence, allowing opportunities to learn from examples of best practice and to provide the baseline data needed to inform the future development of the Yorkshire Dales tourism product. This menu of research has been designed to look at all aspects of tourism in order to provide a holistic picture of the current position and encourage “blue sky thinking” in order to develop innovative ideas to ensure that the tourism product is well placed to take advantage of opportunities in an ever-changing, and competitive market place and maximise its potential as a sustainable, long-term economic generator. The knowledge, intelligence and ideas gathered through this evaluation and research phase will be used to inform the priorities of a co-ordinated and cohesive tourism agenda, focussing equally on development and marketing opportunities, and which the Yorkshire Dales Tourism Action Plan will deliver.

This is one of three research briefs covering a particular subject area. All of which will need to link with, and make reference to each other, including the analysis and development work to be undertaken by the Research and Review Manager. The other two research briefs are in respect of:

- Evaluation and Development of the Yorkshire Dales Product, and
- Building and exploiting relationships between the Yorkshire Dales Sub-brand and the Yorkshire brand.

In carrying out research to meet the brief(s), Consultants will be expected to make linkages to the relevant policies and strategies of the statutory partners, as well as add value and build on the knowledge gained through existing studies, such as:

- Market Town Benchmarking for Settle, Pateley Bridge, Leyburn and Hawes
- Yorkshire Dales Branding and Perception Research

- Yorkshire Dales Brand Development Study
- Economic Impact Trends (STEAM report) for the Yorkshire Dales
- Yorkshire Dales Enquirer Analysis
- Evaluation of the Yorkshire Dales Official Holiday Guide
- Yorkshire and Humber Tourism Study (June 2002)
- Yorkshire and Humber Tourism Information Provision Research (December 2003)
- Yorkshire and Humber Review of Tourism Roles and Responsibilities Research Report (December 2003)
- Analysis of Dales Bus Questionnaire (August 2002)
- Cycling Survey for the Yorkshire Dales National Park (2002)
- Nidderdale Sustainable Tourism Strategy
- Cycle Tourism Strategy for Nidderdale AONB and the Yorkshire Dales National Park
- Yorkshire Dales Passenger Transport Demand Study
- Road Hierarchy for the Yorkshire Dales
- Traffic and Visitor Management Strategy for the Yorkshire Dales National Park (1996)
- Sustainable Access Strategy for the Yorkshire Dales National Park

Copies of these documents will be made available to the selected Consultant(s).

Definition of Sustainability:

The Joint Common Policy Statement prepared by the Dales Tourism Forum defines sustainability as:

- (a) Conditions under which current use of an environmental resource does not compromise its availability for future generations' enjoyment,
- (b) Development that meets the needs of the present without compromising the ability of future generations to meet their own needs and that in order to be sustainable:-
- (c) Human use and enjoyment of the world's natural and cultural resources should not, in overall terms, diminish or destroy them.

The issue of sustainability is central to the development of all tourism policy, and especially so, in areas with sensitive environments, and where the environment is the subject of special statutory protection, such as the Yorkshire Dales marketing area. The need for the conservation of a sometimes fragile and unique environment must be tempered by the needs of visitors for recreation opportunities and those of the local communities for economic sustainability, all of which are intimately interlinked. Therefore, if the goal of sustainability is to have any meaning then, for every initiative or proposal, the environmental costs must be fully analysed and critically evaluated against the benefits of the scheme. In the long-term there can be no economic sustainability without environmental sustainability.

Linkages to Other Initiatives:

The Consultant(s) will be required to link with existing initiatives taking place within the Yorkshire Dales marketing area, and which have the development of sustainable tourism as part of their aims and objectives. These initiatives are:

(a) Sustainable Tourism Project for the Nidderdale Area of Outstanding Natural Beauty, which funded through the Objective 2 Programme, is due for physical completion by December 2004. The Project has developed and established a series of initiatives such as:

- development and marketing of shortbreaks;
- establishment of an organisational framework to facilitate advance bookings;
- establishment of an all-year round events program base on natural resources;
- recruitment of local guides;
- production of a visitor newspaper.

A requirement of the current review of the management of tourism in the Yorkshire Dales is to establish a framework and mechanism that will not only support and complement the achievements made by the above Project to-date, but will also seek to continue its aims and objectives through the Yorkshire Dales Tourism Action Plan. The Consultant(s) will therefore be expected to liaise closely with the Nidderdale AONB Green Tourism Project Officer to learn from their experiences.

(b) TARGET Project being implemented as a partnership between the Yorkshire Dales National Park Authority and West Yorkshire Metro with funding from the European Union to develop and promote social inclusion, public transport, cycling tourism, website development and shortbreaks. It will be expected that the Consultant(s) will liaise closely with the Project Officer for the TARGET Project and that the experience gained through this existing work is used to inform future priorities and actions, and that recommendations made through this research brief look to complement, support and add value to the achievements and activities being delivered through this Project.

(c) Integrated Rural Development Project, which centred on that part of the Yorkshire Dales National Park within Craven District, is a pilot project funded by Yorkshire Forward, in partnership with Craven District Council and the National Park Authority to look at using the area's core assets to deliver a broader, more sustainable and robust economic base. The Project Team are currently developing an Action Plan, which will include activities related to access and promotion, such as integrated recreational initiatives and long distance routes. The Consultant(s) will be expected to liaise closely with the Project Team to assess and evaluate the linkages between this research brief and the aforementioned Action Plan, and how the aims and objectives of this Project can be continued through the Yorkshire Dales Tourism Action Plan.

(d) North York Moors Sustainable Tourism Project aims to develop and promote tourism in a sustainable way to benefit the environment, local economy and resident communities of the National Park and Heritage Coast, as well as enhancing tourist visits. Implemented as a partnership with funding from Yorkshire Forward and the European Regional Development Fund, the project, which is considered to be a pilot, will initially operate until December 2004. To-date, the project has: undertaken work to improve pedestrian safety and protect the environment in and around Goochland; established a long-distance cycle trail connecting the towns of Scarborough, Pickering and Whitby; and developed a sub-regional brand identity for the area. The Consultant(s) will be expected to liaise with the Sustainable Tourism Project Co-ordinator to see what lessons could/have been learnt and can be transferred to the Yorkshire Dales marketing area.

Purpose of Research:

The aim of the research to be undertaken as part of this brief is to identify key actions that are required in order to ensure tourism operates in a truly sustainable way, and make recommendations to inform the development of priorities within the Yorkshire Dales Tourism Action Plan.

Questions to be Answered:

The research will be required to answer the following questions, and make recommendations to turn the proposed resolution into an action:

- (a) What is the current and future demand for “sustainable and/or green” holidays? Could the Yorkshire Dales currently offer a sustainable holiday proposition, and if not, what improvements and/or developments are needed to the existing product? Does the visitor require activity and environmental trip/holidays to be offered/presented in ready-made packages, and what are the opportunities for “testing” the perceived target markets?
- (b) What is the current volume and value of “sustainable and/or green” tourism, and what are the anticipated future trends with regard to this sector of the leisure market from within the United Kingdom and overseas? Please note that there is no requirement to carry out primary research in this area as it has already been carried out, and therefore, this should be seen as secondary research.
- (c) What is the most effective way of promoting the “environmental friendly” message to visitors?
- (d) What is the most effective way of promoting the “environmental friendly” message to local businesses?
- (e) Which specific areas within the Yorkshire Dales have reached, or are nearing over capacity from a social, infrastructure and environmental stance, and what specific management techniques are recommended to combat this?
- (f) What more can be done to increase the use of sustainable transport modes?
- (g) What are the new and/or added value commercial opportunities that the development and adoption of a sustainable tourism product can offer, and what are the current barriers faced by the private sector in exploiting these opportunities – specifically from the stand point of businesses located within the Yorkshire Dales marketing area?

- (h) How can the Yorkshire Dales tourism product add value to the integrated rural development programme and add value to other sectors in the local area which are interdependent on the economic success of tourism, including those businesses, which are indirectly related? What initiatives should be undertaken to maximise the economic benefits of tourism and ensure an inclusive spread across all sectors of the local economy?

What is Required of the Consultants:

In answering the above questions, the Consultants will be expected to:

- (a) Look at existing research in respect of all modes of transport, map current provision and suggest solutions for a co-ordinated approach to encourage an increased use of sustainable transport modes.

In addition to reporting the above findings in text format, the Consultants will be expected to produce visual maps with overlays to build the overall picture across the marketing area in respect of the transport provision and public transport routes.

- (b) Establish how many tourism-related businesses operate environmental good practices, and what do they feel are the benefits. Where a business does not operate environmental good practices to ascertain why and what are the probable barriers preventing them from adopting, operating and running procedures based on environmental good practice.
- (c) Look at the findings and recommendations of other research being carried out, or recently completed at a local, district and regional level to evaluate their findings and assess how they will impact on the aim of this research brief and the associated priorities of the Yorkshire Dales Tourism Action Plan.
- (d) Look at how other areas within the United Kingdom and overseas have developed sustainable tourism initiatives and/or addressed issues relating to environmental capacity in imaginative and creative ways.
- (e) Develop a model upon which the principle of sustainability in the Yorkshire Dales marketing area can be based.
- (f) Make specific recommendations – short, medium and long-term, on how best to develop the Yorkshire Dales marketing area into a truly sustainable tourism destination, and what steps need to be implemented in order to achieve this goal.

- (g) Identify the anticipated impact of the recommendations made at point (f) above – from an economic, environmental and social aspect.

The Consultant(s) will be expected to address all the issues raised in this research brief, and provide the Yorkshire Dales Joint Promotions Initiative with a detailed response.

Timescale:

It is anticipated that the Consultant(s) will be appointed in early February 2004, for the research to commence with immediate effect. The selected Consultant(s) will need to appreciate the necessity and importance of keeping to tight deadlines, and that there will be no scope for slippage within the timetable, as the research needs to have been completed by 31st March 2004.

For the purpose of monitoring the progression of the brief, the Consultant(s) will be expected to identify and comply with agreed milestones prior to agreeing and signing a contract. Appropriate milestones should be specified in the submission document.

Management Team:

Whilst the contract to carry out the research brief will be with Craven District Council as project sponsor, the Yorkshire Dales Joint Promotions Initiative will manage its delivery. The partnership will assign one of its Officers, for the duration of the contract, to act as the main point of contact for the Consultant(s).

The Joint Promotions Initiative is a partnership between Craven, Richmondshire, South Lakeland, Eden and Hambleton District Councils, Harrogate Borough Council, the Ripon City Partnership, the Yorkshire Dales National Park Authority and the Yorkshire Tourist Board to promote the Yorkshire Dales as a single geographical entity. The aim of the partnership is to foster the growth of a quality and appropriate tourism product, and hence generate more income for the local economy through a range of activities and promotions compatible with the environmental concerns within the marketing area.

Budget and Quotation:

This research, which is part-financed by Yorkshire Forward and the European Regional Development Fund, has a limited budget. Therefore, it would be helpful when preparing the quotation if all costs are broken down for comparison purposes, i.e., daily rates of the team and individuals undertaking the research, desk research, production of draft findings and visual maps, to attend progress meetings (3) and

production of final report (10 copies), etc. The Consultant(s) will be expected to present the results of the research and their conclusions/recommendations to the partnership in person.

The Consultant(s) is also requested to attach a list of referees for whom similar work has been undertaken together with examples of relevant reports and documents, together with a copy of the previous three years certified accounts and the name and address of the bankers for the business.

The Consultant(s) are also asked to include a copy of their environmental policy statement with their written proposal and quotation.

Deadline for Receipt of Quotations:

If you are interested in carrying out this research brief, your written proposal and quotation needs to have been received by Craven District Council, Council Offices, Granville Street, Skipton, BD23 1PS by 12 noon on 28th January 2004. Proposals and quotations received after this date will not be considered.

Selection interviews will be conducted at Skipton on 4th February 2004 and shortlisted Consultants will be contacted no later than noon on 29th January 2004 to invite them to attend.

Any questions regarding this research brief should be addressed to either:

Sharon Sunter, Economic Development Officer for Craven District Council on 01756 706213, e-mail ssunter@cravendc.gov.uk

Pam Whittaker, Tourism Officer for Richmondshire District Council on 01748 829100, e-mail P.Whittaker@richmondshire.gov.uk

For further information about the research in this report contact info@travelwatch.org.uk or Simon Beeching, on 07973 384496