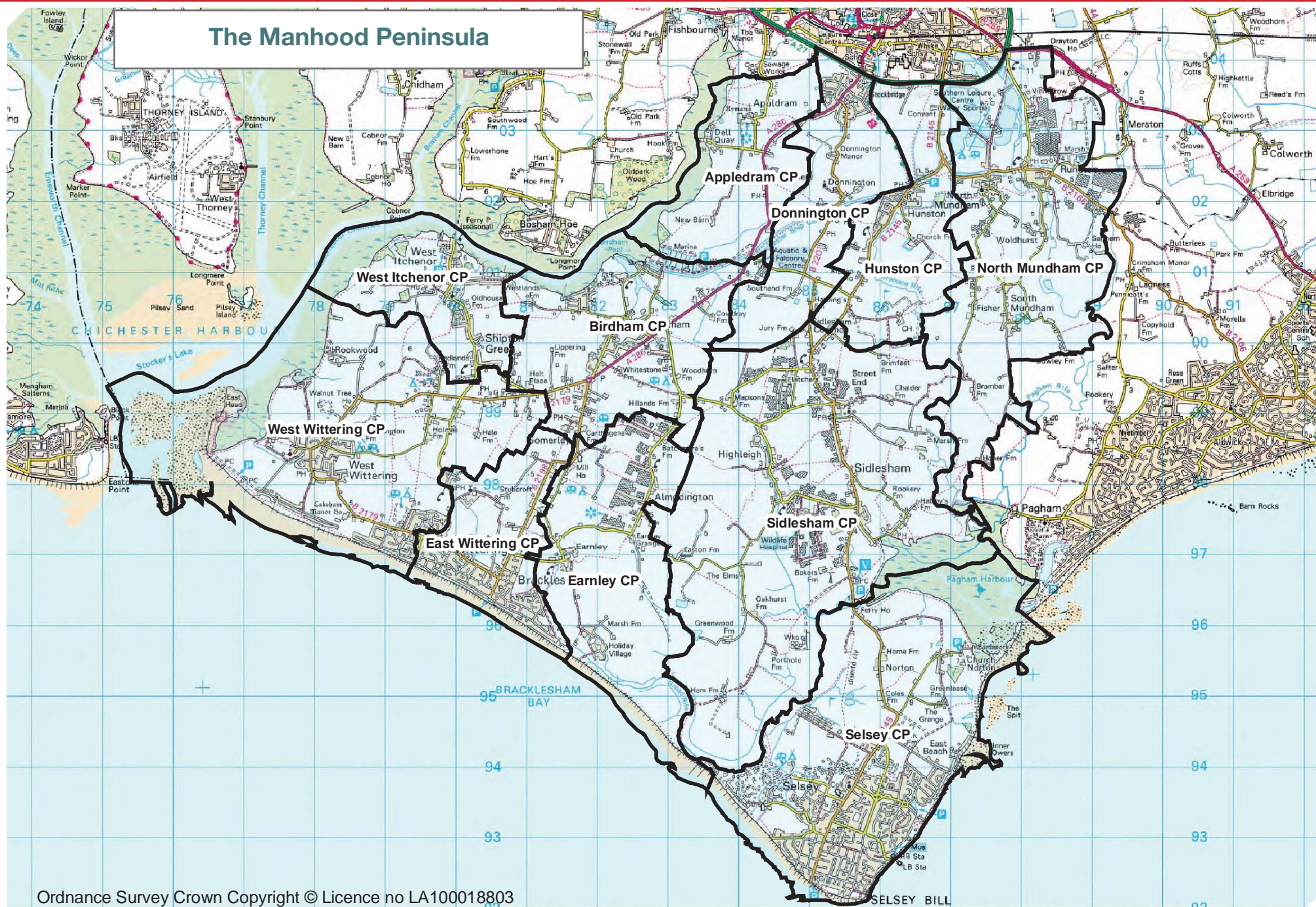




# Manhood Peninsula Destination Management Plan 2011-2015





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“With so much happening on the Peninsula, and with tourism so crucial here, it feels the perfect moment to have a plan that will help balance the all-important needs of the local community, economy and environment.”

Adrian Thomas, RSPB

Pagham Harbour



**‘East Head is the fastest moving sand and shingle spit in the UK and has to cope with up to 30,000 visitors a day. Visitor management strategies are imperative to allow this valuable and vulnerable ecosystem to develop and flourish’**

**Andrew Lawrence, National Trust Warden, East Head**

East Head

## Foreward

On the south coast of England lies a Peninsula of blue skies, open countryside, beaches and clean water, loved by local people and those who visit. Traditional coastal industries such as boat building and fishing rub shoulders with newer ones such as sailing, surfing and diving, and coastal towns and villages sit alongside some of the best wildlife habitats in Europe.

But - as with all coastal communities and landscapes – time, tide and Man have reshaped the Peninsula constantly, and now climate threatens to change it even more dramatically.

And yet these changes also offer exciting opportunities. Change, if handled sensibly and sensitively, can have a silver lining. The coastal realignment at Medmerry creates an opportunity to enhance tourism on the Peninsula – and boost the local economy – in a way that preserves what people care about but that accentuates the special sense of place here.

The Peninsula Partnership – embracing change, loving nature.

Carolyn Cobbold  
Project Leader Manhood Peninsula Partnership

## Background and Using this DMP

This Destination Management Plan (DMP) is intended to dovetail with the wider DMP for Chichester District, and in doing so provides an overview of the Manhood Peninsula making reference to the key issues relating to the long-term development and sustainability of the visitor economy. The DMP has been commissioned by the Manhood Peninsula Partnership, working with Visit Chichester and the University of Chichester.

The DMP has involved a lengthy consultation process, where local stakeholders have had an opportunity to input their ideas into the strategy process. The project team is grateful to those that attended the planning workshop at the Witterings, and we hope that this DMP suitably reflects the issues and ideas you raised. It takes particular account of the unique needs of this special area and seeks to achieve a balance between protecting the environment and enabling a thriving visitor economy.

As well as consulting with local stakeholders, the DMP has also drawn from a range of strategy documents to ensure it suitably dovetails with existing policy and management frameworks across the Manhood Peninsula and wider Chichester District. The DMP has deliberately not sought to duplicate the content of these documents. They have been included as reference points and can be accessed by following the hyperlinks embedded in the publication.

Finally, the DMP concludes by providing a series of action points intended to provide a basis for effective destination management. The success of these action points will be determined by those with an interest in the visitor economy, and the future of the Manhood Peninsula coming together to create effective change. The emphasis within the action points is on creating a Sense of Place, which ultimately is one of the inherent strengths and qualities of the Manhood Peninsula which needs to be promoted more effectively.

Dr Andrew Clegg  
University of Chichester

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# 1. Introduction

## Aims

The aim of the Manhood Peninsula Destination Management Plan (DMP) is to set out, at a strategic level, the aspirations, key issues and actions for stakeholders with a responsibility or interest in the local visitor economy. Set against a background of climate change, sea level rise, and the need to protect the special environmental qualities and distinctive character of the Manhood Peninsula, the principal aim of the DMP is to promote sustainable tourism development, and provide a suitable vehicle to ensure that both the private and public sectors work collaboratively to support the wider visitor economy and protect its environmental assets.

Most significantly, while the strategy seeks to enhance the value of the visitor economy, it is recognised that additional visitor numbers to the Manhood Peninsula during the high season is not sustainable, and greater emphasis is needed on supporting the visitor economy by extending the season through the effective and sensitive development and marketing of new and existing products, such as walking and cycling, local food, wildlife, scenic quality, and the access and recreational opportunities presented by the realignment of the coastline at Medmerry.

## Objectives

- To encourage the development of a sustainable and green tourism economy, which recognises the wider issues facing the Manhood Peninsula such as climate change and sea-level rise
- To provide a business development environment in which the tourism economy is supported and can flourish
- Establish an agreed framework between the key stakeholders for the delivery of high quality visitor experiences
- Develop and promote eco/green tourism through the appropriate development of access to the natural environment and the outstanding wildlife areas within the project area
- Produce a framework which has the support of stakeholders and that seeks to sustain the special qualities of the area whilst sustaining and enhancing local communities
- Develop new opportunities to market the area
- Stimulate development of new and existing businesses, in line with the principles outlined in the DMP
- Produce new sets of quality data to assist the planning process

## Targets

- To increase total visitor spend but not at the expense of the environment. The Plan may differ from these targets but as a starting point the target is set at an annual growth of 2% per annum over the five years 2011 to 2016. This will only be achieved through extending the season and targeting appropriate market segments and not from increased visitor number numbers in the high season
- In 2006, staying visitor spend was £31m. To increase this spend to £35m by 2016
- In 2006, day visitor spend was £71m. To increase this spend to £78m by 2016
- To increase the annual volume of trips but not at the expense of the environment. The target is therefore set at an annual growth of 2% per annum over the five years 2011 to 2016. This will only be achieved through extending the season and targeting appropriate market segments and not from increased visitor numbers in the high season
- 2006 staying trips totalled 217,000. To increase this total to 238,000 by 2016
- 2006 day trips totalled 2.2m. To increase this total to 2.4m by 2016
- To establish specific Manhood Peninsula employment (especially tourism) data by 2013
- Establish specific tourism job training and business management opportunities by 2015
- To increase occupancy levels in tourist accommodation across a wider season



## 2. The Destination Management Plan Framework

### The Local Context

Tourism spending on the Manhood Peninsula accounts for 49% of total tourism spending across Chichester District. Given the significance of the visitor economy, the first section of the DMP details how the Manhood Peninsula DMP reflects wider policy frameworks for tourism, sustainability and economic development. The DMP for Chichester District provides the strategic context for the Manhood DMP, which itself integrates with the existing policy framework adopted by Chichester District Council, and is designed to capitalise on the strengths and develop the weaknesses of the destination, and concentrates on three key areas or Enhancement Themes, which are central to the development of the visitor economy on the Manhood Peninsula:

- **The visitor experience** is about the areas our customers engage with, and includes customer service, quality management and research
- **Destination marketing** focuses on creating a unique destination proposition, attracting new visitors and retaining existing ones
- **Industry competitiveness** deals explicitly with requirements for business support and advice, as well as developing a sustainable tourism industry

The aims of the DMP are to:

- To promote an environment in which the tourism industry can flourish
- To provide the conditions to deliver a world-class visitor experience
- To take a share in sustaining the special qualities that makes Chichester District a unique world class destination
- To develop new opportunities for market and product development in the City and the rural and protected landscapes in the District
- To act as a catalyst to stimulate the development of existing and new businesses
- To ensure that Chichester District's environmental integrity is maintained and enhanced
- To contribute to sustaining and enhancing local communities

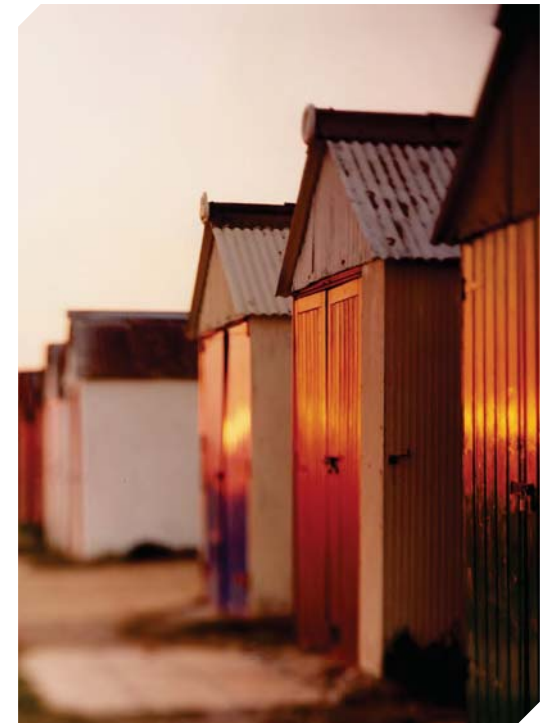


### Reference

View



**VISIT CHICHESTER** (2010), [Enhancing Excellence - Destination Management Plan for Chichester and District](#), Visit Chichester, Chichester.



### 3. Developing a Sustainable Visitor Economy on the Manhood Peninsula

#### Wise Growth for Tourism

Sustainable development which places a clear emphasis on environmental issues is central to the DMP for the Manhood Peninsula, and reflects the strategy of Wise Growth advocated by Visit Britain (2011). This is underpinned by three core principles, all of which are critical to the development of the visitor economy on the Manhood Peninsula:

##### Environmental

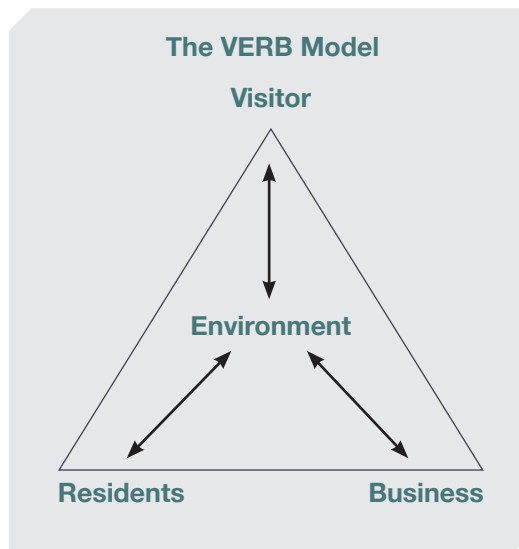
- Take advantage of the beautiful landscapes but protect them for the future
- Make the most of England's conservation areas, natural habitats and wildlife but ensure that it is not spoilt
- Encourage resilience in tourism businesses; we live in a finite world and need to ensure wise use of our resources

##### Economic

- Encourage competitive tourism businesses that operate successfully
- Ensure tourism gives something back (economically) to the local economy
- Create and strengthen the number and quality of local jobs supported by tourism, and
- Make sure the benefits of tourism are seen by local communities in which it takes place

##### Socio-Cultural

- Ensure the visitor experience is safe, satisfying and fulfilling
- Get local people involved in tourism development
- Ensure tourism maintains and strengthens the quality of life in communities
- Authentic and distinctive parts of England are unique, keep them special for visitors and residents



#### Case Study

View



**COUNTRYSIDE AGENCY** (2002), [Sustainable Tourism in the New Forest](#), Countryside Agency, London.

#### VERB: Taking Action

The principles for Wise Growth are best encapsulated in the VERB model which highlights the equitable relationship between the **Visitor**, the **Environment** in which it all takes place, the **Residents** that host them, and the **Businesses** that serves them.

The aim of the DMP is to articulate local VERB circumstances and through partnership with the local tourism industry and related organisations and stakeholders, create a strategy which aims to:

- Welcome, involve and satisfy visitors
- Protect, reflect and enhance the local environment
- Engage and benefit all host residents
- Achieve a profitable, prosperous and high quality industry

The VERB concept is extremely simple and can be used by agencies, businesses and government as a means of making tourism an integral part of sustainable development, recapturing a sense of local community control, resilience, financial independence and pride that will improve both the quality of life and the visitor experience.

**'The interpretation of Wise Growth will inevitably be different in each destination but will result in a sector that has a prosperous future – economically, socially and environmentally'**





### 3. Developing a Sustainable Visitor Economy on the Manhood Peninsula

#### The Place Making Charter

The DMP also reflects the key principles of the Place Making Charter, which has been developed to help realise the economic, environmental, and social benefits of a thriving visitor economy where a focus on destination management and development is essential.

The Charter promotes continuous quality improvement and provides a core set of principles to be championed by stakeholders in a destination - recognising that places are unique.

The specific aims of 'Place Making - A Charter for Destination Management' as identified by Partners for England (2010) are to encourage:

- **Awareness** - to influence prioritisation by national and regional bodies, local authorities, and businesses
- **Clarity** - roles and responsibilities of key players
- **Focus** - on destination management and place-shaping
- **Partnership** - encourage and foster collaboration in a fragmented sector
- **Improvement** - drive continuous quality improvement

The Place Making Charter provides a simple framework to again help the sustainable development of the visitor economy on the Manhood Peninsula.

#### The Place Making Charter

The five principles of excellent destination management are:

- **Integrate**
- **Inform**
- **Innovate**
- **Invest**
- **Improve**



'Local authorities have a vital role to play in leading and co-ordinating destinations and creating and maintaining safe and attractive places for local people and visitors'

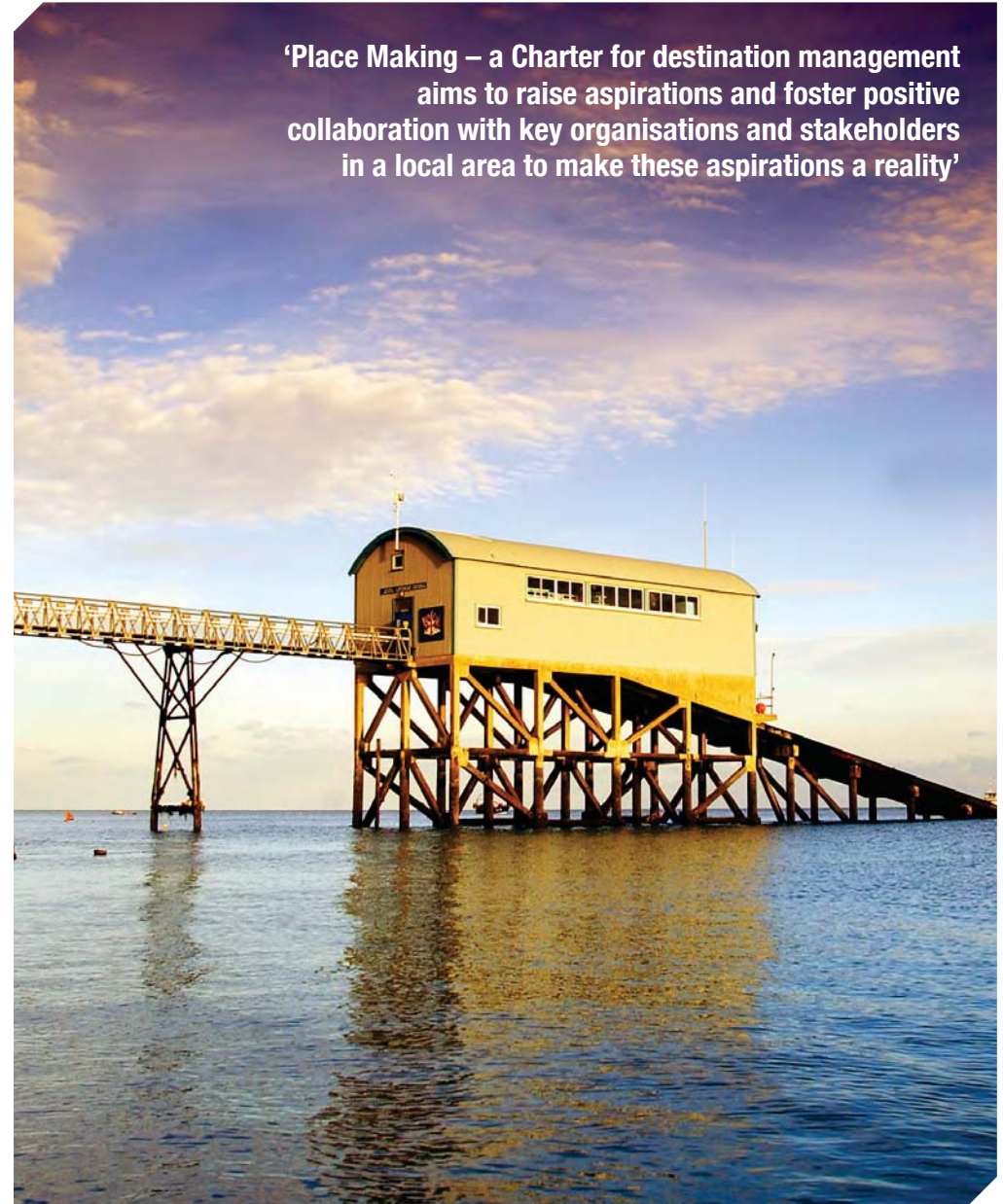
#### Reference

View



**PARTNERS FOR ENGLAND (2010),**  
[Place Making - A Charter for Destination Management](#), Partners for England, London.

'Place Making – a Charter for destination management aims to raise aspirations and foster positive collaboration with key organisations and stakeholders in a local area to make these aspirations a reality'



### 3. Developing a Sustainable Visitor Economy on the Manhood Peninsula

#### Developing Local Distinctiveness

Local Distinctiveness is integral to the Place Making Charter, and provides an important means of giving a destination a competitive advantage.

As identified by the Destination Management Toolkit (DMT), Local Distinctiveness can:

- Provide a strong foundation for effective marketing
- Provide a means to engage the industry, local residents and other civic and public agencies
- Give shape and coherence to the range of visitor information on offer
- Drive the direction and content of product development

With reference to the DMT, local distinctiveness can draw on any of the following:

- **Natural features** - the landscape, characteristic habitats, vegetation, wildlife, beaches and coastline
- **Man-made features** - the urban landscape, architectural styles, building materials, field boundaries, visitor attractions, and historical sites
- **Heritage, culture and traditions** - history, famous people (both living and past), cultural mix, events, festivals, music, dialects, and the arts
- **Produce and industries** - food and drink, crafts, shops and means of production, such as farming, fishing, mining and industrial manufacture

Developing local distinctiveness is a clear priority area for the Manhood Peninsula, with opportunities to capitalise on the high landscape quality, and the responses to sea level change, such as the Medmerry managed realignment.

#### Case Study: Know Your North Pennines



#### Case Study: Forest of Bowland - Sense of Place Project



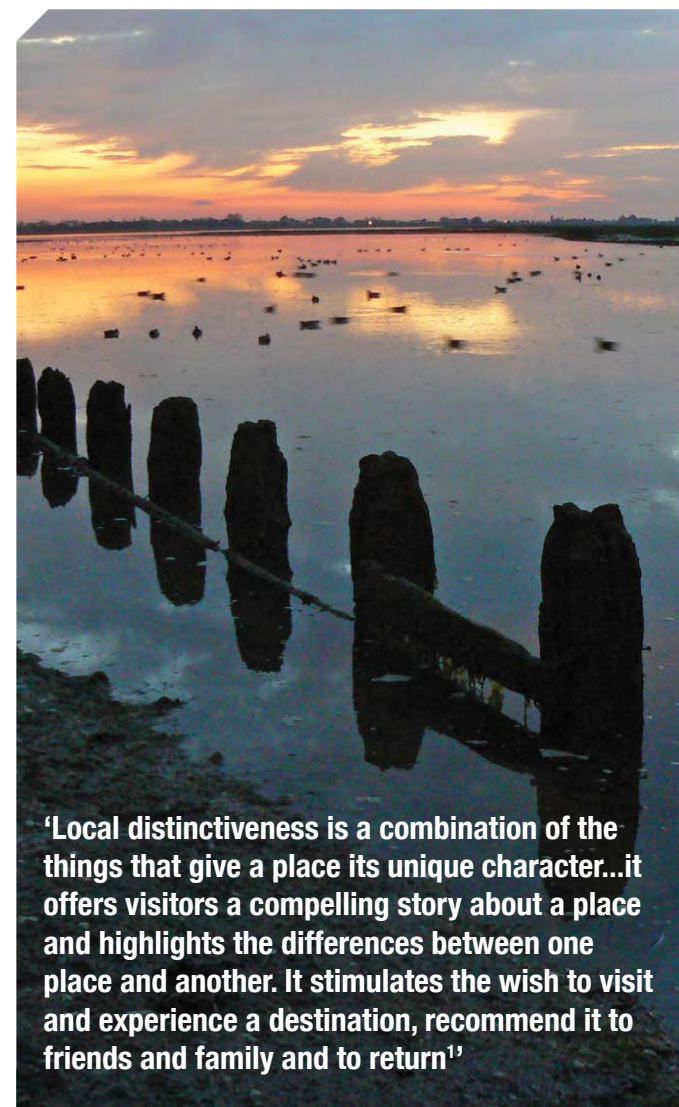
As part of its commitment to supporting sustainable tourism the Area of Outstanding Natural Beauty (AONB) Unit used the concept of a Sense of Place to achieve several aims:

- To agree on and promote the special qualities of the Forest of Bowland
- To provide consistent messages for all partners to use
- To increase awareness of what the area has to offer to visitors
- To develop a greater understanding of the geographical area covered by the AONB, and to create a loyalty to this area by residents and visitors

Working with local stakeholders, information about the Forest of Bowland was compiled into a Sense of Place Toolkit which was designed to help local tourism businesses better understand the character and special qualities of the Forest of Bowland AONB, and to develop a Sense of Place for their own business.

In the Forest of Bowland AONB a Sense of Place can be summarised as:

- A place to enjoy and keep special
- Delicious local food and drink
- A landscape rich in heritage
- A living landscape
- Wild open spaces
- A special place for wildlife



**‘Local distinctiveness is a combination of the things that give a place its unique character...it offers visitors a compelling story about a place and highlights the differences between one place and another. It stimulates the wish to visit and experience a destination, recommend it to friends and family and to return!’**





#### Reference:

<sup>1</sup>DESTINATION MANAGER’S TOOLKIT (2010), 2G: Identifying and Developing Local Distinctiveness, [www.insights.org](http://www.insights.org)



### 3. Developing a Sustainable Visitor Economy on the Manhood Peninsula

#### The Local Distinctiveness Assessment Matrix

Case Study	Aspect	Assessment Test	Economic Potential	Essential Considerations
 View  FOREST OF BOWLAND AONB (2004), <i>Sense of Place Toolkit</i> , Forest of Bowland AONB.	<b>Natural Features</b>	<ul style="list-style-type: none"> <li>Degree of distinctiveness - nationally important, regionally important, of local interest?</li> <li>Is it of standalone interest or does it also include aspects of cultural identity, man-made structures and manufactured produce?</li> </ul>	<ul style="list-style-type: none"> <li>High potential somewhere like the Lake District and the North Norfolk Heritage Coast, where the other aspects of local distinctiveness derive from the managed landscape. Otherwise, local distinctiveness based on natural features would need to be part of a package.</li> </ul>	<ul style="list-style-type: none"> <li>Vulnerability - how robust is it?</li> <li>Management arrangements, if any. Funding arrangements. Land ownership. Access restrictions. Is traffic access a problem? Quality and availability of visitor infrastructure e.g. accommodation.</li> </ul>
	<b>Cultural Identity</b>	<ul style="list-style-type: none"> <li>Events/Language/Dialects/Famous Person(s)/Traditions/Dress</li> <li>Are cultural activities genuine and thriving or is it a 'manufactured' event?</li> <li>Quality of the environment in which the events take place - how well is this managed?</li> <li>Is it a stand-alone or linked activity?</li> <li>Quality standards - amateur or professional?</li> </ul>	<ul style="list-style-type: none"> <li>High potential somewhere like Stratford-Upon-Avon, Oxford, Malvern, Hay-on-Wye.</li> <li>May be more suitable as an add-on extra to other aspects of local distinctiveness.</li> <li>Funding and quality will be an issue.</li> </ul>	<ul style="list-style-type: none"> <li>What are the likely visitor management issues? Funding arrangements. Seasonality, e.g. festival in the shoulder season.</li> </ul>
 View  WALES TOURIST BOARD (2005), <i>Sense of Place Toolkit</i> , WTB	<b>Man-Made Structures</b>	<ul style="list-style-type: none"> <li>Historic places/Townscapes/Architecture/Ancient Monument/Other Cultural Heritage</li> <li>Local/international designation.</li> <li>Level of protection - Conservation Area, protected buildings.</li> <li>Quality of the public realm as a setting.</li> <li>Can it be interpreted?</li> </ul>	<ul style="list-style-type: none"> <li>High potential in many places, provided that high quality environment and public realm is achieved.</li> <li>Stronger if local distinctiveness is linked to cultural identity and industries, food, drink, and craft.</li> <li>Uncontrolled access could be a problem and destination management measures may be necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Funding/grant arrangements. Accessibility - traffic management and access. Site ownership and management. Interpretation.</li> </ul>
	<b>Food, Drink, Crafts</b>	<ul style="list-style-type: none"> <li>Craft/Artefacts/Food/Drink</li> <li>Degree of local specialism.</li> <li>How easy will it be for the consumer to eat it/carry it away?</li> <li>How robust/light/small is it?</li> </ul>	<ul style="list-style-type: none"> <li>Low potential in its own right. Needs to be linked to quality man-made structures and cultural identity. May be more viable as a subsidiary part of an attraction.</li> </ul>	<ul style="list-style-type: none"> <li>Impact of environmental, health and safety regulations. Needs high throughput of customers. Seasonality and capacity.</li> </ul>
	<b>Primary Manufacturing &amp; Cultural Industries</b>	<ul style="list-style-type: none"> <li>Traditional activities.</li> <li>Visually/physically striking.</li> <li>Clear impact on character of place</li> </ul>	<ul style="list-style-type: none"> <li>May have limited potential for many modern industries. Some areas have potential for exploiting the heritage of former manufacturing industries, e.g. mining, docks. Farming and fishing probably an under-exploited resource.</li> </ul>	<ul style="list-style-type: none"> <li>Accessibility for public. Health and safety regulations. Seasonality.</li> </ul>

[Source: GRANT, M., HUMAN, B. AND LE PELLEY, B. (2002), Destinations and Local Distinctiveness, *Insights*, Volume 14, English Tourism Council, London, pp. A21-A28]

## 4. Understanding the Manhood Peninsula

### The Changing Coastline

Without doubt, the biggest challenge, and perhaps opportunity, facing the Manhood Peninsula is that of managing coastal change, and this issue is central to long-term management and development of the visitor economy on the Manhood Peninsula.

Large areas of the Manhood Peninsula are less than five metres above sea level and are consequently at considerable risk of flooding. The long-term impacts of climate change are likely to intensify this risk, through a combination of rising sea levels, high water tables, increasing storm intensity, and precipitation intensity. The situation on the Manhood Peninsula is compounded by poor drainage, which is proving inadequate to cope with increased levels of run-off during episodes of heavier rainfall.

In 2001, a group of British and Dutch planning experts on coastal and water management visited the Manhood Peninsula for a five-day workshop. Their task was to formulate ideas about a sustainable integrated planning approach for the future of the Manhood Peninsula. The outcome of this process was '**Going Dutch on the Manhood Peninsula**' a report which provided a comprehensive overview of the character of, and major issues facing the Manhood Peninsula. Within this report the Manhood Peninsula was defined as a '**microcosm of the entire south east**' as a result of the many critical planning issues it faces, including coastal erosion, flooding, housing pressures, areas of environmental sensitivity, poor infrastructure, and a climate-sensitive economy based on tourism, agriculture and horticulture.

Most significantly, the first Going Dutch workshop (**Going Dutch I**) was instrumental in the creation of the **Manhood Peninsula Partnership** (MPP) and outlined a series of 'blue sky' scenarios for the future of the Manhood Peninsula, with the aim of helping the host community to understand the complexities and costs of coastal defence and spatial planning as well as helping local authorities and agencies appreciate the concerns and wishes of residents.

In June 2008, the Manhood Peninsula Partnership organised a second workshop (**Going Dutch II**) in response to the Draft East Head to Pagham Harbour Coastal Defence Strategy (CDS). Coastal, infrastructure and planning specialists from the Netherlands and the UK reviewed the draft strategy and explored other options put forward by local residents. The subsequent reports from Going Dutch I and Going Dutch II, provide an authoritative overview of the key issues facing the Manhood Peninsula, and provide an important basis from which to consider the development of a DMP.

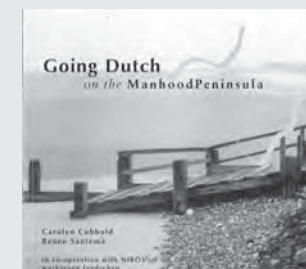
### The Aims of the Manhood Peninsula Partnership are:

- To ensure the sustainable development of the Peninsula for the benefit of future generations and to consider long-term issues, including climate change
- To improve and promote inter-sectoral integration, co-ordination, communication and understanding between those involved in the Manhood Peninsula
- To provide opportunities for wider community participation and interaction
- To adopt a proactive approach to addressing the effects of climate change
- To develop and facilitate guidelines, strategies and action plans to protect and benefit the Peninsula
- To explore and research different options and ways of working together

**'You are living in a dynamic environment. It's in your hands to provide a direction for development in the areas that will allow you to prosper, allow your children to have new, economic opportunities, to maintain the wonderful climatic and landscape conditions that you enjoy. This is one of the last remaining open areas of freedom, and choice and serenity in this part of the coastline. This is tremendously valuable. It is in your hands to work with that, and the natural processes, to create a new and exciting future'**

Professor Peter Burbridge, Director of the Centre for Tropical Coastal Management, Newcastle University

### Reference



**COBBOLD, C. AND SANTEMA, R. (2001),** [Enhancing Excellence - Going Dutch on the Manhood Peninsula](#), Manhood Peninsula Partnership, Selsey.



**COBBOLD, C. AND SANTEMA, R. (2008),** [Going Dutch II - Towards a Safe and Sustainable Future of The Manhood Peninsula](#), Manhood Peninsula Partnership, Selsey.



Photo courtesy of CHC



## 4. Understanding the Manhood Peninsula

### Going Dutch II - Themes and Recommendations

While detailed in the Going Dutch II report (2008), the key themes and recommendations are referred to here as they provide an initial starting point against which to consider the development of the DMP.

#### Key Issues

##### Unique Area

- The area has unique features that should be incorporated into a long-term vision and plan for the area. For example, the Manhood Peninsula is one of the last stretches of undeveloped coastal areas between Brighton and Portsmouth. It boasts flat, sandy beaches, a relaxed atmosphere, very good agricultural land, outstanding light and climate. The protected landscapes within Chichester and Pagham Harbours also offer a high potential for tourism.

##### The Area's Potential

- The Manhood Peninsula should be marketed and branded more, bringing it to the attention of a wider range of people who could bring more money into the area. Think of marketing the area's products, which can be food products such as Selsey seafood, but also 'products' like clean air, bright light, good climate, sandy beach, quality of life, etc. Make sure that visitors stay for longer than just a day; encourage the creation of more facilities such as hotels and B&Bs, holiday homes, restaurants, cycle ways, surf, beach and diving facilities, horse riding, fishing etc.

##### Reducing Divide

- The area is divided into two parts: the more affluent western part with Chichester Marina, and the harbour villages of Dell Quay, Birdham, Itchenor, West Wittering plus the sandy beaches at East Head / West Wittering; and the less wealthy eastern part with Selsey, East Wittering, Bracklesham, and the greenhouse area of Almodington. By investing in and upgrading Selsey and establishing good quality tourist attractions, e.g. a lobster and crab restaurant with stunning views across the sea, plus creating cycle ways all over the Peninsula, you will encourage movements from one part to the other and mix the two, which will strengthen the area as a whole.

##### Holistic Approach

- Coastal defence must be looked at holistically, i.e. in an integrated manner: from Pagham to East Head and including the hinterland; don't divide the coast into parts and find a solution for each part; or expect landowners to finance their own solutions. Even when you look holistically it might be that you need different defence options for different stretches, but that decision should be based upon a wider perspective.

##### Hard or Soft Sea Defences

- Be aware that this area, which is not densely populated and has difficulty attracting new industry or non-tourist based commercial activities, is unlikely to be able to justify an expensive, hard 'everlasting' sea defence, unless it is going to be developed for more housing and business. Its geographical shape, that of a peninsula, and poor road infrastructure is unlikely to attract large employers or businesses and too much development will mean the area will lose its unique selling points (i.e. its environmental features) and it will become "one of many".
- Meanwhile, the fact that the land is sinking and sea levels are rising will mean that defences will always need constant maintenance, at some stretches of coastline more than at others. Maintenance costs of hard sea defences will be more because there will be more resistance to the natural forces.

##### Main Economic Forces

- Tourism and agriculture are the main economic forces at the moment. They should both be developed together with the coast and the landscape features to provide mutual benefits.

#### Priorities for Action

##### Work Together

- Local authorities and local people should work more closely together, using the MPP as a vehicle for further cooperation between all relevant parties. Use the area's economic potential (tourism, recreation and agriculture) to justify and finance part of the necessary coastal defences.

##### Long-Term Vision

- With a vision for the area, which looks ahead and maximises the area's potential you have a better judgement about the type of coastal defence and management necessary for the area's economy and environment.

##### Experiment

- Be brave and innovative: try an experiment with no-regret measure such as feeding the coast with sand and shingle. It would be less expensive than other options and might be highly beneficial to the whole area (from a safety point of view, economically, environmentally).

## 4. Understanding the Manhood Peninsula

### Coastal Change Pathfinder Project

As part of the national Coastal Change Pathfinder Project, Chichester District Council was awarded £450,000 after demonstrating innovation in dealing with communities facing the threat of coastal erosion. While not used for the direct funding of sea defences, monies are used to support communities to adapt to coastal change and erosion.

Through this work, the Pathfinder Programme is intended to:

- Improve understanding of how coastal communities can adapt to coastal change, and what the costs and benefits of different approaches are; and
- Provide practical lessons and examples that can be shared with other practitioners, particularly on community adaptation planning and engagement and delivery of adaptive solutions.

MPP, working with the independent national charity CoastNet, and the Manhood Peninsula Steering Group, are working with CDC to deliver different elements of the project:

- A “Coastal Literacy” Programme led by the independent national charity CoastNet, to produce web-based learning, information materials and other tools to equip local people with the knowledge and understanding needed to participate in adaptation decision-making
- Funding to investigate the formation of a community owned coastal trust for Selsey, including comprehensive feasibility studies, with a view to this trust potentially overseeing a series of coastal regeneration projects, owned by the community.
- Money towards improving access and enjoyment of the coast such as the replacement of the Fishermen’s and Divers’ Ramp at East Beach in Selsey.
- A small grants fund for residents and community groups with ideas and projects for relating to adapting to coastal change.

**‘it is about recognising that the shape of our coastline is not fixed; but is subject to constant change which will only increase as our climate changes<sup>21</sup>**



### Reference



<sup>21</sup>CHICHESTER DISTRICT COUNCIL, ARUN DISTRICT COUNCIL AND THE ENVIRONMENT AGENCY (2008), Planning for the Future - Pagham to East Head Draft Coastal Defence Strategy, CDC, Chichester.

### Medmerry Managed Realignment

Coastal areas are prone to change and always have been. This imposes considerable challenges and threats for local people. But with careful planning and creativity, some change can be turned to benefit.

What is likely to be the largest change of our generation on the Manhood Peninsula is at Medmerry. Lying between Selsey West Beach and Bracklesham, it is one of the stretches of coastline most at risk of flooding in southern England. Following extensive public consultation, the Environment Agency recommended managed realignment of the coast here. This is where the Agency builds new defences inland from the coast and allows a new intertidal area to form seaward of these defences. This scheme, which is due to be in place by the end of 2012, will provide a much improved standard of protection against flooding for many homes.

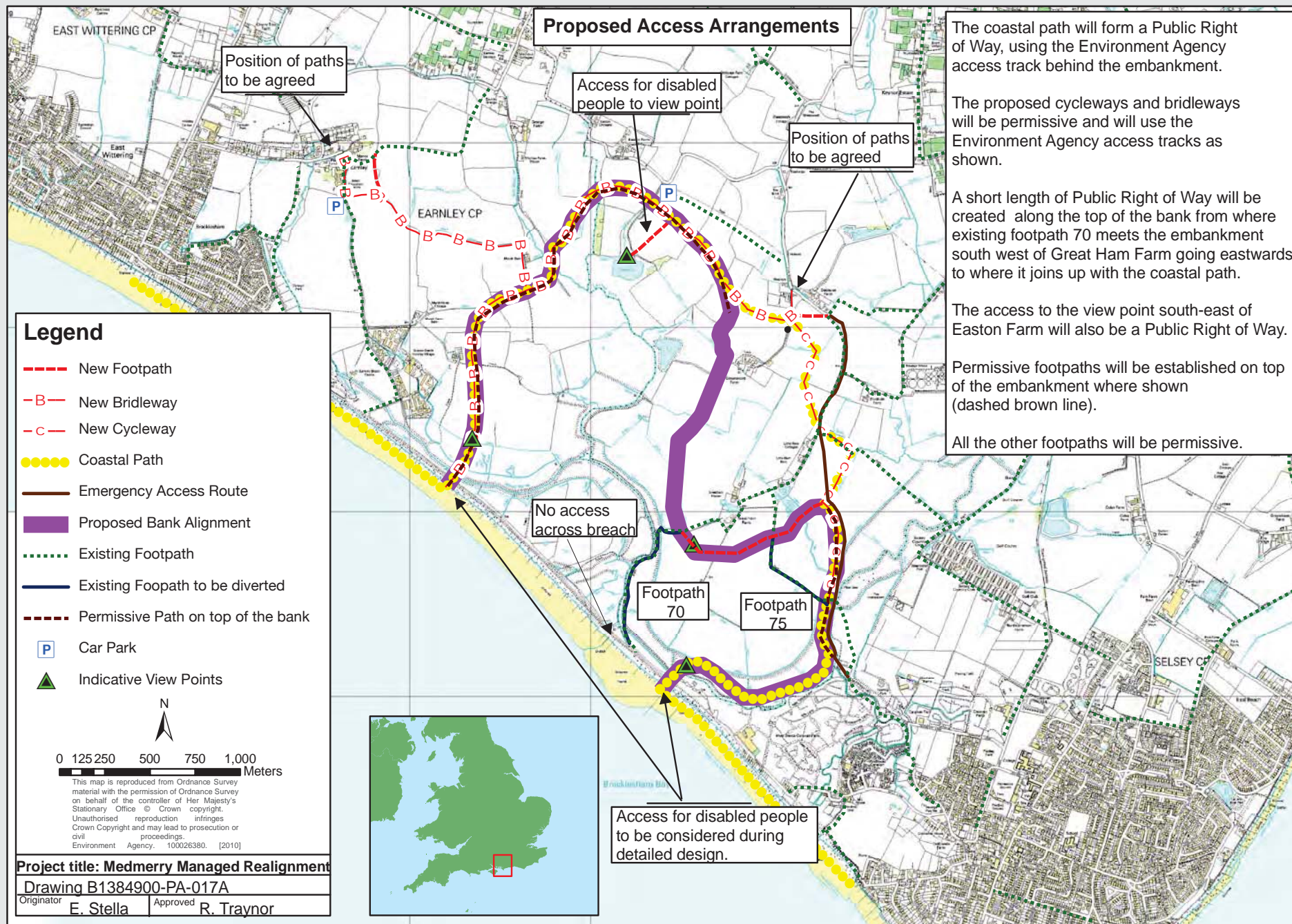
The Medmerry scheme will also create new and attractive wildlife habitat to replace internationally-important areas that are being lost elsewhere in the Solent. As the tide begins to ebb and flow through the new habitat, it should soon become alive with the sounds of curlews and lapwings.

**And this is where changes can become opportunities for local communities too. With new walking, cycling and bridle routes being created as part of the scheme, local communities will have better ‘green access’ links and amenity, and it will be an extra offer for visitors too. It has the potential to help extend the shoulders of the tourism industry at those quiet times of year when it is vulnerable.**

These ideas need careful handling - such developments need to be managed sustainability, balancing the opportunities with sensitivity towards local residents and the environment. Get it right and all can benefit.

A map showing the proposed Medmerry managed realignment is provided overleaf.





## 4. Understanding the Manhood Peninsula

### Integrated Coastal Zone Management

Integrated Coastal Zone Management (ICZM) is a core element within the Coastal Change Pathfinder Project. Working in partnership with residents, employers, coastal users and local government the principal objective is to achieve sustainability in the face of climate change and consequent coastal change.

The following approaches are being pursued:

- Establishing an ICZM group comprised of MPP members, local businesses, marine user groups, government bodies including Chichester District Council, the Environment Agency, Natural England
- The development of an ICZM spatial policy for the Manhood Peninsula
- The development of an ICZM spatial plan for the Manhood Peninsula. This will be a broad-brush approach stating desired approaches to ICZM on the peninsula. It will comment on a range of issues as diverse as transport; marine life and the environment; wildlife and the environment; tourism, employment and economic prosperity
- Examining coastal and land based policies in the area to feed back local experience to DEFRA about successes and failures in these areas

'Integrated Coastal Zone Management means adopting a joined-up approach towards the many different interests in coastal areas – both on the land and at sea. It is the process of harmonising the different policies and decision-making structures, and bringing together coastal stakeholders to take concerted action towards achieving common goals. Integrating the many different interests effectively means we can look at the coast in a holistic way'<sup>1</sup>



### Planning in the Coastal Zone

The aim of policies for managing coastal change through the planning system is to ensure that coastal communities continue to prosper and adapt to coastal change. This means planning should:

- Ensure that policies and decisions in coastal areas are based on an understanding of coastal change over time;
- Prevent new development from being put at risk from coastal change by:
  - a) *avoiding inappropriate development in areas that are vulnerable to coastal change or any development that adds to the impacts of physical changes to the coast; and*
  - b) *directing development away from areas vulnerable to coastal change;*
- Ensure that the risk to development which is, exceptionally, necessary in coastal change areas because it requires a coastal location and provides substantial economic and social benefits to communities, is managed over its planned lifetime; and
- Ensure that plans are in place to secure the long term sustainability of coastal areas<sup>2</sup>.

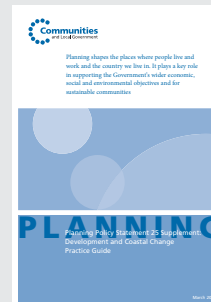


Photo courtesy of CHC/Matt Simmons

### Reference



<sup>1</sup>DEFRA (2008), [A Strategy for Promoting an Integrated Approach to the Management of Coastal Areas in England](#), DEFRA, London.



DEPARTMENT OF COMMUNITIES AND LOCAL GOVERNMENT (2010), [PP25 - Development and Flood Risk](#), HMSO, London.

<sup>2</sup>DEPARTMENT OF COMMUNITIES AND LOCAL GOVERNMENT (2010), [PP25S - Development and Coastal Change Practice Guide](#), HMSO, London.



## 4. Understanding the Manhood Peninsula

### The Visitor Economy

The Going Dutch Workshops highlighted the vital role of tourism on the Manhood Peninsula. Recent statistics from Tourism South East (2010) reinforce the importance of the tourism and its contribution to the wider visitor economy across Chichester District.

- Total expenditure by visitors to the Manhood Peninsula is estimated to have been in the region of £146,570,000 in 2009.
- Expenditure on boats and second homes and on goods and services purchased by friends and relatives visitors were staying with, or visiting, 'other trip expenditure', generated a further total £4,810,700 expenditure associated with overnight trips in 2009.
- Direct expenditure associated with overnight and day trips plus additional 'other trip' expenditure translated to £173,366,000 worth of income for local businesses through indirect and induced effects. This represents 38% of the total visitor economy in Chichester District.
- An estimated 473,000 visitors stayed overnight on the Manhood Peninsula in 2009. This represents 53% of the total overnight visitor volume across Chichester District in 2009.
- Overnight visitors spent just over 1.8 millions nights on the Manhood Peninsula, based on an average trip length of 3.78 nights for a UK visitor and 8.97 nights for an overseas visitor.
- With the majority of caravan and camping parks and visiting boat berths located in the Manhood Peninsula, proportionately more visitors staying overnight in the Manhood Peninsula were accommodated in caravan (static, chalets and touring) and camping accommodation or stayed on boats compared to the wider District.
- Based on available data, it is estimated that overall, approximately 76.4% of all overnight trips to the Manhood Peninsula were accommodated in caravan and camping accommodation. In total, 10% of all overnight domestic trips involved staying on boats.
- With only 13% of commercial serviced stock across the District located in the area (hotels, B&Bs, and guest houses) it is estimated that around 8.2% of all overnight trips were accommodation in this sector.
- Smaller volumes of overnight trips involved staying in the home of a friend or relative, self-catering accommodation, in youth hostels, and in second homes.
- Total visitor spending sustains approximately 1,973 FTE jobs or 2,270 actual jobs or if all part-time and seasonal jobs are included across the District across a number of sectors.

**The Chichester District extends across 300 square miles and yet the Manhood Peninsula accounts for nearly half of the total spend by all visitors. It is therefore vital that there is a clear strategy in place to safeguard the long-term viability of the visitor economy.**

**473,600** visitor nights

**53% of Chichester District Total**

**1,877,600** visitor nights spent

**59% of Chichester District Total**

**£140,164,000** spent by staying visitors

**59% of Chichester District**

**1,400,000** day visitors

**26% of Chichester District Total**

**£42,400,000** spent by day visitors

**24% of Chichester District Total**

**£146,570,000** spent by all visitors

**41% of Chichester District Total**

**£4,810,700** other tourism related spend

**49% of Chichester District Total**

**£173,366,000** turnover for local businesses

**38% of Chichester District Total**

**2,720** jobs (inc. other sectors) supported by tourism activity

**30% of Chichester District Total**

**1,530** jobs are in tourism-related sectors

**30% of Chichester District Total**

Key Headline Figures for Manhood Tourism in 2009

[Source: Tourism South East, 2009]

## 4. Understanding the Manhood Peninsula

### Visitor Profiles and Visitor Experience

The recent Selsey and East/West Wittering visitor survey undertaken by Tourism South East (2010) highlights specific aspects about the profile of those visiting the Manhood Peninsula, and perceptions of the visitor experience. Indicative results are presented in this section.

The survey of visitors to Selsey and East/West Witterings was commissioned by Visit Chichester and undertaken by the Research Unit of Tourism South East between August and October 2010. Similar surveys were undertaken in Selsey and East/West Wittering during the summer of 2006. The different sampling period between the 2006 and 2010 needs to be highlighted as potentially influencing the final results.

#### Reference



**TOURISM SOUTH EAST** (2010), *Selsey and East/West Witterings Visitor Survey 2010*, Tourism South East, Hampshire.

#### Age Profile

- Overall, the age profile of visitors to Selsey and East/West Wittering suggest a strong presence of families with children aged 15 years old or younger.

##### Selsey

- In total, 39% of all visitors to Selsey were children aged 0-15 years (29% in 2006).
- The Selsey sample in 2006 included a relatively high proportion of adult visitors aged 55+, however this has fallen from 31% to only 18% in 2010 further reflecting the younger profile of visitors to the town.

##### Witterings

- 34% of visitors were aged 0-15 years, compared to 35% in 2006.
- Visitors aged 55+ have seen a slight increase from 17% to 23% between 2006 and 2010.



#### Domestic Visitors

- Accounted for **99%** of all visitors to Selsey and **97%** of all visitors to East/West Wittering.

##### Selsey

- The highest proportion of visitors came from home locations within Surrey (20%), Hampshire (13%), Greater London (11%), Berkshire (9%) and West Sussex (8%).
- Day visitors were most likely to have come from homes in surrounding counties such as Surrey (32%), Hampshire (21%) and West Sussex (21%), although a small number of visitors had travelled from much further afield.

##### Witterings

- In total, 32% of visitors originated from homes in Surrey, 11% from Hampshire, 9% from Greater London, 8% from Berkshire and 7% from West Sussex.
- Day visitors travelled from homes in Surrey (44%), Hampshire (11%), West Sussex (8%) and Berkshire (8%).

#### International Visitors

- Accounted for **1%** of all visitors to Selsey and **3%** of all visitors to East/West Wittering.

#### Accommodation Used

##### Selsey

- Of the 178 staying visitors interviewed in Selsey, the highest proportion were staying in their own static caravan (35%).
- A further 33% were staying in a rented static caravan (33%), while a further 12% were staying in a touring caravan.
- Only 4% were staying in serviced accommodation (1% in hotels and 3% in B&Bs or guest houses).

##### Witterings

- In total, 22% were staying in their own static caravan, 17% were camping and 10% were staying in a touring caravan or motor home.
- 14% were staying in the homes of friends and relatives.
- Only a small proportion were using serviced accommodation (2% in hotels and 5% in B&Bs or guest houses).



## Reason for Visiting

### Selsey

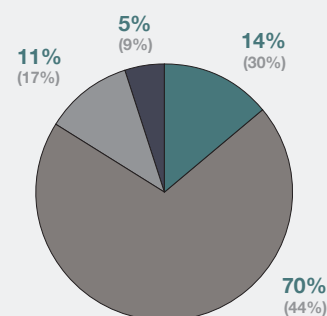
- In total, 96% of visitors described their visit as a holiday or leisure based (87% in 2006), including 95% of day visitors from home and 96% of staying visitors.
- 4% of respondents were visiting to see friends and/or relatives.
- 23% of all visitors to Selsey (15% in 2006) indicated that they were visiting for the first time, while the remaining 77% had visited on least one occasion previously.
- Staying visitors (25%) were more likely than day visitors from home (5%) to be on their first visit to Selsey (15% and 15% respectively in 2006).

### Witterings

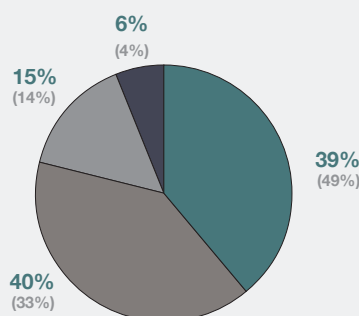
- 91% of visits were holiday/leisure based (95% in 2006), including 92% of day visitors from home and 90% of staying visitors.
- 8% of respondents were visiting to see friends and/or relatives.
- 1% were on a special shopping trip and a very small proportion were on a business trip (<1%).
- In total, 16% of visitors to East/West Wittering (17% in 2006) indicated that they were visiting for the first.
- In East/West Wittering staying visitors (17%) were also more likely to be on their first visit compared with day visitors from home (11%). There is no significant difference compared with 2006, when 13% of day visitors and 19% of staying visitors were on their first visit. time, while the remaining 84% had visited on least one occasion previously.

## Length of Stay - Staying Visitors

### Selsey 2010 (2006)



### Witterings 2010 (2006)

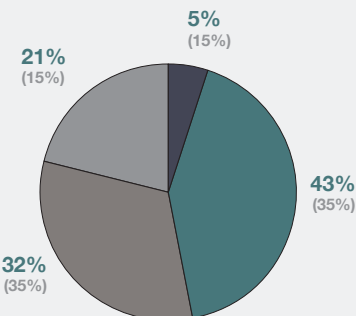


### Average Length of Stay

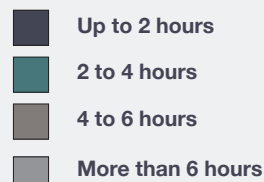
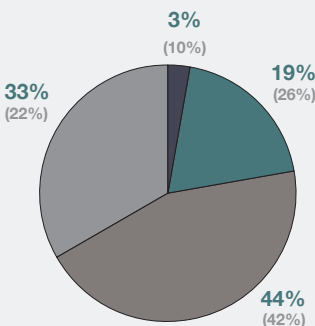
- Selsey** - 6.66 nights (8.32 nights in 2006)
- Witterings** - 6.15 nights (4.71 nights in 2006)

## Length of Stay - Day Visitors

### Selsey 2010 (2006)



### Witterings 2010 (2006)



### Average Length of Stay

- Selsey** - 5.05 hours (4.83 hours in 2006)
- Witterings** - 5.75 hours (5.34 hours in 2006)

## Activities Undertaken

- All visitors were asked whether they had undertaken any activities during their visit. The survey found that the most popular activities for visitors interviewed in both Selsey and Wittering were visiting the beach (91% and 96% respectively), visiting the shops (72% and 87% respectively) and coastal walks (54% and 68% respectively).

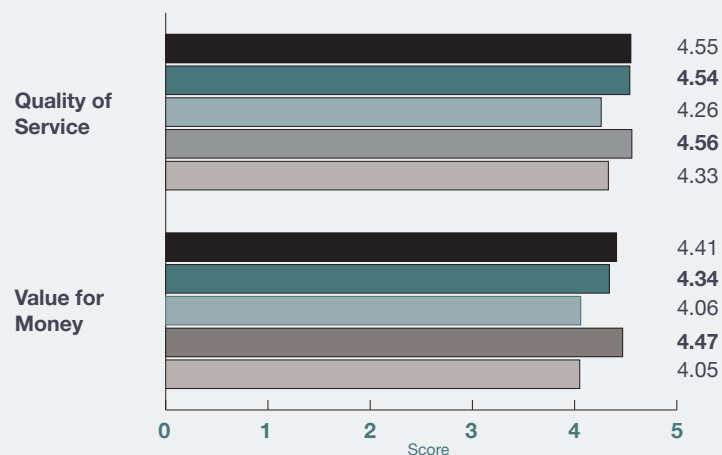
### Activities Undertaken - All Visitors

	All Visitors 2010	Selsey 2010	Witterings 2010
Base	401	198	203
Visiting the Beach	93%	91%	96%
Visiting the Shops	80%	72%	87%
Coastal Walks	61%	54%	68%
Watching boats/water-based activities	40%	39%	41%
Visiting local museums or attractions	34%	36%	32%
Cycling	21%	16%	27%
Taking part in water-sports	11%	8%	14%
Fishing	10%	10%	11%
Playing golf	9%	11%	7%
Birdwatching	8%	8%	8%

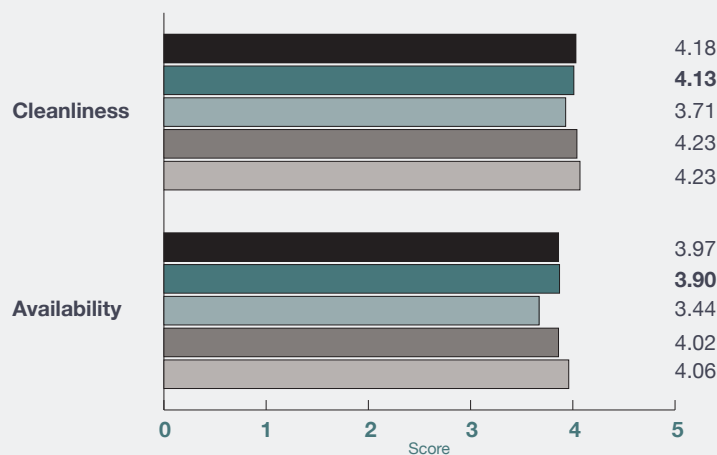


## Visitors' Views and Opinions

### Accommodation



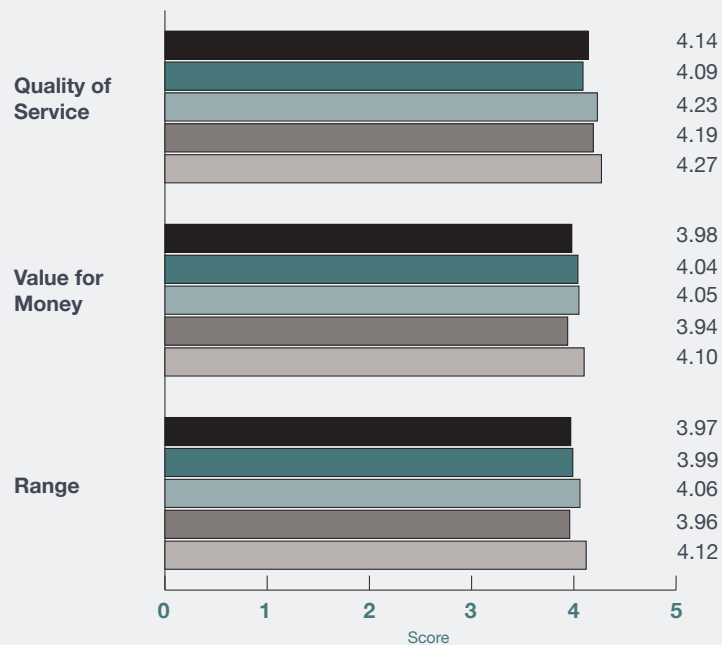
### Public Toilets



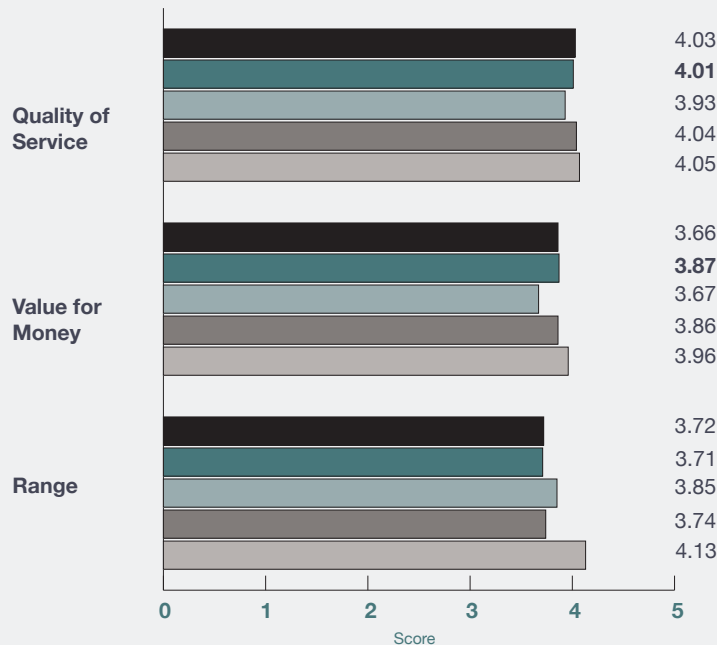
### Key



### Places to Eat and Drink



### Attractions



### Summary

(based on aggregated scores)

#### Accommodation

**4.48/5.00**

#### General Attributes

**4.30/5.00**

#### Coastline

**4.22/5.00**

#### Public Toilets

**4.08/5.00**

#### Places to Eat and Drink

**4.03/5.00**

#### Shopping

**3.86/5.00**

#### Attractions

**3.80/5.00**



## Visitors' Views and Opinions

### Key

- All Visitors 2010
- Selsey 2010
- Selsey 2006
- Witterings 2010
- Witterings 2006

### Summary

Overall the quality of the visitor experience on the Manhood Peninsula is very high, although scores have fallen very slightly since the last survey in 2006.

The high scores for coastline, general atmosphere and enjoyment serve to reinforce the potential opportunities presented by the special qualities and distinctive character of the Manhood Peninsula.

Scores for places to eat and drink are slightly lower, which is disappointing given the range of cafes, pubs and restaurants that are accessible. The scores tend to reinforce the point that gastronomic tourism could be marketed more effectively.

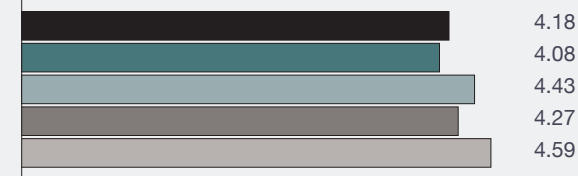
The lowest scores are for shopping and attractions respectively, which reflects, in part, the characteristics of the retail and attractions sector on the Manhood Peninsula.

### Coastline

#### Cleanliness of Beach

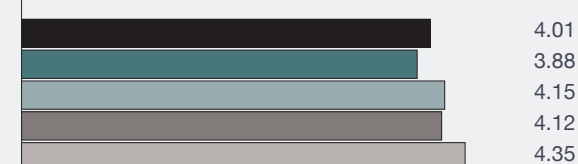


#### Cleanliness of Sea

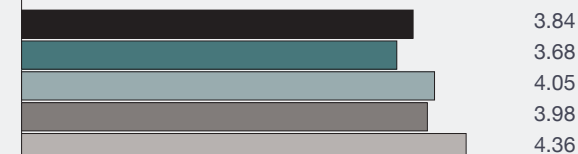


### Shopping

#### Quality of Service



#### Quality of Shopping Environment

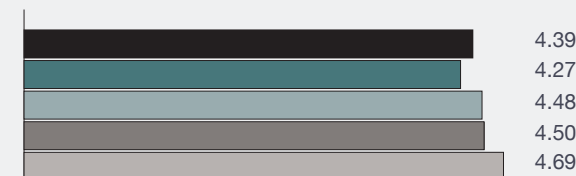


#### Range



### General Attributes

#### Feeling of Welcome



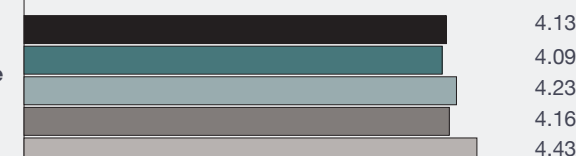
#### General Atmosphere



#### Overall Enjoyment



#### Overall Value for Money



## 4. Understanding the Manhood Peninsula

### Places

The 16 villages and settlements across the Manhood Peninsula offer a rich tapestry of local culture, heritage and vernacular styles, many already linked by existing walking and cycling routes. This provides significant opportunities to develop local distinctiveness and sense of place as a key theme within the DMP.

Indicative places of interest include:



#### Apuldram/Dell Quay

A traditional sailing/boat building village. Situated a little off the Salterns Way, this pretty hamlet is home to the only waterside pub on the Manhood. Apuldram has the Manhood's top rated hotel, which has grown significantly in the last 10 years and is renowned for its restaurant. The community also hosts one of England's premier Blues festivals as well as an Autumn Beer and Music Festival. Pumpbottom Cider Farm produces local apple-based produce including cider.



#### Birdham

A harbour village with a traditional, agricultural feel, old Church, local restaurant and pub, cricket club, sailing club, access to the water and cycle paths. Also home to several retail and wholesale nurseries which attract visitors from outside the area and a farm shop. Home to Birdham Pool and the oldest marina in the country. Great starting destination for walks and cycle rides. This village in many ways epitomises the Manhood vision – where land and water based recreation, agriculture and horticulture and community reside.



#### Sidlesham

Rural gateway to Pagham Harbour and Medmerry, Sidlesham and Sidlesham Common are old settlements in a flat, low-lying, agricultural area to the north of Selsey. Wonderful views overlooking Pagham Harbour with fantastic opportunities for bird-watching. Contains two 17th century Inns – including the Crab and Lobster now a renowned fish restaurant and small hotel.



#### Witterings/Bracklesham

Sun, sand, surf and swim. Who needs to go to Cornwall when our coastline has several miles of safe, accessible beaches – which offer huge stretches of sand at low tide and safe, shallow sea suitable for swimming and surfing. East Wittering and Bracklesham also boasts a growing range of shops supplying clothing and equipment for the fashionable surfing community.

Visitors can learn to surf, dive and fish – through shops/organisations based in this thriving watersports based village. The last few years has seen the opening of several new restaurants and coffee shops, a bike rental shop, a clothing/equipment shop for the horse riding community, and new surf/fashion stores. This trend likely will continue as the village becomes a destination for holidaymakers.

#### Selsey

The charm of Selsey arises from its unique location at the tip of the Manhood Peninsula – where two 'seas' intersect. Stunning sea views of the Isle of Wight, big skies and a wonderful natural light, which is created by its flat topography and the reflection of the surrounding water around Selsey Bill.

Selsey is also home to the award-winning Bunn Leisure Enterprise, salad producer Nature's Way and one of the few remaining fishing fleets on the south coast, which provide fish and seafood to leading London restaurants. Selsey crab and lobster is world-famous and is another distinctive element of the Manhood Peninsula that contributes to sense of place.

#### The Future of Selsey

Opportunities for regenerating Selsey are being investigated as part of the DEFRA funded Coastal Change Pathfinder Project. For more information on the ideas and designs see: [www.selseycoastaltrust.org.uk](http://www.selseycoastaltrust.org.uk)







## Places of Interest

1. Selsey
2. Bracklesham
3. East Wittering
4. West Wittering
5. East Head
6. Itchenor
7. Birdham
8. Sidlesham
9. Pagham Harbour
10. Appledram/Dell Quay
11. Chichester Harbour
12. Chichester Canal



Photo courtesy of CHC/Paul Adams



## 4. Understanding the Manhood Peninsula

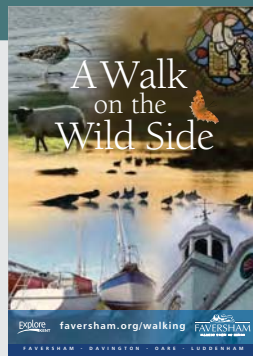
### Walking, Cycling and Horse-riding

One of the most significant opportunities on the Manhood Peninsula is the development of walking, cycling and horse-riding, taking advantage of the public rights of way network (see overleaf). In particular, there is scope to improve the interconnectedness of routes across the Manhood Peninsula, from Pagham Harbour to Chichester Harbour, and also to create additional bridleways for cycling and horse-riding. In addition to the existing public rights of way network, the Medmerry managed realignment also creates exciting new opportunities for access provision. The Chichester canal also provides a potential green link between Chichester city centre and the wider Manhood Peninsula.

A number of groups across the Manhood Peninsula including the Manhood Wildlife and Heritage Group, the Greenways Group, the Manhood Cycle Network, Chichester Harbour Conservancy and Pagham Harbour have all been instrumental, with external support from Sustrains, in developing and promoting new and existing routes, and a key aim of the DMP is to try and facilitate a common approach as to how access can be developed in a sustainable way.

#### Case Study

View



TRIBAL VOICE COMMUNICATIONS (2010),  
Faversham Area Walks Project Evaluation,  
Faversham Enterprise Partnership.



Image courtesy of the Manhood Wildlife and Heritage Group

### The Salterns Way

Salterns Way is an 18km cycle and wheelchair route that stretches from the centre of Chichester to the sand dunes of East Head. The route follows quiet roads and cycle paths through the countryside on the Manhood Peninsula.

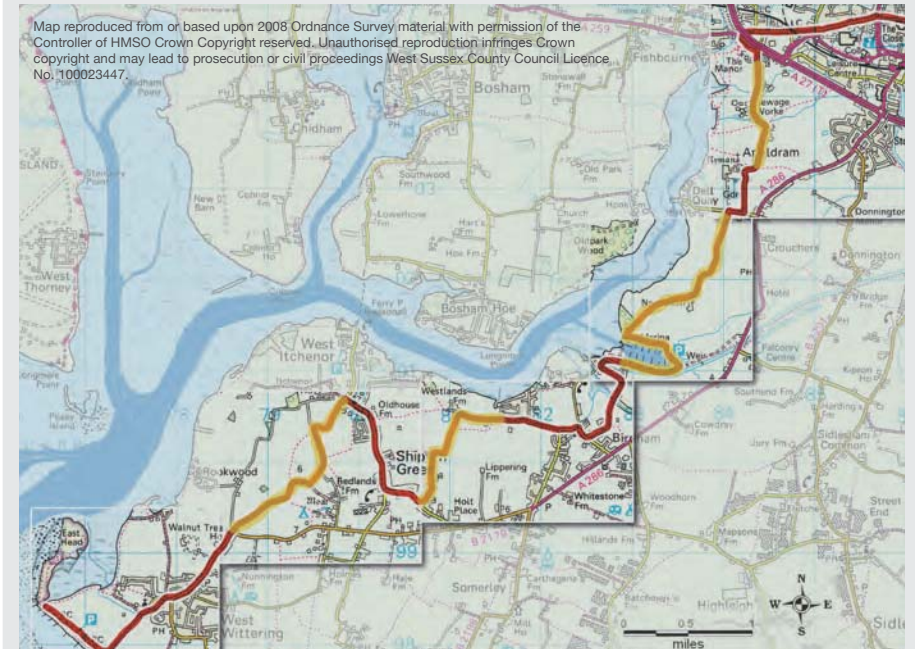




Photo courtesy of CHC/Matt Simmonds





 <p>Reproduced from or based upon 2009 Ordnance Survey 1:1250 or 1:2500 mapping with permission of the Controller of HMSO © Crown Copyright reserved. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings West Sussex County Council Licence No. 100023447</p> <p>Historical Data © Landmark Information Group</p> <p>Aerial photo copyrights - 2001 onwards: ©GeoPerspectives</p>	<b>Existing Public Rights of Way on the Manhood Peninsula: Public Bridleways in green, Public Footpaths in purple</b>		Plan: 01	Highways & Transport	
			Jan 7, 2011	1:40,000	



## 4. Understanding the Manhood Peninsula

### Food and Drink (Gastronomic Tourism)

Food and drink or 'gastronomic tourism' is now regarded as a key component in developing Local Distinctiveness and a Sense of Place. Local food initiatives are crucial to a vibrant tourist economy, especially in rural areas. In 2001, the New Economics Foundation (NEF) estimated that for every £1 spent on local food £2.50 is generated for the local economy. This was significantly more than the £1.40 generated when that same £1 was spent in a supermarket<sup>3</sup>.

The Manhood Peninsula has a wealth of local pubs and restaurants, and is renowned for the quality of its local produce, including Selsey crab and lobster. Interestingly, however, the visitor survey conducted by Tourism South East (2010) shows that scores for visitor attitudes to the range of places to eat and drink scored relatively lower (3.99 out of 5 in Selsey/3.96 out of 5 in the Witterings) compared to other aspects of the overall visitor experience (see page 22).

This clearly illustrates that there is a need to more effectively promote and market food and drink as part of the visitor experience, and also look at opportunities for developing local food initiatives, for example a Peninsula Breakfast, modelled on the Sussex Breakfast.



### Accommodation, Attractions and Transport

Most recent figures from Visit Chichester indicate that there are approximately 129 accommodation establishments on the Manhood Peninsula, comprising a range of accommodation types including self-catering (48%), B&Bs (28%), Caravan and Camping (15%), and Holiday Parks (2%). The quality of service in accommodation and perceived value for money of accommodation scores highly in the visitor survey conducted by Tourism East in 2010 (4.55 out of 5 and 4.41 out of 5 respectively) (see page 22). Without doubt the accommodation sector on the Manhood Peninsula, is dominated by holiday parks, such as Bunn Leisure and Wicks Farm, which play an integral role in the local visitor economy.

Aside from Chichester Marina, West Wittering Beach, the RNLI Museum, and Chichester Harbour Water Tours there is a lack of specific tourist attractions which reinforces the fact that the Manhood Peninsula does not rely on commercial tourist attractions, and the main attraction on the peninsula is the high quality landscape (see pages 30-35) and related nature-based opportunities this affords, such as walking, cycling and bird-watching.

A further opportunity on the Manhood Peninsula is the development of water and marine-based recreation, ranging from diving in Selsey, kite surfing at Bracklesham and surfing at the Witterings. This sector has seen significant growth in the last couple of years, with the emergence of related retail and watersports operators, such as Bracklesham Boardriders and Xtrain, who have collectively increased the awareness of the Manhood Peninsula to tourists and increased watersports activities amongst local residents too, encouraging a waterports community to steadily grow. Given proposed plans for watersports development along the coast in Bognor Regis, there is a real opportunity to develop a defined watersports product on the Manhood Peninsula, as part of a wider coastal offering.

The DMP would not be complete without some reference to traffic, which remains a persistent problem and one which is inherent to peninsularity. However, traffic is not a problem attributable to tourism alone, and is caused by the wider economy, including the expansion and increased commercialisation of the horticultural sector. While continued economic growth is a priority for the Manhood Peninsula, there is a need to recognise that continued traffic growth is not sustainable, and a concerted effort is needed by all stakeholders look at ways of managing and reducing traffic flow in the long-term. While the DMP has clearly stated that growth of the visitor economy in the main season is not sustainable, and the priority is on growth in the shoulder months, all stakeholders must engage in this conversation.



#### Reference:

<sup>3</sup>ROBINSON, P. (2008), *Local Food – An Opportunity for Tourism*, [www.insights.org](http://www.insights.org)

### Case Study: Sussex Breakfast

Sussex Breakfast accreditation encourages local hotels, attractions, cafes and other venues to serve up the quality fare which makes Sussex one of the best food destinations in the UK.



These businesses serve breakfast with a minimum 60 per cent of ethically farmed quality Sussex produce. They are committed to serving the best breakfast they can - one that is fresh, seasonal and tasty.





## Case Study: Bunn Leisure

### Background

- Bunn Leisure is split down into 4 parks, 3 static caravan parks and a touring park. In total, there are approximately, 2,350 static pitches, 250 touring pitches and the facility to accommodate about another 250 tents. The total size of the parks is 350 acres.
- 2150 pitches are rented to families ('owners') who have purchased a caravan and who use it as their holiday home. The remainder are occupied by Bunn Leisure's letting fleet of 200 units. Bunn Leisure also act as an agent for approximately 250 owners.
- Bunn Leisure sell over 15,000 holidays each year, trading from 1st March to 1st November.
- Average capacity each weekend is approximately 12,000. Total capacity is approximately 15,000 (Bank Holiday weekends, Easter, July and August). The total number of visitors in 2009 has been calculated at 388,000.
- The economic survey conducted by Portsmouth University for Chichester District Council in 2001 stated that Bunn Leisure drives in excess of £54million into the local economy.

### Protecting Against Sea Level Rise

- Bunn Leisure obtained full planning permission in November 2009 for sea defences to protect the site. Construction work on the sea defences will run in parallel with work on the Medmerry realignment.
- With the Environment Agency intending to start work in late 2011, Bunn Leisure plan to start building in the early spring of 2012.
- The total cost of the scheme will be around £15m which is completely privately funded by Bunn Leisure.



## 4. Understanding the Manhood Peninsula

### Landscape and Environment

#### Chichester Harbour Area of Outstanding Natural Beauty (AONB)

Despite being the smallest Area of Outstanding Natural Beauty in the South East, Chichester Harbour is one of the most intensively used offering extensive opportunities for water and shore-based activities. Designated in 1964 and covering an area of 74km<sup>2</sup>, in addition to its AONB status, the harbour is also an important wildlife habitat, and of international importance for its overwintering bird populations.

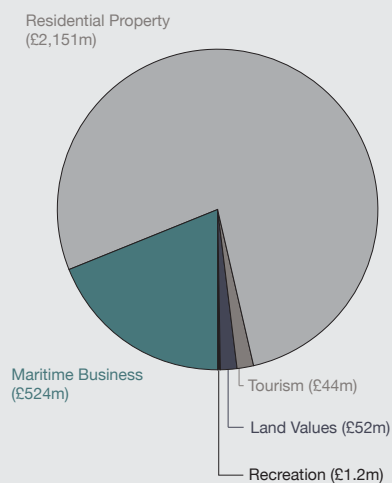
The Manhood DMP is designed to align to the key management issues identified in the Chichester Harbour AONB Management Plan.

#### Key Management Concepts

- Protecting and improving the special qualities of the AONB
- Sustainability and wise use
- Increasing knowledge and understanding
- Helping people to enjoy the AONB
- Supporting the local community and economy
- Working in partnership

**'70% of businesses believe the tranquility of the AONB is a major factor in attracting visitors'**

#### The Economic Value of Chichester Harbour in 2009 [Total Value: £2.78bn]



[Source: Chichester Harbour Conservancy 2009]

#### Special Qualities of the Chichester Harbour AONB

- The unique blend of land and sea - especially the combination of large water areas, narrow inlets and intimate creeks
- The frequently wooded shoreline
- The flatness of the landform, unusual among AONBs, accentuates the significance of sea and tide and of distant landmarks across land and water
- The open water of the central area of the Harbour is a microcosm of the open sea beyond the harbour mouth, reflecting the clouds and sky, the wind and rain
- An overall sense of wilderness within the seascape
- Particularly strong historic character and associations
- Picturesque harbourside settlements
- Wealth of flora and fauna, notably the vast flocks of wading birds, adds to the richness and diversity of the landscape
- The unspoilt character and unobtrusive beauty
- The harbour offers a very special sense of peace and tranquility





**‘With around 1.5 million visitors a year to Chichester Harbour, it is increasingly important to manage tourism in a sensitive and sustainable way to ensure the fragile environment is conserved for future generations to enjoy’**

**Nicky Horter, Chichester Harbour Conservancy**

Photo courtesy of CHC





Photo courtesy of CHC/Terry Easton



## Indicative Policy Areas within the Chichester Harbour AONB Management Plan

### Coastal Defence and Sea Level Rise

CD1: Ensure that responses to the impacts of sea level rise have full regard to the landscape, navigation, recreation and nature conservation interests of Chichester Harbour AONB, together with the needs of businesses and residents

CD2: To seek opportunities to adapt to sea level rise whilst maintaining coastal access routes and creating new intertidal habitat

### Enjoying the Water

EW1: To maintain Chichester Harbour as an ideal and peaceful estuary for the enjoyment of sailing and boating

EW2: To minimise the potential for conflict between different forms of water based recreation

EW3: To minimise the potential for conflict between environmental and boating interests

### Enjoying Chichester Harbour from the Land

EL1: To manage the visitor infrastructure, visitor numbers and activities within Chichester Harbour AONB for minimal impact on its landscape and nature conservation status

EL2: To promote opportunities for visitors to access the AONB sustainability through reduced car use and improved public transport and cycling links

EL4: To minimise potential conflict between recreational users

EL5: To ensure that public rights of way, permissive paths and wheelchair routes are maintained to the highest standard and are available in the long-term

### The Historic Environment

H2: To continue to strengthen partnerships and contribute to the knowledge base for the management of the cultural heritage in the AONB

HE3: To raise public awareness of the historic and cultural value of the AONB, realise its full potential as a learning resource and economic asset to the local community and encourage participation in heritage events and research

### Running a Business

RB1: To support local businesses which have a traditional association with the AONB, are consistent with the landscape and conservation interests and cater for a balance of users and local communities

RB2: To support and offer advice on sustainable development in the AONB which supports social and economic well-being, without detracting from the landscape or conservation value of the AONB

### Activities and Information

AI1: To implement and promote a diverse year-round activities programme to enable people to understand and value the special qualities of Chichester Harbour AONB and foster a sense of guardianship

AI3: To ensure that the opportunity to develop knowledge and understanding of Chichester Harbour AONB is widely available

### Nature and Conservation

NC5: To increase knowledge, understanding and public interest and awareness in the wildlife and conservation of the AONB

NC6: To seek opportunities to influence individuals and organisations to improve the long-term sustainable management for species and habitats of conservation importance within the AONB

### The Land and Seascape

L1: To promote the conservation and enhancement qualities of the special qualities of the AONB

L3: To encourage and develop public interest and awareness in the land and seascape character and its conservation within the AONB

L4: To identify the potential impact of climate change on the land and seascape character of Chichester Harbour AONB and work with others to develop a long-term strategy to address changes which might arise



While highlighting the amenity value of Chichester Harbour, the management plan reinforces the need to protect the special qualities of the local area, and to ensure that the visitor economy is managed sustainably.

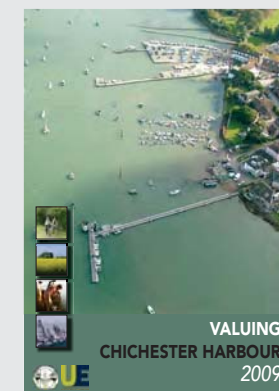
## Reference

View



**CHICHESTER HARBOUR CONSERVANCY** (2008), Chichester Harbour AONB Management Plan 2009-2014, CHC, Chichester.

View



**CHICHESTER HARBOUR CONSERVANCY** (2009), Valuing Chichester Harbour 2009, CHC, Chichester.

## 4. Understanding the Manhood Peninsula

### Landscape and Environment

#### Pagham Harbour

Designated in 1964, Pagham Harbour Local Nature Reserve (LNR) is one of the last remaining areas of unspoilt Sussex coastline, covering approximately 600 hectares (1,500 acres). The site is a haven for wildlife, with rich habitats including saltmarsh and tidal mudflats, shingle, open water, reed swamp and wet permanent grassland. As with Chichester Harbour the site is also of national and international importance for overwintering wildfowl and waders, and is an important breeding site.

The site is designated as a Special Protection Area (SPA) and is a national Site of Special Scientific Interest (SSSI). It is also a European Marine Site and Key Character Area.

A comprehensive overview of the site can be found in the Pagham Harbour LNR Management Plan.

#### Reference

View



**WEST SUSSEX COUNTY COUNCIL** (2007),  
[Pagham Harbour Local Nature Reserve  
Management Plan](#), WSCC, Chichester.

### Management Objectives

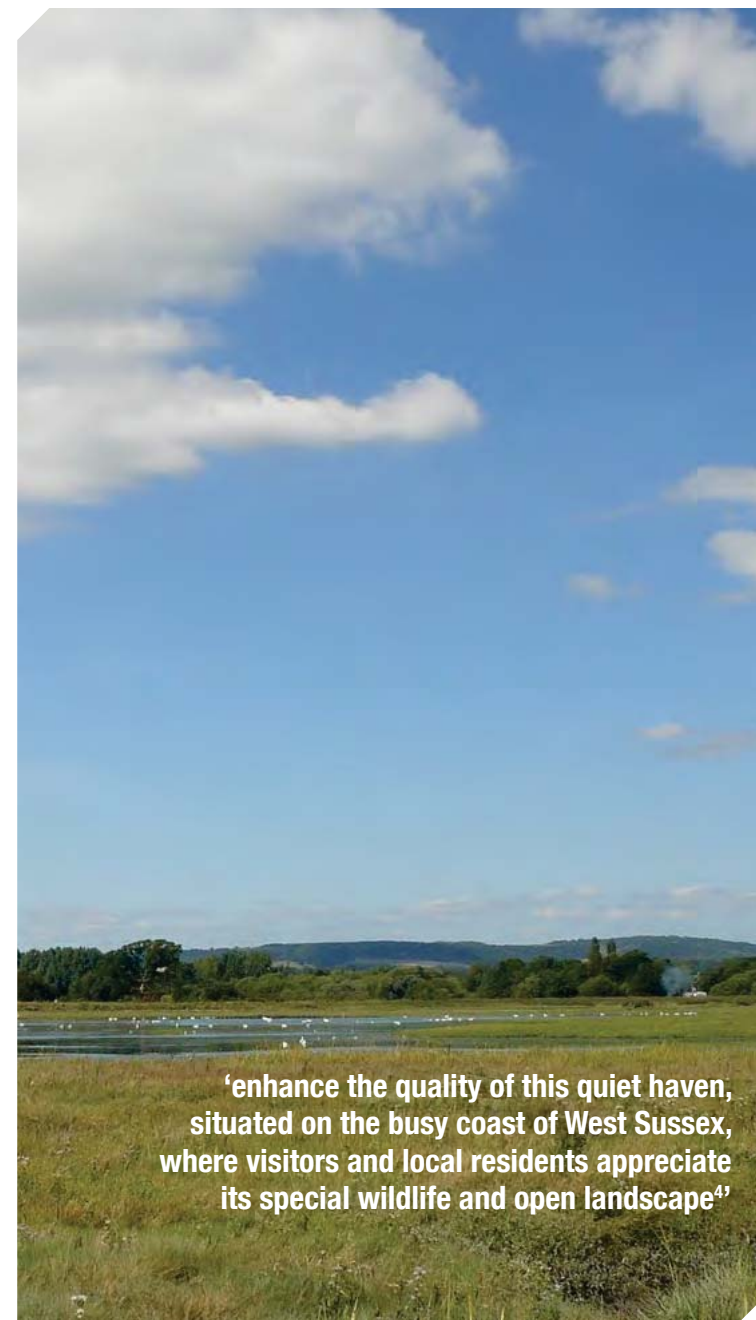
- To protect and conserve the features of wildlife, historic interest, geology, natural beauty, and sense of tranquillity and peace that gives Pagham Harbour its identity
- To enhance, and where applicable to extend, characteristic priority habitats, seeking to increase the populations of important key species in line with the site requirements deriving from national and international conservation agreements
- To promote awareness of Pagham Harbour, a Local Nature Reserve, as a special environment to be enjoyed and cherished and to provide opportunities for studying and learning
- To deliver a clear signal of West Sussex County Council's commitment to nature conservation and sustainability

### Tourism and Recreation

As might be expected, the beauty and tranquility afforded by the site makes it extremely popular for informal recreation, and approximately 200,000 people visit the site each year, of which approximately 25,000 are recorded at the Sidlesham Visitor Centre.

The site provides good access for walking, and the extensive network of public rights of way and permissive paths gives access to all areas of the reserve. Visitor numbers are restricted by available car parking, but the site is accessible via public transport.

While also popular, opportunities for cycling and horse-riding are slightly more restrictive due to the lack of suitable routes, and also because of potential impacts and conflicts between different user groups.



**‘enhance the quality of this quiet haven,  
situated on the busy coast of West Sussex,  
where visitors and local residents appreciate  
its special wildlife and open landscape’**



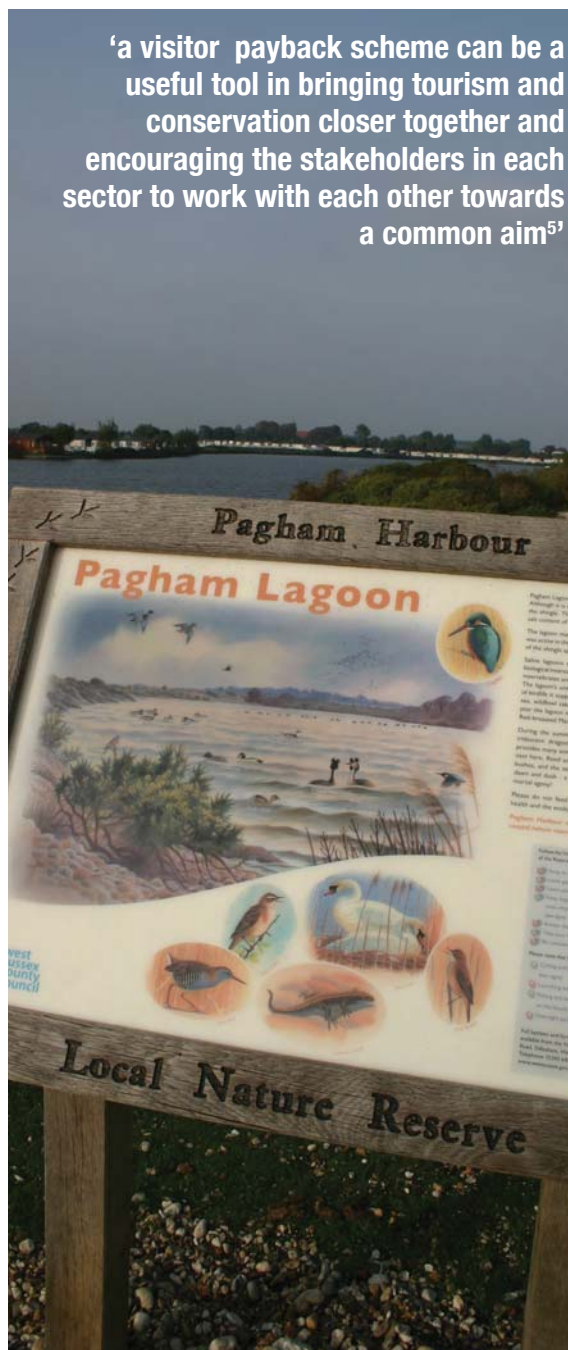
## Pagham Harbour Developments

In November 2009, West Sussex County Council approached the RSPB to see if the charity would consider taking on the day-to-day management of Pagham Harbour Local Nature Reserve. The Council wanted to investigate whether a move to an organisation experienced in running nature reserves could help ensure the sustainability of the reserve, and allow the Council to make cost savings. Much detailed work was done in 2010 to determine what would be required to transfer this very complex site and its staff. As of March 2011, the Council was preparing a paper to take to its Strategic Environmental Services Select Committee setting out the possible business case.

In December 2010, West Sussex County Council announced the results of a four-year feasibility study into a possible new Coastal Visitor Centre to serve the Pagham Harbour area. The study was a partnership with the Environment Agency, RSPB and SEEDA. The public consultation showed very high levels of support for the project, with the preferred location for a new Centre on the disused landfill at Sidlesham Ferry, site of the existing Centre.

Ground investigations revealed that construction would be possible in a couple of locations, and that the landfill could be made safe by capping it, and hence improve habitats and access. The consultation also confirmed the proposed functions and facilities of a new Centre, and its value as a hub for serving Medmerry was confirmed.

Initial traffic studies indicate that the impact on local roads would be very small, and indeed the development of better green access links such as cyclepaths could further minimise impacts. Although the project is now on hold pending more favourable financial circumstances, the comprehensive study is ready to be picked up and used as and when needed.



## Case Study: Pagham Harbour Wildlife Partnership

The Pagham Harbour Wildlife Partnership is a good example of a [Visitor Payback Scheme \(VPS\)](#), which is intended to allow visitors to 'put something back into the environment of the place that they are visiting'<sup>1</sup>. Working in partnership with local businesses, such as Bed and Breakfast operators, visitors are asked to make voluntary donations to support named environmental projects on the reserve.

According to the Destination Manager's Toolkit an effective VPS should have the following broad aims:

- To encourage the tourism industry, other related businesses and visitors to work with conservation groups to protect, maintain and enhance the area's landscape and heritage
- To raise funds and secure sponsorship to enable conservation work to be carried out
- To demonstrate that tourism and conservation can be mutually supportive
- To raise awareness among visitors of the special quality and fragility of the landscape and the need to protect it to encourage the local community to think positively about tourism

A VPS can have a number of positive benefits including harnessing the power of the visitor economy to support small-scale environmental improvements and facilitating greater communication, understanding and value of the local landscape. Visitors themselves have the opportunity to play a part in the protecting the environment they are visiting, while local residents see the positive impacts that tourism can have in an area.

### Reference:

<sup>1</sup>Destination Manager's Toolkit (2010), [Section 2E: Setting up a Visitor Payback Scheme](#), [www.insights.org](http://www.insights.org)

## 4. Understanding the Manhood Peninsula

### Leader Programme

#### Three Harbours and a Coastal Plain

The Manhood Peninsula is within the Three Harbours and Coastal Plain (THCP) Leader programme area, the delivery mechanism for the Rural Development Programme for England 2007-2013. The aims of the Leader programme are to:

- Improve the competitiveness of farming and forestry
- Support a diverse and successful rural economy
- Develop vibrant and thriving rural communities

Leader is implemented through Local Action Groups (LAGS), whose key objective is to deliver locally appropriate and sustainable rural development. In particular, the LAG recognises the need to enable communities and businesses to develop positive and innovative responses to:

- Environmental change and resource availability, particularly with regard to the local impacts of climate change
- Changes in market conditions and consumer trends
- Global and domestic change in economic, social and environmental governance
- Changes to community structures and service provision

Running until December 2013, the overall budget for the THCP programme is approximately £1.7 million. Applicants can apply for match-funding up to a value of £50,000. The Leader programme relates closely to the central themes within the DMP and provides a potential source of funding, particularly to support key areas such as local distinctiveness, local food initiatives, and walking and cycling.

### Leader Principles

- **Area-based local development strategies**
- **Bottom-up elaboration and implementation of strategies**
- **Local public-private partnerships: local action groups**
- **Integrated and multisectoral actions**
- **Innovation**
- **Co-operation**
- **Networking**

### Case Study



Caroline's Dairy produces ice cream using milk from the family farm at Sidlesham. A LEADER grant contributed towards investment in new equipment, including an ice cream tricycle and a freezer van. These have helped the business to expand production and sales, and will provide additional income for the dairy farm.

### Leader Themes

#### Theme 1: Local Food Links

Objectives:

- To improve commercial returns on primary produce
- To develop and establish new supply chain relationships that add value to primary produce
- To exploit new and emerging market opportunities in the area
- To increase access to and understanding of the value of 'local produce'
- To support community health and well-being initiatives

#### Theme 2: Rural Enterprise and Heritage – Valuing Local Distinctiveness

Objectives:

- To maximise the economic opportunities afforded to the area as a result of its natural and historic assets
- To develop a competitive advantage for the area by supporting a greener tourism offer based on the natural and social capital of the area
- To promote entrepreneurship and generate employment opportunities through expanding small rural business and supporting start-ups
- To underpin economic prosperity by engaging communities in activities which engenders a 'sense of place' and build social cohesion

#### Theme 3: Addressing Climate Change and Managing Resources

Objectives:

- To develop new and existing business opportunities that exploit new market opportunities arising from environmental change
- To increase the resilience and retain economic viability of business through investing in adaptive action and business diversification
- To improve access to and implementation of low carbon initiatives for communities and business to help address climate change
- To deliver environmentally sustainable rural development

#### Theme 4: Upgrading and Regenerating Existing Infrastructure

Objectives:

- To ensure the provision of quality space for business development, community activities and leisure facilities
- To further develop the capacity of the area to deliver quality visitor experiences
- To increase business efficiency and increase market access through improved IT systems
- To underpin economic prosperity through the provision of integrated service delivery



## 5. Action Planning

The final section of the DMP aims to bring together key themes and issues in a detailed action plan to support the development of a sustainable visitor economy on the Manhood Peninsula.

A series of action points have been developed that reflect the outcomes of Going Dutch, a peninsula SWOT analysis, and the key objectives of the DMP (page 6). Within this there is particular emphasis on the Principles for Wise Growth (page 10) and the articulation of the VERB model which seeks to:

- Welcome, involve and satisfy visitors
- Protect, reflect and enhance the local environment
- Engage and benefit all host residents
- Achieve a profitable, prosperous and high quality industry

Within the context of this DMP this puts a specific focus on:

- **Environmental sustainability and managing the issues and opportunities presented by climate change and sea level rise**
- **Developing a Sense of Place as a means of capitalising on the opportunities afforded by the distinctive qualities of the Manhood Peninsula**
- **Effective networking and collaboration between the different stakeholder groups who have an interest in the long-term development of the visitor economy**

### SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>• The natural environment - flora and fauna</li> <li>• Climate and light</li> <li>• Sandy beaches</li> <li>• Coast to countryside location</li> <li>• Protected landscapes - Chichester Harbour and Pagham Harbour</li> <li>• East Head</li> <li>• Medmerry managed realignment and new habitat creation and access</li> <li>• Diverse range of activities</li> <li>• Dark night sky for star-gazing</li> <li>• Watersports - surfing/diving/sailing</li> <li>• Walking</li> <li>• Cycling - Saltern's Way/Bill Way</li> <li>• Horse-riding/equine tourism</li> <li>• Birdwatching</li> <li>• Boat trips</li> <li>• Accommodation</li> <li>• Pubs</li> <li>• Local produce</li> <li>• Proximity of Chichester City Centre</li> <li>• All year round destination</li> <li>• Accessible</li> <li>• Weather</li> </ul>	<ul style="list-style-type: none"> <li>• Problems associated with Peninsularity such as road infrastructure and congestion</li> <li>• Poor access to East and West Manhood and surrounding villages</li> <li>• Poor public transport</li> <li>• Poor infrastructure for cycling and equine tourism</li> <li>• Limited accommodation capacity</li> <li>• Lack of signage and interpretation</li> <li>• Car parking</li> <li>• Lack of integration between the agricultural/horticultural sectors and the wider Manhood economy</li> <li>• Increasing commercialisation of horticulture</li> <li>• Poor visitor facilities e.g. showers/toilets</li> <li>• Dog poop</li> <li>• Loss of existing facilities/amenities</li> <li>• Limited cultural diversity</li> <li>• Demographics</li> <li>• Marketing and branding and lack of a defined USP and destination proposition</li> </ul>	<ul style="list-style-type: none"> <li>• To develop distinctive USP and brand opportunities</li> <li>• Walking and cycling</li> <li>• Horse-riding</li> <li>• Nature-based tourism</li> <li>• Astronomy / photography</li> <li>• Medmerry realignment</li> <li>• Heritage and literature</li> <li>• Education</li> <li>• Improved public transport</li> <li>• Signage</li> <li>• Extending the season</li> <li>• VCAS (Visit Chichester Assurance Scheme)</li> <li>• Seasonal activities</li> <li>• Increased watersports provision</li> <li>• Local produce / gastronomy tourism</li> <li>• Free traffic flow into East Head</li> <li>• Encourage new accommodation provision</li> <li>• Visit Chichester website development</li> <li>• Pagham Harbour/visitor centre</li> <li>• Planning</li> <li>• Economic climate - staycations/developing the domestic market</li> <li>• Leader Funding</li> <li>• Working with the farming community</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts of increased recreational pressures on the natural environment and wildlife, including dog walkers</li> <li>• Climate change and sea level rise</li> <li>• Flooding and erosion</li> <li>• Water quality, drainage and sewage</li> <li>• Increased traffic</li> <li>• Funding opportunities</li> <li>• Glasshouse development and increasing commercialisation of the horticultural sector</li> <li>• Planning - support given by the local authority</li> <li>• NIMBY</li> <li>• Demographics</li> <li>• Labour pool</li> <li>• Lack of co-operation between the different sectors and areas on the Manhood Peninsula</li> <li>• Lack of engagement from industry and key stakeholders</li> <li>• Increased level of competition within the tourism sector</li> <li>• Economic climate</li> </ul>

[Themes taken from the Manhood Peninsula DMP consultation workshops and an analysis of key policy documents]

## 5. Action Planning

### Peninsula Enhancement Theme 1: The Visitor Experience

#### Actions:

- Creation of the **Peninsula Tourism Partnership (PTP)** supported by the Manhood Peninsula Partnership, led by Visit Chichester

*There is a clear opportunity to draw together and capitalise on the synergy between all the key stakeholder groups that have an interest in the development of the visitor economy on the Manhood Peninsula and form a singular partnership to act as a suitable and accountable vehicle for driving forward key action points identified in the DMP.*

- Development and implementation of a **Peninsula Sense of Place Project (PSPP)**

*This project would consist of a number of distinct strands that together would form the basis of a potential bid to the TCHP Leader Programme, supporting product development, thematic-led experiences, interpretation and education, and business support.*

*The project would be co-ordinated by a single project group, as part of the Peninsula Tourism Partnership, which would help to facilitate a common approach to the development of key project strands (e.g. walking, cycling, food).*

#### Peninsula Sense of Place Project

Indicative project strands could include:

##### (i) Visitor Guide

*An electronic (web-based) visitor guide based around the unique characteristics of the Manhood Peninsula, including key themes such as Heritage and Culture, Landscape, Food and Drink, Out and About, and Wildlife that all businesses will be able to link to and supplement with their own information*

##### (ii) Car Free Tourism Initiative

*A specific project theme focusing on the development of walking, cycling and equine tourism, drawing on the expertise and work that has already been done, and is planned, by stakeholders and organisations across the Manhood Peninsula, including the Greenways Group, Wildlife and Heritage Group, and Sustrans. The project could also investigate the potential of using the Chichester canal as a green corridor to the Manhood Peninsula, and lead on developing access opportunities presented by the Medmerry managed realignment.*

##### (iii) Local Food Development

*The promotion of local produce and gastronomic tourism on the Peninsula including the development of themed menus (e.g. Peninsula Breakfast), and related events, capitalising on the local food product, for example Selsey crab and lobster.*

##### (iv) Sustainable Visitor Charter

*The development of the Peninsula Principles for Sustainable Tourism as part of a Peninsula wide commitment to sustainable tourism, and enhancing visitor, industry and community awareness of the special qualities of the Manhood Peninsula.*

##### (v) Peninsula Payback Scheme

*Drawing on the success of the Pagham Harbour Visitor Payback Scheme extend the principles of visitor payback as the basis of a Peninsula-wide initiative with funds going to support small-scale environmental projects, education and interpretation.*

### Case Study

#### South East England AONB Sustainable Tourism Project

The project aimed to co-ordinate, deliver and promote a rural tourism initiative in the AONBs of South East England and focused on the sustainable enjoyment of the countryside and its products.

#### Project Objectives

- Helping to ensure a sustainable and economically viable future for tourism interests in South East AONB's
- Working with partners across the South East region to help co-ordinate and add value to existing and planned sustainable tourism programmes aimed at rural tourism interests
- Supporting and instigating new ideas to develop regional distinctiveness, closer links between tourism and local food producers, wider use by visitors of public transport, and greater understanding of the unique qualities of AONB's and their management requirements
- Supporting, instigating and managing programmes to deliver better business practice, greater profitability and environmentally sound management to existing rural tourism businesses in South East AONB's
- Supporting and adding value to the work already being done to advise and assist farmers diversifying into rural tourism in South East AONB's

Central to the project were the development of AONB packs, produced by the AONB units, which were given out to the businesses. These were designed as a booklet that businesses could display in bedrooms to be read by visitors. It included information on the AONB in general, with the opportunity for businesses to produce and include information on their immediate area via template pages accessible from a dedicated Local Distinctiveness website.

#### Application to the DMP

The principles of the project could be translated into a Sense of Place project for the Manhood Peninsula, with resources available electronically via the Visit Chichester website.



## Peninsula Enhancement Theme 2: Industry Competitiveness

### Actions:

- c. Develop bespoke training on local distinctiveness to promote greater industry understanding of the special qualities of the Manhood Peninsula
- d. Adopt the VERB Model and Place Making Charter as the basis of a **Peninsula Proofing Tool** to ensure the sustainable development of the visitor economy on the Manhood Peninsula
- e. Work with the University of Chichester and Visit Chichester to develop a long-term approach to the collection of local area statistics to provide a suitable research base to support the development of the visitor economy on the Manhood Peninsula and wider Chichester District to ensure informed decision-making
- f. Work with the University of Chichester to enhance business competitiveness through work placement and management project opportunities via the School of Enterprise, Management and Leadership
- g. Engage in District-wide initiatives to develop accommodation capacity through the delivery of workshops to the general public on running holiday accommodation

## Peninsula Enhancement Theme 3: Destination Marketing

### Actions:

- h. Development of the Peninsula brand, linked to the Visit Chichester website and the development of appropriate social media channels
- i. PTP to work with Visit Chichester on the development of the new Visit Chichester website with particular reference to micro-sites highlighting key product offerings on the Manhood Peninsula
- j. Emphasis on out-of-season marketing, which draws on the key elements of local distinctiveness as part of the Sense of Place Project



## Summary: Where Next?

The following steps are required to provide a basis for the successful implementation of the DMP

### Step 1:

**Creation of the Peninsula Tourism Partnership (PTP)**



### Step 2:

**Development of a Peninsula Sense of Place Project**



### Step 3:

**Website, Marketing and Brand Development**

## DMP Themes

- Environmental sustainability and managing the issues and opportunities presented by climate change and sea level rise
- Developing a Sense of Place as a means of capitalising on the opportunities afforded by the distinctive qualities of the Manhood Peninsula
- Effective networking and collaboration between the different stakeholder groups who have an interest in the long-term development of the visitor economy

Photo courtesy of CHC



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## 7. Appendix – Visitor Chichester DMP – Priorities

### Enhancement Theme 1: The Visitor Experience

#### Priority 1: Product Development

- a. Develop and promote new and existing products based around the primary tourism assets in Chichester and across the District
- b. Integrate products into short break marketing based around theme-led experiences to develop high value spending tourism
- c. Work with regional partners to secure funding to support the development of new tourism products
- d. Promote existing products more effectively to the host community through more resident-orientated activity
- e. Review the quality of the existing product and opportunities for development through the Quality and Membership Committee to help co-ordinate and disseminate information between different sectors across the District
- f. Work in partnership with the Rural Towns co-ordinator to support the development of tourism in the market towns and rural areas of the District

#### Priority 2: Customer Service and Quality Management

- a. Increase the number of quality assessed accommodation across the District and further develop the Visit Chichester Assessment Scheme
- b. Support industry participation in nationally recognised accreditation schemes
- c. Work with partners across the District to offer training and advisory to support quality enhancement
- d. Recognise and reward best practice across the District, through the creation of an annual Visit Chichester Tourism Awards Programme
- e. Appoint industry best practice champions as quality mentors
- f. Deliver high quality information services via the Tourist Information Centres to enhance the quality of the visitor experience
- g. Develop a parallel visitor information strategy to ensure that visitors and industry have effective, efficient and easy access to information they require in the most appropriate formats

### Priority 3: Research and Monitoring

- a. Work in partnership with the University of Chichester to implement a phased research programme to produce an accurate evaluation of tourism across the District and to ensure informed decision-making
- b. Work with attraction providers across the District to develop a generic customer feedback form to allow more effective benchmarking of the visitor experience across the District
- c. Develop online feedback mechanisms to enhance further the quality of the visitor experience

### Enhancement Theme 2: Industry Competitiveness

#### Priority 4: Business Support and Advisory

- a. Develop an industry-portal on the Visit Chichester website (industryvisitchichester.com) to help facilitate the disseminate of industry best practice and act as networking hub for local businesses
- b. Support industry participation in nationally recognised training programmes (e.g. Welcome to Excellence)
- c. Work strategically with Chichester College and the University of Chichester to provide bespoke training and business development support
- d. Work strategically with Chichester College and the University of Chichester to allow the tourism industry to benefit from student placements, small-scale research and management projects, and event management support
- e. To capitalise on available funding streams (e.g. Rural Development Programme for England) to support bespoke training opportunities across the District
- f. Appoint industry best practice champions as business mentors

### Priority 5: Developing a Sustainable Tourism Industry

- a. Increase the number of businesses across the District involved in green accreditation, for example through VCAS Green Credentials or the Green Tourism Business Scheme
- b. To identify and support opportunities for the use of local goods and services, for example the Sussex Breakfast
- c. Support sustainable business practice through active engage with the West Sussex Sustainable Business Partnership and the University of Chichester
- d. Work with businesses and related stakeholders to explore opportunities for developing green tourism across the District
- e. Encourage businesses in the District to adopt a Sustainable Visitors Charter as part of Visit Chichester's commitment to the Place Making Charter
- f. Work in partnership with key stakeholders to develop infrastructure and sustainable transport networks to improve visitors' experience of the District with community and environmental improvements an added benefit

### Enhancement Theme 3: Destination Marketing

#### Priority 6: Marketing and Communications

- a. Develop a parallel marketing strategy to maintain the pro-active marketing and promotion of Chichester District as a premier destination focusing on brand and thematic-led activity
- b. Expand the range of information available on the Visit Chichester website and explore opportunities for developing micro-sites for theme-based experiences
- c. Develop online content through the use of social media and provide the infrastructure for more user-generated content
- d. Explore opportunities to develop the short break package based around itinerary planning
- e. Work with non-tourism business across the District to act as Chichester ambassadors supporting the development of business tourism



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