



Tourism

Devon County Council's Action Plan

2009 - 2010



Draft Tourism Role and Action Plan 2009 – 2010

Introduction

This action table is a key component of Devon County Council's Tourism Role and Action Programme (RAP), a document that sets out the Council's strategic approach to tourism for the period 2008/09 until 2010/11.

Building on the Council's Strategic Plan priorities and the overarching theme of 'making Devon greener', the Tourism RAP lists ten key objectives, all with a number of outcomes that the Council wishes to be achieved. Whilst predominantly a plan to guide the delivery of Devon County Council's services and functions, the RAP does recognise the important role that partnerships play in delivering a number of these tourism objectives.

A range of actions have been identified to help deliver these objectives during the financial year 2009/10. These are listed in the following table, below the objective they are supporting. They are accompanied by a brief description of the routine work of the Council that helps to meet the tourism objectives on a day to day basis.

The actions are monitored and updated on an annual basis.

Highlights in 2008/09:

- In February 09, Country Life magazine announced that Devon is "**officially England's best county**". Devon came out as England's top county after being rated by the magazine as the best in the categories for green policy, landscape and wildlife, heritage, local food and pubs.
- A fully established **Destination Management Organisation** was successfully launched in Devon - Visit Devon Ltd. with a service agreement between Visit Devon and Devon County Council signed in March 2009.
- Visit Devon's sub-group, the Sustainable Tourism Action Group (STAG), finalised their **Sustainable Tourism Action Plan** in June 08 and was officially adopted by the Visit Devon board in November 08.
- A new **Tourism and Creative Industries Toolkit** was launched in November 08 to improve business performance in these key sectors.
- Morwellham Quay was awarded **Key Centre Status** in May 2008 and has been developed into a fitting gateway to the Cornwall and West Devon Mining Landscape World Heritage Site.
- New-look **Go2 branded buses** were introduced by Devon County Council and Stagecoach in July 08. The 12-strong fleet of double-decker Enviro, low floor buses operate between Exeter, Dawlish, Teignmouth and Newton Abbot offering an excellent service to visitors to the area. In East Devon, **new buses** were introduced on the X53 Jurassic Coast service and buses on the 31 service were rebranded with Jurassic Coast livery.
- Several off-road sections of the **Exe Estuary Trail** were completed at Starcross and Cockwood during 08/09. The community mural along the Exmouth to Lympstone section was completed in May 08. Interpretation panels, decorative waymarker posts and bespoke seating were also installed around the length of the trail in December 08.
- Devon County Council proudly supported the **Celebration of Food** and **South West Festival of Food and Drink** events in 2008/9 to help encourage the tourism industry to better engage with local food and drink producers with both of the events adopting the **Devon Brand** throughout their event marketing.

Priorities for 2009/10:

- Helping **improve the performance of tourism businesses** during the economic slowdown through a range of initiatives including implementation of the **Weathering the Storm** Action Plan and the provision of advice on how to reduce energy costs and free website 'health checks' including top tips for website improvements.
- Support and influence Visit Devon's **promotional activities** for the County to ensure that Devon is promoted as a year-round, vibrant, green destination.
- Support the drive for a **low-carbon economy** in Devon through initiatives such as the development and promotion of sustainable activities 'on your doorstep', local wildlife appreciation and car free days out.
- Key sustainable tourism **infrastructure improvements** including the continued development of the Exe Estuary Trail, new opportunities for leisure horse-riding in Devon and improvements to the SWCP and associated interpretation of historic features along route through the Rural Development Programme for England (RDPE).

Objective 1.3) Develop a Better Understanding of Tourism and Help to Improve the Performance of Tourism Businesses

Outcomes:

- Improved knowledge of business performance, on-going trends, visitor aspirations and attitudes and develop tourism which is integrated into the local economy with improved performance of tourism businesses;
- Efficient use of ICT throughout the industry with visitors able to access information both before and during their stay.
- Online booking capabilities across the sector enabling tourism businesses the access to global markets and retaining a competitive position.

Ongoing actions include general awareness raising within the tourism industry to improve the profile of the sector as a good career choice and monitoring anecdotal evidence of tourism trends across the county.

Action No.	Action	Target	Resources	Lead
1.3.1	<p><u>Tourism Data</u></p> <p>Encourage and support the gathering of timely and accurate performance information on the tourism sector through Visit Devon Ltd.</p>	<ul style="list-style-type: none"> • Encourage the sharing and dissemination of best practice and visitor statistics within the tourism sector through quarterly emails and workshop events ongoing until March 2010. • Gather tourism data through the Devon residents panel and in partnership with SWT undertake a survey of community attitude towards tourism by February 2010. • Continue work with SWT to finalise the REAP footprinting model by March 2010. Training events scheduled throughout 2009/10. 	Core	EEC (Economy)
1.3.2	<p><u>Website Health-check Service</u></p> <p>Provision of free advice to tourism businesses to ensure that they are able to maximise the potential of their website including advice on search engine optimisation, capturing visitor information and online booking services etc.</p>	<ul style="list-style-type: none"> • Production of toolkit including top tips for businesses by June 2009. • Provision of free business advice service to tourism business ongoing until March 2010. 	£25k Economy	EEC (Economy)
1.3.3	<p><u>Weathering the Storm Action Plan</u></p> <p>Develop and implement the Devon-resident focussed 'Weathering the Storm' Action Plan in order to support local tourism and other businesses through the economic slowdown during 2009.</p>	<ul style="list-style-type: none"> • Develop and implement the Action Plan with partners, including an awareness campaign and associated promotional activities by end December 2009. • Establish and implement monitoring and evaluation criteria for the initiative by December 2009. 	£100k Corporate	EEC (Economy/ C'side)

Objective 2.1) Develop Sustainable Travel and Leisure Choices

Outcomes:

- Effective marketing of the sustainable transport links to cities, market and coastal towns, villages, tourist accommodation and attractions;
- An increased proportion of leisure and tourism visitors making use of public transport and other sustainable activities such as walking, cycling and horse-riding;
- Economic benefits for rural communities by visitors using public transport, walking routes, cycle routes and bridleways.

Ongoing actions include the promotion of sustainable activities and sustainable transport to both tourism businesses, tourist information centres and visitors.

Action No.	Action	Target	Resources	Lead
2.1.1	<u>Sustainable Tourism Action Plan</u> Continue the development and implementation of the Sustainable Tourism Action Plan on behalf of Visit Devon Ltd.	<ul style="list-style-type: none"> • Coordinate the delivery of actions within the Sustainability Action Plan with appointed consultants including the development of: <ul style="list-style-type: none"> - A Countywide Visitor Payback Scheme - Car Free Days Out initiatives - The Wealth of Wildlife / Wildlife Appreciation Project 	As per Action 1.2.1	EEC (Economy) EEC (Economy)
2.1.2	<u>Public Transport Promotion</u> Promote and develop public transport provision to improve access to PROW, recreational walking and cycling routes.	<ul style="list-style-type: none"> • Promotion of Go2 service, Exeter - Dawlish ; New leaflet for Summer 2009 including ticket promotions • Spring/Summer 09 promotion of Service 308 Croyde Bay - Barnstaple; "Welcome to North Devon: Croyde & Saunton" leaflet - distributed to all tourist destinations along the route including holiday parks, hotels and TICs. Including Family Ticket promotion • Develop a Jurassic Coast East Devon Public Transport Map Leaflet by August 09. 	£10k TCS £5k TCS	EEC (TCS)
2.1.3	<u>Promotion of Devon as the Place to be Naturally Active</u> Design, update, publication and distribution of the family of Discover Devon leaflets and promotion of Devon as a 'Naturally Active' destination at local shows, using the Devon Brand.	<ul style="list-style-type: none"> • Amendments and reprint of DD Cycling by May 09 and smaller reprints of DD Walking, Geology, Horse Riding and Wildlife as needed (dependant on distribution during spring/summer) by March 10. • Promotional work, advertising, distribution, fulfilment, updates and reprints as necessary for DD Walking, Cycling, Geology, Horse Riding and Wildlife. • Promotion of literature at the County Show and 7 Local Shows 	£10k EMP Core	EEC (C'side)
2.1.4	<u>Strategic Recreational Routes</u> Updated and improved leaflets and route packs which include information on access, accommodation, cycle hire, public transport, refreshments, attractions etc. Actions are inline with the priorities identified in the paper - Devon County Council's approach to Development and Promotion of the County's Strategic Route Network, November 2007.	<ul style="list-style-type: none"> • Individual partnership arrangements for County's Strategic Route Network established by July 09. • A new and up to date East Devon Way leaflet by end April 2009. • A new West Devon Way leaflet by end October 2009. • A new Two Castles Trail leaflet by end March 2009. • Implementation of the promotional strategy for the County's walking, cycling and horse riding routes. 	Core £13k EMP £5k EMP	EEC (C'side)

2.1.5	<p><u>Exe Estuary Trail</u></p> <p>Implement the Interpretation and Access Strategy for the Exe Estuary Trail (NCN 2) for section between Lympstone and Exton and at various locations on the western side of the trail.</p>	<ul style="list-style-type: none"> • 3 new interpretation panels, waymarkers and seating along the new section of route between Lympstone and Exton, by December 09. • Assistance in the coordination of the opening celebration for the Lympstone to Exton section in December 09. 	£35k EDG	EEC (C'side)
2.1.6	<p><u>Dorset and East Devon Coastal Corridor Action Plan</u></p> <p>Support the development and implementation of the Coastal Corridor Action Plan.</p>	<ul style="list-style-type: none"> • Support the implementation of the Action Plan ongoing to March 2010. • Provide guidance and assistance to projects which relate to improving access to the Jurassic Coast through the East Devon AONB ongoing to March 2010. 	£tbc LTP £5k EMP	EEC (C'side)/ TCS) and JC Team
2.1.7	<p><u>Stop Line Way</u></p> <p>Interpretation and promotion of a new off-road cycleway between Seaton and the Devon border to Weston-super-Mare.</p>	<ul style="list-style-type: none"> • Develop and coordinate an interpretation strategy for the route led by an interpretation steering group by December 09. • Installation of a start / end to the route artwork feature and interpretation panel in Seaton by March 2010. 	£30k LTP (tbc)	EEC (C'side)
2.1.8	<p><u>South West Coast Path</u></p> <p>Development and implementation of the SWCP RDPE project. Containing the four elements:</p> <ul style="list-style-type: none"> • Strand 1: Improvements to historic environment and associated interpretation • Strand 2: Key SWCP infrastructure improvements. • Strand 3: YHA improvements. • Strand 4: Visitor information, business engagement, marketing and promotion. 	<ul style="list-style-type: none"> • Submit full bid application, establish partnership agreements, identify strand leads and delivery mechanisms by end April 2009. • Develop a detailed project action plan if application successful by October 2009. • Begin implementation of actions under all four strands ongoing to March 2010. 	£2k SWCP £802k RDPE	EEC (SWCP/ C'side/ Economy)
2.1.9	<p><u>Horsy Heaven</u></p> <p>Marketing and promotion of new horse riding opportunities to be developed throughout the county with a particular focus on:</p> <ul style="list-style-type: none"> - The Blackdown Hills - Ruby Country - The Tamar Valley 	<ul style="list-style-type: none"> • Support the recruitment of an officer (based within PROW) to undertake the delivery of new riding opportunities in Devon, by May 2009. • Ensure new riding opportunities are promoted in conjunction with Visit Devon by March 2010. 	Core	EEC (PROW / C'side)

Objective 2.2) Encourage Sustainable Business Practice

Outcomes:

- A tourism industry aware of sustainability issues and their impacts on the environment;
- Devon known as *the* destination for sustainable tourism, contributing to its image and profile.
- Improved competitiveness through increased profits and cost saving.

Ongoing actions include general awareness raising and promotion of the advantages of sustainable business practices, resulting in both benefits for the environment and business efficiency savings. Ongoing promotion of Devon as a 'Green' holiday destination with fantastic local food and drink.

Action No.	Action	Target	Resources	Lead
2.2.1	<u>Green Accreditation</u> Through STAG, encourage tourism businesses across the county to join the Green Tourism Business Scheme (GTBS) and David Bellamy Award.	<ul style="list-style-type: none"> • Promote the GTBS and David Bellamy Award to the tourism sector through one-to-one business mentoring and workshops, in order to maintain existing number of GTBS businesses (target retention rate of 60%) by March 2010. 	As per Action 1.2.1	EEC (Economy)
2.2.2	<u>Local Food and Drink</u> Encourage and enable tourism businesses to use and promote local food and drink.	<ul style="list-style-type: none"> • Build on existing and develop new links between Devon's food and drink producers and tourism businesses through collaborative networking events, local promotion of food and drink, examples of best practice and workshops by March 2010. 	£2k Economy	EEC (Economy)
2.2.3	<u>Collaborative Opportunities for Tourism Businesses</u> Develop opportunities for businesses to share best practice, provide opportunities for collaborative working and establish a central point for business information.	<ul style="list-style-type: none"> • Coordinate delivery of actions within the Sustainability Action Plan including: <ul style="list-style-type: none"> - Establishing a Green Tourism Business Network - Developing the sustainable tourism pages of www.devontourismadvice.com website 	As per Action 1.2.1	EEC (Economy)

Objective 3.1) Encourage High Quality throughout the Tourism Sector, Quality Career Opportunities and Improved Skills Standards

Outcomes:

- Improved customer satisfaction with the quality of the tourism product in Devon.
- Retention of staff and improved recruitment through investment in training and staff development.

Ongoing actions include work with South West Tourism, other public and private sector organisations to drive up accommodation and attractions quality standards and the continued hosting of the Tourism Skills Network Coordinator for Devon.

Action No.	Action	Target	Resources	Lead
3.1.1	<u>Improving Skills and Performance</u> Implement on behalf of Visit Devon, the Workforce Development Plan to improve performance of the sector.	<ul style="list-style-type: none"> • Work with Peninsula Enterprise and other agencies such as the Learning and Skills Council, to deliver flexible and valued training and skills including ICT, by March 2010. • Work with Envision and other agencies to encourage tourism 	£tbc External Funding	EEC (Economy)

		<p>businesses to adopt resource efficiency measures to improve their performance (See Action 2.2.1)</p> <ul style="list-style-type: none"> • Re-launch of the Tourism Ambassadors Programme by December 2009. • Workshop for the tourism and creative sectors to help better develop opportunities for cultural tourism by December 2010. 		
3.1.2	<p><u>Devon Tourism Awards</u></p> <p>Encourage the establishment of a Devon Tourism Award Scheme to showcase examples of quality tourism businesses.</p>	<ul style="list-style-type: none"> • Encourage Visit Devon to work with other DMOs to develop a consistent quality approach to tourism, by March 2010. • Encourage businesses to engage with the DEBI awards, by March 2010. 	£6k Economy	EEC (Economy)
Objective 3.2) Improve the Quality and Diversity of Attractions and Visitor Accommodation				
Outcomes:				
<ul style="list-style-type: none"> • High standards of existing visitor attractions and where suitable, new all-weather attractions, appropriate to the local area and culture; • A high quality accommodation sector meeting the demands of the market, with a reduction, where needed, in the amount of outdated and poor quality accommodation; • Tourism facilities in Devon which are “welcoming” to all. 				
Ongoing actions include the provision of advice to potential developers of new sustainable tourism businesses such as attractions and accommodation and consultation on local tourism planning applications.				
Action No.	Action	Target	Resources	Lead
3.2.1	<p><u>The Tamar Valley and Morwellham Quay</u></p> <p>Support the delivery of the Tamar Mining Heritage Project including the development of Morwellham to fulfill Key Centre status for the Cornwall and West Devon Mining Landscape World Heritage Site.</p>	<ul style="list-style-type: none"> • The Tamar Trails network (Phase 1) completed with an opening in July 2009. • Ongoing implementation of the Morwellham Business Plan by March 2010. • Links to Actions under 4.2.1. 	Corporate	EEC (C’side)
3.2.2	<p><u>East Devon Jurassic Coast Interpretation Centres</u></p> <p>Through the Exmouth and Seaton Interpretation Centre Steering Boards ensure that the Jurassic Coast Centres are progressed.</p>	<ul style="list-style-type: none"> • Work with developers at Seaton to progress the planning application and gain approval by June 2009. • Implement the funding strategy and develop the Sea Change application for Seaton by June 2009. • Re-examine the options appraisal for the Exmouth centre by June 2009. 	£0.5m DCC (Corporate MFR and Investing in Devon)	EEC (C’side and Economy)
3.2.3	<p><u>Streamlining of Business Quality Schemes</u></p> <p>To establish a local set of grading criteria inline with the standards set at national level and improve integration between GTBS criteria and NQAS and other accreditation schemes in order to minimise the associated costs for local businesses.</p>	<ul style="list-style-type: none"> • Support and encourage Visit Devon to establish a local franchise of the national quality assurance schemes by March 2010. • Support SWT and Visit Devon to work towards closer integration of GTBS and other quality grading schemes. 	Core	EEC (Economy)

Objective 4.1) Develop Devon's Tourism Infrastructure Provision and Public Realm

Outcomes:

- A safe, efficient and easy to use sustainable transport network for visitors;
- Numerous tourist attractions and large accommodation providers with green travel initiatives;
- A wide range of opportunities for tourist activities throughout the year.

Ongoing actions include small scale improvements to the public realm in Devon and provision of visitor and leisure facilities e.g. cycle storage and public art.

Action No.	Action	Target	Resources	Lead
4.1.1	<u>Place Shaping</u> Support Visit Britain's Place Shaping Agenda and work towards achieving high quality visitor services	<ul style="list-style-type: none"> • Develop a County-wide Place-shaping plan by December 2009. • Ongoing improvements to the public realm in Teignmouth by December 2009. • Engage with CABE/SWRDA and other public sector partners to improve the public realm by March 2010 in Exmouth/Seaton/Dawlish/Ifracombe. • New public realm enhancements planned The Strand in Exmouth and Martins Lane in Exeter City Centre, by March 2010. • Implementation of Phase II of the Exeter strategic signage project (walking and cycling). • Develop a lay-by signs refresher action plan by October 2009. 	Core £3M Core	EEC (Economy) EEC (Public Realm)
4.1.2	<u>Recreational Route Development</u> Improvements to the sustainable tourism infrastructure in Devon through the development of the network of walking, cycling and horse riding routes.	<ul style="list-style-type: none"> • Development of key initial sections of the Stop Line Way including the detailed planning of several sections including Seaton Marshes and widening of the footway into Axminster by March 2010. • Develop an action plan to create a multi-use link between the Tarka Trail and Camel Trail in Cornwall by December 2009. • Construction of the section of Exe Estuary Trail between Lypstone and Exton with an opening in December 2009. • Support the recruitment of an officer (based within PROW) to undertake the delivery of new riding opportunities in Devon, by May 2009. 	£tbc LTP £tbc LTP Core	EEC (Highways / EDG) EEC (PROW)
4.1.3	<u>Support for Regional Infrastructure Projects</u> Support the development of sustainable tourism infrastructure in the South West in order to maximise the opportunities for tourism in Devon.	<ul style="list-style-type: none"> • Improvements to the railway station platform at Yeoford improving visitor links to Okehampton by March 2010. • Implement improvements to the landing quay on Lundy by March 2010. • Support for the successful RDPE Rural Tourism pan-regional projects including: SW1 Cycle Hubs, Enjoy Water, Rural Sports Tourism and Camel-Tarka Link in Cornwall. 	£tbc £tbc Core	EEC (Ian Harrison) EEC (C'side / Economy)

Objective 4.2) Conserve and Enhance Devon's Natural Resources and Culture

Outcomes:

- A natural and built environment of the highest quality, enjoyed by visitors with no impact on its intrinsic qualities.
- A maintained and enhanced character and distinctiveness of Devon's cultural heritage.

Ongoing actions include supporting the implementation of the tourism actions within the Management Plans for the five Areas of Outstanding Natural Beauty of North Devon, East Devon, Blackdown Hills, South Devon and Tamar Valley; managing Stover and the Grand Western Canal Country Parks and other countryside sites for local residents and visitors; and contributing towards the development of sustainable tourism within National Parks. Actions also include those which celebrate Devon's cultural assets such as regularly communicating information to residents and visitors on events, activities and county council's tourism activities; giving support for appropriate local events and festivals; maintenance of the Public Rights of Way, recreational route and cycle route networks and the continued hosting of the South West Coast Path National Trail Team.

Action No.	Action	Target	Resources	Lead
4.2.1	<p><u>Cornwall and West Devon Mining Landscape World Heritage Site</u></p> <p>a) Ensure appropriate management, support and secure opportunities for conservation and economic development b) Support to the Tamar Mines Heritage Project.</p>	<ul style="list-style-type: none"> • Implement governance arrangements with new Cornwall Council in April 2009. • Develop the "Discover the Extraordinary" RDPE application to provide improvements to interpretation, promotion and the visitor offer at Cornish Mining attractions by April 2009 and implement Phase 1 of the programme of activity from September 2009 to March 2010. • Morwellham Proposals – see Action 3.2.1 • Ensure project delivery of the Tamar Mines Heritage Project for 09/10, the final year of a five year programme. 	<p>a) £31.9k EMP</p> <p>£1.96m RDPE</p> <p>b) £60k EMP Core</p>	<p>EEC (C'side)</p> <p>EEC (C'side)</p>
4.2.2	<p><u>Dorset and East Devon Coast World Heritage Site</u></p> <p>a) Ensure appropriate management, support and secure opportunities for economic development b) Agree and implement the Jurassic Coast Framework Project Business Plan for SWRDA funded capital and revenue projects.</p>	<ul style="list-style-type: none"> • Implement 09/10 Business Plan by March 2010. • Management Plan Review adopted and new governance arrangements in place by June 2009. • Framework Projects for Exmouth and Seaton progressed – see 3b.2 • Implement Year 2 of Jurassic Coast Arts Project by March 2010. 	<p>£95k + infl'tn EMP</p> <p>£30k Capital</p> <p>£20k Culture</p>	<p>EEC (C'side)</p>
4.2.3	<p><u>North Devon's Biosphere</u></p> <p>Ensure appropriate management, support and secure opportunities for economic development and coastal and rural regeneration within the Biosphere. Raise awareness of the significance of the Biosphere with stakeholders, local communities and visitors.</p>	<ul style="list-style-type: none"> • Continuation of Communication support and its collaboration with the North Devon AONB Team. • Development of large scale bids for a biodiversity programme and for Climate change Interreg bid. 	<p>£20k EMP</p>	<p>EEC (C'side)</p>

4.2.4	<u>Areas of Outstanding Natural Beauty</u> Develop areas of joint working between AONBs to ensure a countywide approach to management and developing cultural tourism opportunities.	<ul style="list-style-type: none"> Implement Delivery Plans for 2009/10 for the five AONBs by March 2010. Agree a new MOU for each AONB by December 2009. Implement an agreed programme of events to celebrate 60th anniversary of the 1949 Act and 50th anniversary of North and South Devon AONBs. Develop a Highways Management Protocol by August 2009. 	£tbc EMP	EEC (C'side)
4.2.5	<u>Devon's Olympic 2012 Programme</u> Advance the development, planning and initial implementation of an Olympic 2012 programme through the Team Devon partnership.	<ul style="list-style-type: none"> Support the 2012 Action Plan (covering events for 2008-12 and including the Cultural Olympiad) being drawn up by Team Devon. 	Core	£100,000 DCC Corporate for 2009-2012
4.2.6	<u>International Year of Planet Earth (IYPE)</u> Promotion of geological interpretation in celebration of International Year of Planet Earth 2008-2010.	<ul style="list-style-type: none"> Publicise minimum of 50 events through Devon Rocks! website by December 2009. Produce new web-based information on Devon's rocks by July 2009. Produce the Granite Song touring exhibition and arrange schools programme by December 2009. 	£4k EMP	EEC (C'side)
4.2.7	<u>Stover Poetry Trail</u> Development of secondary interpretation linked to the Ted Hughes poetry trail.	<ul style="list-style-type: none"> On-site text and audio interpretation, available on loanable mp3 players, by December 09. Labels for the poetry posts to inform the public of the audio packs and one of the poetry panels re-etched, by December 09. Potential publication of the Ted Hughes Poetry Trail Collection in booklet form - December 09. 	£tbc EMP	EEC (C'side / Stover Country Park)
Objective 4.3) Mitigate the Impact of Tourism on Climate Change and Adapt to the Future Climate				
Outcomes:				
<ul style="list-style-type: none"> A reduction in the impact of Devon's tourism industry on the causes of climate change; An industry which is informed, flexible and able to adapt to the changes in weather patterns and tourist behaviour patterns, brought about by a changing climate. 				
Ongoing actions include the promotion of climate change mitigation and adaptation messages to both visitors and businesses through the promotion of sustainable tourism activities including walking, cycling and car free tourism.				
Action No.	Action	Target	Resources	Lead
4.3.1	<u>Reduce the Carbon Footprint of Tourism in Devon</u> Develop initiatives which address both climate change mitigation and adaptation by tourism businesses, visitors and local communities.	<ul style="list-style-type: none"> Formulate and implement actions which relate to climate change within the Sustainable Tourism Action Plan (See Action 2a.1) by March 2010. Work closely with SWT to finalise development and implement training sessions on the REAP model by December 2009. 	As per Action 1.2.1 As per Action 1.2.1	EEC (Economy / C'side)