



**AGENDA FOR THE MEETING OF TOTNES TOWN COUNCIL**  
**MONDAY 3<sup>rd</sup> JULY 2017 AT THE GUILDHALL TOTNES**

You are hereby SUMMONED to attend the Meeting of the Council, which is to be held in the Guildhall, Totnes on **Monday 3<sup>rd</sup> July 2017 at 7pm** for the purpose of transacting the following business:

No	Subject	Comments
1	To receive apologies.	
2	The Mayor will request confirmation that all Members have made any amendments necessary to their Declaration of Interests, if appropriate.	
3	<p><i>The Council will adjourn for the following items:</i></p> <p><u>Public Question Time:</u> A period of 15 minutes will be allowed for members of the public to ask questions or make comment regarding the work of the Council or other items that affect Totnes.</p> <p><u>Reports from County and District Councillors</u></p> <p><u>Police Report if submitted</u></p> <p><i>The Council will convene.</i></p>	Enclosures to follow by email
4	<p>To approve and sign the Minutes of the following Meetings :</p> <ul style="list-style-type: none"> <li>a. Full Council - 5<sup>th</sup> June 2017</li> <li>b. Place Committee – 8<sup>th</sup> June 2017</li> <li>c. Operations Committee – 19<sup>th</sup> June 2017</li> <li>d. Personnel Committee – 21<sup>st</sup> June 2017 (CONFIDENTIAL)</li> <li>e. People Committee – 22<sup>nd</sup> June 2017</li> </ul>	<p>Enclosure</p> <p>Enclosure</p> <p>Enclosure to follow</p> <p>Enclosure to follow</p> <p>Enclosure</p>
5	<p>To discuss matters arising and consider committee recommendations (Please note confidential recommendations can be agreed but any discussion must be held in Part 2):</p> <ul style="list-style-type: none"> <li>a. Full Council - 5<sup>th</sup> June 2017</li> <li>b. Place Committee – 8<sup>th</sup> June 2017</li> <li>c. Operations Committee – 19<sup>th</sup> June 2017</li> <li>d. Personnel Committee – 21<sup>st</sup> June 2017 (CONFIDENTIAL)</li> <li>e. People Committee – 22<sup>nd</sup> June 2017</li> </ul>	Enclosures
6	To elect a Recess Committee of the Mayor and Committee Chairmen which will have delegated authority to deal with any matters which may arise during August when the Council is in recess. Any such decisions will be reported to the Council in September.	
7	To consider and prioritise the action plan of the Visit Totnes Marketing Strategy	Enclosure
8	To note the Traffic and Transport Forum Notes	Enclosures

1	To receive feedback on the Mayors and Chairs meeting with South Hams District Council held on 21 <sup>st</sup> June 2017	Verbal update from the Clerk
.0	To adopt the revised Social Media and Communications Policy	Enclosure
.1	To consider forming a partnership with Caring Town on Safeguarding Young People in the Community	Enclosure
.2	To receive an update on the Neighbourhood Planning process	Verbal update from Town Clerk
.3	To note the Arts Working Group notes from 14 <sup>th</sup> June 2017	Enclosure
	<i>The Council will be asked to <b>RESOLVE</b> to exclude the press and public "by reason of the confidential nature of the business" to be discussed and in accordance with the Public Bodies (Admission to Meetings) Act 1960.</i>	
.4	To discuss and matters arising or recommendations from CONFIDENTIAL minutes.	Enclosure
.5	To confirm future dates: <ul style="list-style-type: none"> <li>Monday 31<sup>st</sup> July 2017 at 5pm Paige Adams Trust Meeting to agree the grant applications. Followed by a meeting of all Councillors to agree Grant applications to the Civic Hall subsidy fund.</li> <li>August – Recess Committee on Thursday 17<sup>th</sup> August at 10am (IF REQUIRED)</li> <li>Full Council on Monday 2nd September at 7pm in the Guildhall</li> </ul>	

Catherine Marlton



Town Clerk



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**DRAFT MINUTES OF THE MEETING OF TOTNES TOWN COUNCIL**  
**MONDAY 5<sup>th</sup> JUNE 2017 AT THE GUILDHALL TOTNES**

Present: Councillors R Adams (Chair), Paine, Westacott MBE, M Adams, Whitty, Simms, Sermon, Hart-Williams, and Sweett.  
Apologies: Councillors Cohen, Hendriksen, Elliot-Smith, Vint and Barker  
In Attendance: Catherine Marlton (Town Clerk), Christina Bewley (Deputy Clerk), Peter Bethel (Town Sergeant), District Councillor Green, District Councillor Birch, Soundart Radio, 2 Police Officers, 1 member of the press and 2 members of the public.

No	Subject	Comments
1	To receive apologies.	Apologies were given by Councillors Cohen, Hendriksen, Elliot-Smith, Vint and Barker. It was <b>RESOLVED</b> to accept the apologies.
2	The Mayor will request confirmation that all Members have made any amendments necessary to their Declaration of Interests, if appropriate.	There were no amendments.
3	<p><i>The Council will adjourn for the following items:</i></p> <p><u>Public Question Time:</u> A period of 15 minutes will be allowed for members of the public to ask questions or make comment regarding the work of the Council or other items that affect Totnes.</p> <p><u>Police Report if submitted</u></p> <p><u>Reports from County and District Councillors</u></p>	<p>A member of the public raised concerns that the change of date &amp; time of the last Full Council meeting and the date &amp; time of the Town meeting had not been adequately publicized. The Clerk responded with details of the extensive advertisement carried out for the Town meeting.</p> <p>The Police Officer apologised for not attending Full Council meetings recently. He gave a verbal report of the crime statistics for May in Totnes. These are up for the same time last year but down on the year before. Inspector Tapley explained that increase are due to the economic situation, increasing cybercrime and a change in the reporting requirements which has resulted in more crimes being recorded. They are continuing to work with schools on Operation Venus. The national emergency has resulted in resources being stretched. There has been an increase in aggressive begging which is being addressed urgently. Cuts will result in 150 PCSOs being lost over the next 4 years. Operation Genesis is a consultation process being set up in relation to the cuts and Councillors are welcome to attend a CSP Forum to have a say on the issue. Louisa Daly is the contact for this and dates of the forum will be issued shortly. The Police Officer gave an update on progress catching graffiti criminals. Names have been provided by the public and are being investigated.</p> <p>Cllr Birch referred to the written report he had provided and asked Cllrs to support the St Mary's Partnership consultation. The proposed merger of SHDC and WDBC has a number of issues to</p>

		<p>be considered and resolved.  Cllr Birch offered to set up a site meeting for Town Cllrs to attend regarding the proposed new base station installation at Babbage Rd and it was agreed that this would be helpful.  The issue of remedial work needed for St Mary's Church wall was raised and the Town Clerk confirmed that she will be looking into who has responsibility for maintaining it.</p> <p>Cllr Green referred to the written report he had provided. He advised that there was a meeting planned for this week regarding the SHDC and WDBC merger and Cllr should let him have any questions they wished him to raise. A decision on whether it should be proposed would be made by the end of July and then there would be a public consultation in August.  The consultation on the changes to car parking permits closes on 9<sup>th</sup> June.  The proposed changes to the garden waste collection service are not going ahead and it will be reconsidered.  Fusion are looking to invest in the Leisure Centre although the amount is not yet known.</p>
4	<p><i>The Council will convene.</i></p> <p>To approve and sign the Minutes of the following Meetings :</p> <ol style="list-style-type: none"> <li>a. Operations Committee -- Wednesday 26<sup>th</sup> April 2017</li> <li>b. Full Council -- Tuesday 9<sup>th</sup> May 2017</li> <li>c. People Committee - Thursday 11<sup>th</sup> May 2017</li> <li>d. Personnel Committee -- Monday 22<sup>nd</sup> May 2017 (CONFIDENTIAL)</li> <li>e. Operations Committee -- Monday 22<sup>nd</sup> May 2017 (CONFIDENTIAL)</li> </ol>	<p>It was <b>RESOLVED</b> to approve and sign the Minutes of the following meetings:</p> <ol style="list-style-type: none"> <li>a. Operations Committee -- Wednesday 26<sup>th</sup> April 2017</li> <li>b. Full Council -- Tuesday 9<sup>th</sup> May 2017</li> <li>c. People Committee - Thursday 11<sup>th</sup> May 2017</li> <li>d. Personnel Committee -- Monday 22<sup>nd</sup> May 2017 (CONFIDENTIAL)</li> <li>e. Operations Committee -- Monday 22<sup>nd</sup> May 2017 (CONFIDENTIAL)</li> </ol>
5	<p>To discuss matters arising and consider committee recommendations (Please note confidential recommendations can be agreed but any discussion must be held in Part 2):</p> <ol style="list-style-type: none"> <li>a. Operations Committee -- Wednesday 26<sup>th</sup> April 2017</li> <li>b. Full Council -- Tuesday 9<sup>th</sup> May 2017</li> <li>c. People Committee - Thursday 11<sup>th</sup> May 2017</li> <li>d. Personnel Committee -- Monday 22<sup>nd</sup> May 2017 (CONFIDENTIAL)</li> <li>e. Operations Committee -- Monday 22<sup>nd</sup> May 2017 (CONFIDENTIAL)</li> </ol>	<p>The following matters arose:</p> <p><u>Operations Committee -- 26th April 2017</u>  Item 4 -- This was approved at the last Full Council meeting.  Item 8 -- The level of charge to be levied was discussed. An amendment to the Recommendation to stagger the increase in the charge over 3 months was voted against. It was <b>RESOLVED</b> to accept the Committee's original Recommendation of £50 per month from 1<sup>st</sup> October 2017.  Item 9 -- It was <b>RESOLVED</b> to accept the Recommendation.</p> <p><u>People Committee -- 11th May 2017</u>  Item 3 - It was <b>RESOLVED</b> to accept the Recommendation.  Item 4 -- It was <b>RESOLVED</b> that the Clerk will obtain more information on the support required before the recommendation is agreed.</p> <p><u>Operations Committee -- 22nd May 2017</u></p>

		<p>Item 5 - It was <b>RESOLVED</b> to accept the Recommendation.</p> <p>Item 7 - It was <b>RESOLVED</b> to accept the Recommendation.</p> <p>Item 8 - It was <b>RESOLVED</b> to accept the Recommendation.</p>
6	To consider the report of the Internal Auditor in relation to Accounts and Annual Return for the year ending 31 <sup>st</sup> March 2017.	<p>The Internal Audit Report was considered.</p> <p>Cllr Whitty enquired whether the Standing Orders are being reviewed. The Clerk confirmed that a full review would be undertaken,</p> <p>The issue of whether Cllr Allowances should go through Payroll was discussed. The Clerk advised that she was looking into it and would feedback when she had clarification.</p>
7	To review and approve the Annual Governance Statement – if agreed, signing of the statement by the Chair and Clerk.	It was <b>RESOLVED</b> to approve the Annual Governance Statement 2016/17 which was then signed by the Chair and Clerk.
8	To review and approve the Accounting Statement – if agreed, signing of the statement by the RFO (Clerk) and then by the Chair. If agreed the accounts will be on the website 12/6/17 – 21/7/17 for public rights.	It was <b>RESOLVED</b> to approve the Accounting Statement 2016/17 which was then signed by the RFO/Clerk and the Chair.
9	To confirm the Outside Bodies on which the Town Council will have a representative and to elect members.	<p>It was <b>RESOLVED</b> to approve the following changes:</p> <p>a. Totnes Traffic and Transport Forum – Cllr Whitty to stand down and Cllr Simms to stand.</p> <p>c. Totnes Allotments Association – The Clerk to confirm with Cllr Hodgson that there is no change.</p> <p>e. Totnes Municipal Charities – 4 Council representatives are required but 2 current representatives are former Cllrs. The Clerk will write to the 2 former Cllrs to advise that they are no longer able to represent the Council on this board as they are not serving Cllrs.</p> <p>f. KEVICC Foundation Governors – Cllr Piper to stand down and Cllr Sweett to stand. Cllr Sermon expressed an interest in standing if another vacancy arises.</p> <p>h. Parish Paths Partnership – Cllr Sweet to stand.</p> <p>i. Totnes NP Steering Group – Cllr R Adams to stand down.</p> <p>m. DALC County Committee - The Clerk to confirm with Cllr Hodgson that there is no change.</p>
10	To note the April Visit Totnes Marketing Report and May Tourism Partnership Meeting	This was noted.
11	To note the success of the TCDS Heritage Lottery Fund	This was noted.
12	Verbal update on the Community Budgeting process and Annual Town Meeting from the Town Clerk	<p>The Clerk gave a verbal update.</p> <p>Despite the poor turn-out a lot of ideas have been put forward. For the Environment, the provision of a Town Ranger was the most popular suggestion. It was felt that this role could help resolve the growing problem with beggars and vagrants in the town.</p>

		<p>For Tourism, it was felt by some members of the community that an all year round Tourist Information Officer is needed and that the Guildhall may not be a suitable location for this role.</p> <p>For Heritage, it was suggested the opening times for the Museum should be extended.</p> <p>For Art, there were various suggestions including support for the Carnival and a Fun Fair on Borough Park.</p> <p>The next step will be for Cllrs to decide on a list of idea to publish in the local paper and on social media which the public can vote on.</p> <p>The process will also be promoted through our stand at the Totnes Show. The Clerk asked that Cllrs contact her to volunteer their time for this event.</p> <p>Cllr Whitty felt that it was a very good and productive format for Town meeting and Cllr R Adams thanked the Clerk for all her hard work.</p> <p>The Clerk hopes to involve volunteer residents in groups that will take the process forward.</p>
	<p><i>The Council will be asked to <b>RESOLVE</b> to exclude the press and public "by reason of the confidential nature of the business" to be discussed and in accordance with the Public Bodies (Admission to Meetings) Act 1960.</i></p>	
13	<p>To discuss and matters arising or recommendations from CONFIDENTIAL minutes (ONLY IF REQUIRED).</p>	<p>None.</p>
14	<p>To confirm the date of the next meeting as Monday 3<sup>rd</sup> July at 7pm The next Paige Adams meeting will be scheduled in due course.</p>	<p>This was noted and the meeting ended at 8.40pm.</p>

Christina Bewley  
Deputy Clerk

**MINUTES OF THE PLANNING AND PLACE COMMITTEE  
THURSDAY 8<sup>TH</sup> JUNE 2017 AT THE GUILDHALL TOTNES**

Present: Councillors Hendriksen (Chair), Hart-Williams, Paine, and Sermon.

In Attendance: Sara Halliday (Administrator), and public.

Apologies: None.

Not Present: Councillors Hodgson and Vint.

No	Subject	Comments
1	To receive apologies and to confirm that any absence has the approval of the Council.	None.
	<i>The Committee will adjourn for the following items:</i>	
	A period of 15 minutes will be allowed for members of the public to ask questions or make comment regarding the work of the Committee or other items that affect Totnes.	None.
	<i>The Committee will convene to consider the following items:</i>	
2	To approve the minutes of the meeting of 27 <sup>th</sup> April 2017.	Agreed.
3	To note or make recommendations on tree works decisions and orders:  <b>Works to Trees in a Conservation Area:</b>  3.1) 1617/17/TCA – T1: Ash – remove x2 stems overhanging highway. The Manor House, Coronation Road, Totnes, TQ9 5DF	No objections.
<b><u>NOTE: Cllrs JH and RV observe and do not vote on any applications which would potentially be discussed at a Development Management Committee meeting at SHDC.</u></b>		
4	To make recommendations on the following planning applications:  4.1) 1453/17/PAD and 1483/17/POD – Prior notification of proposed demolition of single storey wing to South East of Parkers Barn and proposed change of use of a building from Office Use (Class B1a) to residential (C3) comprising 26 flats. Parkers Barn, Parkers Way, Totnes, TQ9 5UF.  4.2) 1455/17/LBC – Listed building consent for details of compressible filler board and sealant to be installed at the Steam Packet Inn to ensure the continuation of a flood defence scheme throughout Totnes. The Warehouse (Graham Reeves), St Peter's Quay, Totnes, TQ9 5EW.  4.3) 1607/17/ARC and 1458/17/ARC – Application for approval of details reserved by conditions 9 (details of exterior finishes), 5 (wall finish) and 10 (landscape scheme) of planning consent 3282/16/FUL. River Dart (Railway Crossing North	Applications available on the SHDC website – <a href="http://www.southhams.gov.uk">www.southhams.gov.uk</a>  Cllrs are supportive of this application and the intended end use of the residential development.  No objections.  No objections.

<p>end) to Baltic Wharf (South end).</p> <p>4.4) 1716/17/FUL – Conversion of former shop storage into a self-contained cottage. The Barn, Leechwell Street, Totnes, TQ9 5SN.</p> <p>4.5) 1493/17/HHO and 1493/17/LBC – Householder application and listed building consent for extension in rear courtyard, remodelling of existing kitchen/utility area, reopening of original door onto Bank Lane, provision of additional en suite bathrooms, installation of conservation area roof lights, reinstatement of railings and gate to front. 4 Bank Lane, Totnes, TQ9 5EH.</p> <p>4.6) 1234/17/HHO – Householder application for replacement and enlargement of existing doors, windows and porch, addition of roof dormer and additional balcony. 3 Hancocks Cottages, Fore Street, Totnes, TQ9 5TT.</p> <p>4.7) 1704/17/NMM – Non material amendment to planning consent 56/0586/13/F for realignment of parking spaces adjacent to Plots 32-41 and erection of centralised bin storage facility. Follaton Oak, Plymouth Road, Totnes.</p> <p>4.8) 1603/17/HHO – Householder application for installation of a flue for a woodburner. Blue Island, Northgate, Totnes, TQ9 5NX.</p> <p>4.9) 1642/17/LBC – Listed building consent for repairs and re-slating to include new felt and battens to rear roof. 18a High Street, Totnes, TQ9 5RY.</p> <p>4.10) 1682/17/LBC – Listed building consent for installation of remedial wall ties. 5 Coldharbour, Bridgetown, Totnes, TQ9 5BJ.</p> <p>4.11) 1745/17/CLP – Lawful development certificate for proposed demolition of existing porch and replacement with a larger porch/conservatory. 8 Springhill Road, Totnes, TQ9 5RD.</p> <p>And to note the following planning applications (where the deadline for comment has now expired):</p> <p>4.12) 1056/17/ADV and 1057/17/LBC – Advertisement and listed building consent for external non illuminated fascia and projecting</p>	<p>No objections.</p> <p>No objections.</p> <p>No objections.</p> <p>No objections.</p> <p>No objections.</p> <p>No objections.</p> <p>No objections.</p> <p>No objections.</p> <p>Objection, based on insufficient information provided for the Committee to make a decision.</p> <p>Noted.</p>
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	<p>sign, window vinyl graphics and associated works. 44 Fore Street, Totnes, TQ9 5RP.</p> <p>4.13) 1240/17/FUL – Erection of detached wooden classroom. Windmill House, Ashburton Road, Totnes, TQ9 5JT.</p>	Noted.
5	To consider the SHDC consultation on parking permit proposals.	It was <b>AGREED</b> that Cllrs would review the Totnes car parking tariff financial modelling information received from SHDC and discuss the options at the next meeting in order to make a recommendation to Full Council in July.
6	To consider the pre-application consultation on behalf of Vodafone Ltd and Telefonica UK for a proposed new base station installation in Babbage Road, Totnes, to improve 2G/3G and 4G coverage in the area.	Noted. It was <b>AGREED</b> that further information on the height of the mast was to be sought as part of the pre-application consultation process.
7	To note the authorisation of Order Section 247 for the stopping up of Highway at 5A The Plains, Totnes TQ9 5DR.	Noted.
8	To note the latest DCC Devon local flood risk management strategy update.	Noted.
9	To note the Campaign for the Protection of Rural England South Hams May/June update.	Noted.
10	To note the following event requests:	
	10.1) Totnes and Bridgetown Royal Rowing Regatta, 1-2 July 2017.	Noted.
	10.2) Follaton Travel Fun Day, 1 July 2017.	Noted.
11	To note the date of the next meeting – 6 <sup>th</sup> July 2017 at 4pm in the Guildhall.	It was <b>AGREED</b> to hold the next meeting on <b>29<sup>th</sup> June</b> to take forward the action set out in Item 5 (above).

ENDED 5:05PM

CHAIR



**MINUTES OF THE PEOPLE COMMITTEE**  
**THURSDAY 22<sup>ND</sup> JUNE 2017 AT THE GUILDHALL OFFICES TOTNES**

**Present:** Cllr A Simms (Chair), Cllr M Elliot-Smith, Cllr K Sermon, Cllr J Sweett, and Cllr T Whitty.

**In Attendance:** Sara Halliday (Administrator), Public and Press.

**Apologies:** Cllr N Hart-Williams, Cllr B Piper.

No	Subject	Comments
1	To receive apologies and to confirm that any absence has the approval of the Council.	The apologies from Cllrs Hart-Williams and Piper were accepted and noted.
<i>The Committee will adjourn for the following item:</i>		
	Public Engagement: A period of 15 minutes will be allowed for members of the public to ask questions or make comment regarding the work of the Committee or other items that affect Totnes.	Susanna Griffith and Rob Tilsey (residents of Totnes) spoke about the condition of the Mill Leat, the complications of who owns the land and water, and their wish to clean up both the water and overhanging vegetation. It was <b>AGREED</b> that item 13 would be moved up the agenda for discussion as the issues were linked.
<i>The Committee will reconvene to consider the following items:</i>		
2	To note the Totnes Sub-Aqua Club's offer to clean up the Mill Leat.	It was agreed that a long term solution on the upkeep of the Mill Leat should be found. The offer of the Totnes Sub-Aqua Club to carry out a clean-up was supported, but they need to be mindful of the health and safety risks from the water and should liaise with the Dart Harbour Authority. It was agreed to <b>RECOMMEND</b> to Full Council that TTC: investigate with the Land Registry ownership of the land adjacent to the Leat; and to impress on land owners their responsibilities in maintaining it.
3	To deal with any matters arising from 11 <sup>th</sup> May 2017.	Minutes agreed.  Item 3 – Agreed by Full Council.  Item 4 – Deferred by Full Council. The Town Clerk is going to speak to SHDC about the DAAT site, as the Borough Park proposal is SHDC, not TTC, owned land.
4	To elect a Deputy Chair.	Councillor Jo Sweett was elected Deputy Chair.
5	To discuss the homeless and drug issues in the town centre.	It was agreed that the current situation in the town centre of people begging and using drugs should not be seen as acceptable, and that local people and businesses should be encouraged to report incidents to the local police using the 101 number in order to have recorded evidence of the problem in the town. Those who give money should be encouraged to donate to the various organisations in the town who can give help and advice – the Freedom Centre and Marketplace Drop In Centre are doing good work. It was agreed to <b>RECOMMEND</b> to Full Council that TTC: takes a zero tolerance position on begging in the town; work with and support the Police in their enforcing this position using existing laws available to them; and for better coherence between the various local organisations in Totnes (e.g TTC, CTIE, Marketplace, Chamber of Commerce).
6	To consider a Community Engagement Plan.	To be carried forward to the next meeting. The policy has been accepted by Full Council and Cllr Whitty is to produce a paper on implementation.
7	To review the Link Councillors following the	Clarity is required on what meetings and groups Link Councillors should be engaging with. It was <b>AGREED</b> that the Council Office updates the next

	new committee memberships from 18 <sup>th</sup> May 2017.	Committee on the induction process for Link Councillors given recent changes in responsibilities.
8	<i>NP and OSSR&amp;WB Policy review.</i> Note: OSSR&WB Policy is on the TTC website under the NP section.	Cllr Whitty updated that pre-consultation on the Neighbourhood Plan would soon commence. On OSSR&WB Cllr Whitty suggested that allotments are reviewed at the next meeting, which was <b>AGREED</b> .
9	Update on 18 <sup>th</sup> Birthday cards to young people within the town and to consider the proposal to offer the Guildhall for the politics students to hold debates sponsored by the TC.	Cllr Sweet updated that the data held in the Open Register can be used to send birthday cards without breaching any data protection laws and costs £24.50 from SHDC. St John's School had to postpone holding their school council in the Guildhall this week, but use by local school groups is to be encouraged with The Grove School and KEVICCS. It was agreed to <b>RECOMMEND</b> to Full Council that the open register is purchased in order to: see how many people will turn 18 in the following year; and to produce an estimate of the cost in sending 18 <sup>th</sup> birthday cards.
10	To consider the National Association of Local Councils' letter inviting councils to light a beacon on 11 <sup>th</sup> November 2018 as part of the First World War commemorations.	It was agreed to <b>RECOMMEND</b> to Full Council that this is supported. There is time to plan for the event and TTC already has a beacon and basket.
11	To consider the Seafarers UK invitation to fly the Red Ensign for Merchant Navy Day on 3 <sup>rd</sup> September 2017.	There is support for this event, but it was acknowledged that Full Council has already approved flying the Rainbow Flag from 28 August to 3 <sup>rd</sup> September which causes a clash on the final day. It was agreed to <b>RECOMMEND</b> to Full Council that: the Red Ensign is flown on 3 <sup>rd</sup> September 2017, either alongside or instead of the Rainbow flag; that a flag is purchased for ~£35; and for former Merchant Navy members to be invited to the flag hoisting, with Cllrs encouraged to attend (Cllr Elliot-Smith is happy to attend).
12	To note the South Hams District Council consultation on parking permit proposals.	Noted.
13	To consider the request for TTC support for a festival of body acceptance, 13 <sup>th</sup> -15 <sup>th</sup> October 2017.	Cllr Sermon explained the aims of the body acceptance event which will be the first held. It was agreed that this should bring people into the town, as well as drawing on the skills and experience of local people at the event. It was agreed to <b>RECOMMEND</b> to Full Council that TTC supports this initiative and allows the TTC crest to be used on any publicity material.
14	To note the date of the next meeting.	Thursday 13 <sup>th</sup> July at 9.45am. Cllr Sermon advised that she will be unable to attend.

CHAIR



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## **1. Introduction**

### **1.1 DMP**

A Destination Management Plan (DMP) is a concept and shared approach to effectively manage the whole tourism destination. Focussing on developing a successful visitor economy, the Plan presents clear actions and the different stakeholders involved to take the DMP and destination forward.

VisitEngland and VisitBritain see the development of Destination Management Plans, which are increasingly being introduced across regions, as an essential tool further supporting Government policy, encouraging destination organisations to become focussed and efficient.

Having a clear and structured Plan will focus collaborative effort, reduce duplication and maximise local investment, making the most of available resources and working in collaboration with key stakeholders and the industry. The Plan should set a strategic direction for the destination for up to 5 years and contain prioritized actions within an annual rolling programme, identifying stakeholders responsible for their delivery.

Destination management should be about communication and where possible involving all or as many key stakeholders in planning and decision-making through partnership working as well as communicating with visitors to monitor success and where possible and when needed, consulting with residents to evaluate impacts. The Tourism Partnership, which is effectively the Destination Management Steering Group, will help to contribute towards the plan, which can help to address issues of fragmentation.

### **1.2 *Tourism & the Visitor Economy Overview***

Tourism is the act of travelling to, and staying in, places outside one's usual environment for leisure, business and other purposes, including day visits.

The visitor economy covers all aspects of the economy related directly or indirectly through the supply chain to the provision of services to visitors and benefitting from their spending.

The visitor economy is large and diverse including not only accommodation and traditional tourist attractions but a range of local services and providers including transport and facilities.

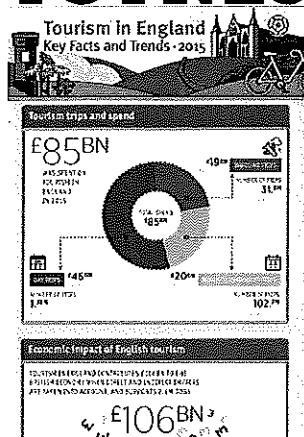
## **2. National Tourism Facts & Figures**

In 2015, British residents spent £19.6 billion on 102.7 million overnight trips in England, adding up to 300 million nights away from home.

Overseas visitors to England spent £19.4 billion in 2015, making 31.8 million trips and staying for 241 million nights.

1.3 billion day trips were taken to English destinations in 2015, with spending totaling £46.4 billion.

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	Total England	Countryside trips	Countryside trips (as % of total)
<b>Domestic Overnight Trips</b>			
Trips (millions)	92.61	17.08	18%
Spend (£ millions)	18,085	3,111	17%
<b>Day Visits</b>			
Trips (millions)	1,345	340	25%
Spend (£ millions)	45,101	8,443	19%

Source: <https://www.visitbritain.org/value-tourism-england>

According to Visit Britain, different types of destinations attract visitors for different reasons where there is Seaside Tourism, Urban and Rural. Totnes would most closely fall into the Rural category but it is also possible to promote the Neighbouring Products / towns to encourage people to stay in Totnes and make day trips to the coast and cities while here (or vice versa). It is only 8 miles to the nearest coast in Paignton, 10 miles to Torquay and 14 miles to Dartmouth. The nearest cities are Exeter (28 miles) and Plymouth (24 miles), which are easy to get to by train and road.

Countryside trips tend to be longer than the average trip length at 3.54 nights and spend tends to be slightly lower:

Domestic Holidays	Total England	Countryside trips
Average spend per trip	£247	£238
Average spend per night	£73	£67
Average trip length (nights)	3.37	3.54

According to these statistics people tend to be more likely to use their car when travelling to the countryside however Totnes is very well served by a national train service and the National Express both to and from London. This should be communicated where possible.

<b>Cont.</b>	<b>% of trips taken by all trip takers</b>	<b>% of trips taken to the countryside</b>
<b>Transport used</b>		
Public transport	16%	6%
Car	79%	89%
<b>When booked</b>		
More than six months before trip	7%	7%
Between 2 and 6 months before trip	26%	28%
About a month before trip	12%	13%
2-3 weeks before trip	13%	14%
In the week before trip	13%	10%
Same day / after setting off on trip	1%	0%
<b>How booked</b>		
Booked online	54%	53%
<i>On a laptop or desktop PC</i>	40%	40%
<i>On a smartphone</i>	3%	2%
<i>On a tablet</i>	8%	6%
<b>Activities undertaken</b>		
History & heritage	23%	23%
Arts, culture & entertainment	15%	9%
Visitor Attractions	33%	30%
Parks and Gardens	14%	18%
Events, festivals and exhibitions	11%	9%
Outdoor activities (including long walks)	27%	39%
Outdoor activities (excluding long walks)	14%	21%
Visited beach	20%	14%
Special shopping	7%	6%
Live sport	3%	2%
Special personal event	3%	3%
<b>Age groups</b>		
16-34	23%	20%
35-54	42%	43%
55+	35%	37%

### 2.1 Domestic Tourism

The wider tourism landscape shows that nationally there are continued economic challenges but with some modest growth with visitors taking more, but shorter breaks and the staycation continuing to drive an increase in domestic tourism. According to the ABTA Travel Trends Report 2017, the number of domestic holidays increased from 64% in 2015 to 71% in 2016 and Visit Britain announced that 11 million trips were taken in England from Jan – April 2016 which was a record-breaking number. Visit England believes that domestic beach and countryside holidays are becoming more popular with glamping being one of the popular accommodation options, and young families are the most likely group to take domestic holidays.

According to the National Coastal Tourism Academy, the trend of short breaks is growing with 1 – 3 nights becoming more popular. They are most likely taken over the weekend and last minute bookings are popular with 25 – 34 year olds with research online.



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The Tourism Alliance are currently working on developing a new Aviation Strategy which will be possible post Brexit where they want to remove double taxation on domestic air travel which should in turn start to increase domestic tourism by flights for both consumer and corporate markets – this is something which can be considered and re-visited if and when this happens as it will help to increase domestic tourism. They are investigating the removal of State Aid Rules which will increase the potential to expand the Regional Air Connectivity Fund which will in turn open up the possibility of new domestic routes.

## *2.2 Staycation*

The South West Tourism Alliance has predicted that there will be an increase in the staycation market due to Brexit making holidays abroad more expensive, which will be beneficial when considering domestic tourism. They have also predicted that there will be an increase of 10% on inbound visits. The value of the £ has also decreased since the uncertainty of Brexit and since then the uncertainty surrounding the June 2017 election, which can also increase domestic travel and makes the UK a cheaper destination. How can we try and capture some of this market share? The distribution of the guide and new website will already be doing this and then we can also generate positive editorial, competitions and reviews by distribution a 'Staycation in Totnes' press release to as many relevant publications and media as possible.

Travel Mole <sup>1</sup> has also very recently reported that the British seaside holiday is seeing a boost due to Brexit. Apparently, according to booking specialist Eviivo who have a database of 5,000 B&Bs nationwide, forward bookings are up 19.2% with those advertising themselves as being 'family-friendly' seeing a strong surge with bookings up 56.9%. Torquay is specifically mentioned in the article. A meeting should be set up with the English Riviera Destination Company to see how we can work together to help boost reciprocal day trips.

Flybe has started London City airport routes to Exeter which will positively affect consumer choice and the ease of domestic travel for business & pleasure, therefore the airport should definitely be considered as a place to advertise (depending on budget) or we should research whether they will take our guides or how we could possibly run a co-promotion.

Grant funding will need to be explored on a regular basis to develop future tourism projects and marketing initiatives – the Tourism Alliance are currently reviewing a replacement CAP Programme for rural tourism in preparation for post-Brexit. Rural tourism contributes £21 billion and 380,000 jobs to the rural economy. Tourism is eligible for 2.7% of CAP funding – CAP needs to be replaced with a scheme that acknowledges the importance of tourism to the rural economy – this will continue to be monitored as things evolve.

## *2.3 Wellness Tourism*

According to the National Coastal Tourism Academy, wellness tourism is increasingly popular with people not only looking for spa breaks but also requiring healthy eating, outdoor activities, wellness retreats etc. The report states that 1 in 5 people in the UK take 'wellness' trips at least once a year and they are more likely to be from the AB demographic therefore looking for 4-5 star accommodation.

The Sharpham Trust offer Wellness Retreats therefore it's possible to talk to Katie, Marketing Manager again to see how saturated the product is and if there is an opportunity for other accommodation providers to offer anything else. Visitors to the Sharpham Retreat

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<sup>1</sup> [http://www.travelmole.com/news\\_feature.php?c=setreg&region=2&m\\_id=YIYIvbT\\_T~A&w\\_id=33197&news\\_id=2027383](http://www.travelmole.com/news_feature.php?c=setreg&region=2&m_id=YIYIvbT_T~A&w_id=33197&news_id=2027383)

tend to stay at Sharpham for the duration of their trip therefore there is little opportunity to try and encourage them to visit the town, however it's possible to promote the type of 'wellness' activities we have on offer in the area to other potential visitors including cycling, walking, canoeing etc. This can be done through social media posts and niche FAM trips or reviews or what there is to offer.

#### 2.4 Socio-cultural

The popularity of AirBnb is continuing to increase which is good for Totnes as these establishments offer additional rooms and therefore the potential for more visitors, however it is an added pressure for the more traditional accommodation providers as AirBnB tends to offer cheaper alternatives and/or a more unique and personal experience. Totnes currently has over 300 listed in and around the area.

The demand for Experiential Tourism is on the increase – people want more from their time away whether it's through an experience, developing skills or personal development and with the help of social media, people also want to share these experiences. AirBnB has developed this area through their new service which enables the public not only to offer their houses as accommodation but they can also set themselves up as amateur tour guides offering a typical travel experience e.g. a tour of Totnes Castle or Sharpham vineyard, but they can also offer the chance to experience someone else's job / career e.g. making fudge at Roly's, making wine at Sharpham, farming or milking at Dartington or driving a train for South Devon Railway, or something else.

AirBnB are currently offering the chance to 'Listen to live jazz from a cosy flat'. Totnesians can think outside the box when offering experiences like these, for example a painting masterclass by the River Dart or a music class at Dartington. Booking.com has also launched Booking Experiences<sup>3</sup> and Marriott launched experiencesmarketplace.com offering unique activities and events for guests and travellers with culinary, lifestyle, sport and entertainment themes.

Due to the fragmented nature of marketing a town which is a composite product, it is impossible without huge budget and resources to be able to promote or manage all areas of experiential tourism, however it is possible to educate local businesses and encourage them to expand in this area and think outside the box. It is also possible to have a workshop or presentation from AirBnB (although this might be controversial and expensive!) or someone local who can talk about experiential tourism to encourage businesses to offer something themselves. Dartington Dairy offers a hands on milking experience with the goats<sup>4</sup> which is a perfect example and would be good when organizing FAM trips and seeking editorial reviews and they could also be a good speaker if arranging a workshop or presentation.

Visit Britain and Visit England implement an effective international strategy as they have a big budget therefore we should think about how we can piggyback on what they're doing or work with them in any way. They have been contacted to see if we can run a competition through their e-newsletter or social media as this would be the best way to potentially talk to their followers. If they aren't keen to work with Visit Totnes it is potentially possible to run something through Visit South Devon or Devon instead and offer something from Totnes as part of the overall prize.

<sup>2</sup> <https://www.airbnb.co.uk/experiences/35737?&source=p1&currentTab=&searchId=78f620e5-c1fe-4579-b60b-f5c5c14dec19>

<sup>3</sup> <https://venturebeat.com/2016/07/12/booking-com-launches-pilot-for-destination-experiences-bot/>

<sup>4</sup> <http://www.dartingtondairy.com>

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The corporate market can be targeted for business events, meetings, away trips and away days, which is a good way of boosting visitor numbers off-peak, where it is possible to encourage them to visit the town and shops while here as well with targeted vouchers. Corporate culture should be considered when targeting businesses and an understanding of who the decision maker and purchasers are within a company is imperative. The Royal Seven Stars already attract this market which is probably the most attractive hotel for them to stay at aside from Dartington. It should be identified whether this would be a key strategic focus for Visit Totnes and if so this could be developed through attending regional networking events e.g. business breakfasts in Exeter and Plymouth. Alternatively, the key providers can continue to develop this market and can get in touch with us if they need any additional support.

## 2.5 Environmental

Consumers are much more environmentally savvy and expect more when it comes to carbon footprint and make ecological decisions concerning recycling, water and energy consumption. Totnes has a good reputation for being environmentally friendly and for having many food outlets offering organic, local and vegan or vegetarian produce. Good communication through effective PR will help to maintain this status whether through Visit Totnes or direct from the local businesses and organisations. We can try to determine how much PR each business does itself and to fill in the gaps where needed however this would be fairly time consuming. Google alerts have been set up for Totnes to try and monitor as many general news stories as possible however it would never highlight all of them. Alternatively it is possible to write a general release about all of the best 'local' and 'environmentally friendly' businesses to send to relevant, niche publications focusing on this topic and/or to encourage niche bloggers to cover this topic as well.



Rob Greenfield is an environmental activist from USA with over 23k followers on Twitter. He did a talk at the new zero waste shop in Totnes, Earth, Food, Love and posted a video about the shop on his Twitter and You Tube pages which generated a lot of interest. The shop itself, as the first of its kind in the UK has directly encouraged people to visit Totnes.

## 2.6 Legal

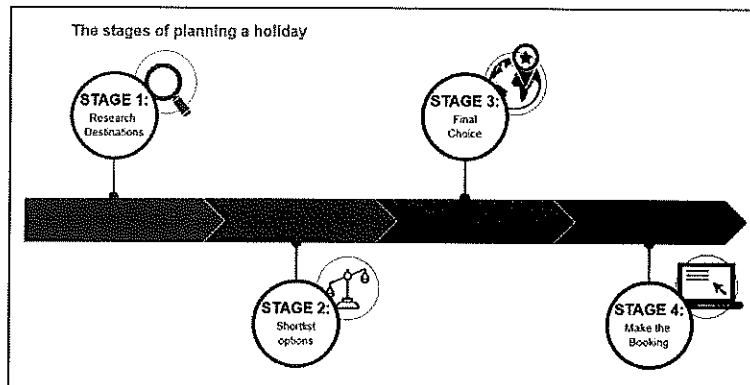
The Government have been exploring the possibility of implementing Bed Taxes<sup>5</sup> initially suggesting London as a starting point, which could increase a person's stay by 5% a night in the capital (from £3.40 - £32). This could be detrimental to UK tourism as it could put tourists off from visiting or reduce the time of their stay. This therefore this needs monitoring to see if it will potentially impact Totnes in the future and how any potential impact can be reduced.

According to the Tourism Alliance, any hotel or accommodation provider requires a taxi licence if offering a pick-up or drop-off service – they are looking into having this deregulated which will be good for customer service as well and needs monitoring. A favorable outcome can be communicated via social media.

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<sup>5</sup> <http://www.independent.co.uk/travel/news-and-advice/london-bed-tax-sparks-furry-among-hotels-a7548976.html>

### 2.7 Decision Making Process – International Visitors <sup>6</sup>



According to Visit Britain, almost half (49%) of visitors to Britain started thinking about their trip more than 6 months in advance of taking it and 31% started thinking between 3 and 6 months. More than 70% of visitors from our longest haul markets - Australia and New Zealand – started thinking about their trip more than 6 months in advance.

Globally, the biggest influence on destination choice is word of mouth, with talking to friends and family key for 40% of visitors and considerers. Social media would therefore be a powerful tool where we need to consider boosting out followers not only to people from strategic areas of the UK but also USA and other key international markets.

Britain's cultural attractions remain the top reason to visit Britain, with 42% of visitors and 47% of considerers citing this as a key reason for visiting or considering visiting. Totnes and Berry Pomeroy Castles and the River Dart are key locations to use in communication when promoting to these markets.

With the exception of Australia and New Zealand, long-haul visitors were more likely to book their trip to Britain as a package, and European visitors were more likely to book their travel and accommodation separately which would imply that Totnes would have more visitors from Europe staying in the town, however we can still take advantage of day-tippers who are staying nearby as part of a package deal and should also investigate where (if anywhere) Totnes sits as part of a package deal. Lindsay from the Chamber should be able to help with this.

The majority (62%) of holiday bookings were made via a travel agent, operator or comparison site. Online travel agencies are used often, with the main motivation being to compare prices (71%), and finding something within budget (67%).

#### **Technology and Social Media:**

Over two thirds (69%) agree that they like to stay connected when on holiday. Three quarters agree that their smartphone is essential when they travel, and 56% say the same for their tablets. The majority of international travellers (61%) have shared photos of a holiday online, and 42% have done the same for video. Whilst on holiday, social media is most often used to keep in touch with home, followed by posting or uploading photos. This highlights the importance of social media the need to boost our followers. We have already

<sup>6</sup> <https://www.visitbritain.org/understanding-international-visitors>

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started trying to do this by encouraging local support and by creating an displaying a window vinyl in as many businesses as possible, however the increase has been organic and quite slow so far and therefore a paid for boost, particularly across Facebook and Twitter should be seen as a priority.

### 3. Local Tourism Introduction

Totnes Town Council previously invested in tourism via the Totnes Information Centre which has now closed, and they have since invested in a Destination Manager and brand new website. There are also plans to recruit a new seasonal Visitor Information Officer and open a new Information Point or Points after the unsuccessful venture in the Totnes Bookshop. The Officer will be hosted in the Guildhall from July – October 2017 and there should be a year round Information Point in the Seven Stars and potentially St. Mary's Church. This can be reviewed in 2017/2018.

A report was developed by McAllister and Co, which analysed the current situation. Some of that report will feature in this plan.

#### 3.1 Current Visitor Market – from McAllister & Co Report

The most recent economic outputs for the visitor economy are:

- 27,000 staying visitor trips
- 438,000 day visits
- £21.5m direct visitor spend
- £22m total visitor related spend
- 490 actual jobs supported by visitor related spend

#### **Staying visits by purpose**

<b>UK visitors</b>	<b>Trips</b>	<b>Nights</b>	<b>Spend</b>
Holiday	21,000	84,700	£3,939,300
Business	700	1,500	£355,700
Visits to friends and relatives	2,200	5,800	£317,200
Other	600	1,500	£187,900
Study	0	0	£0
<b>Total</b>	<b>24,500</b>	<b>93,600</b>	<b>£4,800,000</b>

<b>Overseas visitors</b>	<b>Trips</b>	<b>Nights</b>	<b>Spend</b>
Holiday	1,200	5,800	£391,000
Business	100	700	£57,300
Visits to friends and relatives	900	7,100	£291,000
Other	100	1,600	£95,500
Study	0	0	£0
<b>Total</b>	<b>2,300</b>	<b>15,200</b>	<b>£834,800</b>

<b>All staying visitors</b>	<b>Trips</b>	<b>Nights</b>	<b>Spend</b>
Holiday	22,200	90,500	£4,330,300
Business	800	2,200	£413,000
Visits to friends and relatives	3,100	12,900	£608,200
Other	700	3,100	£283,400
Study	0	0	£0
<b>Total</b>	<b>26,800</b>	<b>108,800</b>	<b>£5,634,800</b>

### 4. Audit

#### 4.1 SWOT combination of Allister & Co Report and additional thoughts

##### Strengths:

**Retail:** Independent retailers, specialist retailers (e.g. Riverford), markets, gallery shops and coffee shops, all concentrated in a tight area – a town centre worth visiting.

**History and Heritage:** Attractions including Castle and Museum but also the High Street architecture – a very pretty and interesting place to be, and other hidden gems (Guidlhall).

**Location and landscape:** Riverside and rolling hill setting and proximity to many popular Devon areas and attractions

**Reputation:** A funky, friendly, arty and ethical town with a hint of fantasy. A town that challenges the norm (TTT and Atmos) – something genuinely unique

**Communications:** The new website and social media channels will help with communication and the development of the Visit Totnes brand

**Events:** Some very good, already successful events throughout the year which attract visitors to the town in the peak periods – Pride, Orange Races, Party in the Town, Sea Change

**Food & Drink:** Local produce, independent cafes & restaurants, vegan & vegetarian offerings

**Transport:** Good public transport links with rail links to London

**Developments:** Future Atmos development & new parks

##### Opportunities:

**Arts:** Significant potential to develop a strong arts thread to enhance the visitor experience – the focus is more on experience than destination. Coordinate with Tiff

**Heritage:** Animate the heritage offer - of particular interest to overseas markets.

**Events:** Optimise opportunities around existing events and possible new (or resurrected) events. Develop a flagship event off-peak to encourage more visitors in quieter times (Food & Gardening Festival)

**Welcome:** Engage local community further in welcoming visitors & encourage the new Visitor Information Officer to become a

##### Weaknesses:

**Product:** Lack of a co-ordinated approach for events and issues around control and succession. Lack of accommodation in the town – only one hotel and all other smaller B&Bs & self-catering. A lot of accommodation providers also only offer a minimum of 3 nights or a week making it harder to cater for the short break market and is potentially harder to cater for the last minute market as well. Shops closing on Sundays and many attractions closing during off-peak months.

**Vision and focus:** Lack of a shared focus and a corresponding tendency for key players to work in isolation. Inertia and tradition restricting a future view. Poor links with tourism networks both in destination and across the region.

**Target markets:** Lack of research into existing target markets could lead to a lack of clarity on who they are but analysis of website and social media data will help to alleviate this in the future

**TIC:** Controversy around the closure of the TIC and the need to move the new Visitor Information Point

**Infrastructure:** Traffic congestion, lack of signage, access/mobility and parking charges all seen as weaknesses.

**Funding:** Lack of a marketing budget and/or additional funding for development, improvements in the town and marketing

**Communication:** Weak communication links with the stakeholders including local businesses with only about 50% opening emails and very few responding making it difficult to gather and research information and to keep people informed of any changes

**Seasonality:** There is an element of seasonality with many attractions and activities closing off peak

**Car parking:** The car parks can get full during peak times and South Hams has increased the price for a weekly permit which is putting visitors off when booking accommodation according to some providers

**Support:** Lack of support from businesses for

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'walking' ambassador

**Local, regional and national tourism**

**community:** Work closely with the tourism management community to optimise opportunities for promotion and funding - neighbouring districts/counties and regional/national organisations

**Digital:** Information for the digital age - meeting the needs of today's digital customers – potential to move the welcome and map signage to a digital screen as the current ones are very old, dated and worn

**Transport:** Develop a park & ride or have free parking days at quiet, off-peak times

**Branding:** To continue to develop the new Visit Totnes brand

**Promotion:** Promote Totnes as a year round destination, focusing on things to do in neighboring areas therefore extending the season

**Target Markets:** To develop links with the cruise markets, watch any developments in domestic air travel and monitor the growth of the staycation, domestic tourism and short breaks

**Short Breaks:** Maximise visitor spend during short breaks with attractive offerings in shops & eateries – potentially with vouchers in the guide or encouraging eateries to offer deals

**Partnership Working:** Encourage local businesses & stakeholders to promote the Visit Totnes brand and new website to existing customers

the website & guide advertising hampering the image of the product on offer

**Branding:** Lack of brand identity

**Threats:**

**Focus:** Meeting diverse and disparate expectations regarding the future tourism focus for the town

**Funding:** Actual funds or the risk aspects of a new investment approach.

**Change:** Resistance from stakeholders to change in the destination management /marketing role and service

**Competition:** Significant competition from other destinations and experiences.

**Infrastructure:** Engaging stakeholders in the need to resolve critical infrastructure challenges

**Retail:** Maintaining a quality retail experience in the face of significant challenges for this sector

## 4.2 Customers

The potential market size for Totnes is quite substantial where the following sectors can and / or already are being targeted. The majority of the focus is likely to be B2C (business to consumer) with more focus on B2B (business to business) off peak.

- **UK Tourists – domestic tourism** – people from other areas of the UK staying in and around Totnes on holiday or for short breaks
- **UK Corporates** – corporate travellers from UK or abroad staying in and around Totnes for conferences, meetings, away trips and away days
- **International Tourists (Inbound)** – people from Europe and Worldwide staying in and around Totnes for holidays or for short breaks
- **Tourist Day Trippers** – tourists staying in other areas of South Devon who visit Totnes for the day – mainly from Torbay, Plymouth, Exeter and Dartmoor
- **Local Day Trippers** – people who already live in the area who visit Totnes for the day

Market research and insights from accommodation providers, attractions and other local

businesses will help to determine the segments including the current demographic and from this a potential list of prospects can be created as well. With a limit on time, resources and budget Visit Totnes will have to rely on accommodation providers and other businesses targeting these customers as well however it is known that some of the smaller B&Bs etc aren't very forward thinking when promoting themselves. It is possible to organize a workshop or presentation in social media or marketing for small businesses to try and encourage them to do this moving forward.

### 4.3 Target Market

The McAllister and Co Report has highlighted the following groups as the Target Market where I have added some additional thoughts.

Target Market	Messages	Media
<p><b>Day visitors:</b> ABC1 adults within a 1 hour drive time visiting for the day or to attend special events. The age range is approximately 25-55 and this therefore includes young professional couples and older empty-nester couples. Some of the former will have young family but the town is not seen as a family destination. They will enjoy the town ambience and will be keen to relax, soak up the atmosphere, browse shops and find stories to share.</p>	<p>A focus on event information and town stories. Some interesting snippets about history.</p> <p>SB: Also think there should be a focus on the independent shops and cafes and it is possible to engage with the family market with the family friendly attractions, events &amp; activities</p>	<p>Local PR</p> <p>Social media profile and themes #Totnes</p> <p>Website – building better links with commercial partners to provide engaging content</p>
<p><b>Staying visitors:</b> Again ABC1 adults but a slightly older profile. They may be staying in the town or at Dartington for example. They may be visiting for a specific purpose (e.g. a course or an event) but may also be touring the SW. This will include a portion of international visitors.</p>	<p>As above but with the addition of good forward information on events. SB suggestion. Good information links with key stakeholders to forward plan.</p> <p>Suggested self-guided tours based on arts and literature themes.</p>	<p>Website</p> <p>Developing online content with partners from Visit South Devon to VisitBritain</p> <p>UK and international PR</p> <p>Visitor Information services</p> <p>Data capture and direct email</p>
<p><b>Day visitors – coach:</b> C1C2 55+. Visitors are likely to be touring from a base in Torbay. Their priorities are sight-seeing and shopping. Engaging information and easy access to viewing points, cafes and shops is key.</p> <p><b>Day visitors – River Boats:</b> A similar</p>	<p>The channel for these visitors is largely through the coach companies and their drivers or river companies. The message is therefore one of a warm welcome and helpful 'ambassadors' to issue information and</p>	<p>Information leaflets for drivers/skippers</p> <p>Direct mail to coach tour managers</p> <p>Direct liaison with River Boat company</p>



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approach but a wider demographic.	guide the best use of their brief visits – new Information Officer will help to fill this gap during peak months where they can meet visitors when not busy or we can make sure they know where the person is based	Town maps for passengers  Advertising in relevant directories or handbooks
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## 4.3.1 Geographic

Key geographic areas have been identified for Domestic Tourism from the old Totnes Information website, including London, Bath and the Midlands. The new site has also highlighted London plus Birmingham and Bristol alongside local towns. The second most popular country according to Google Analytics is USA but this only makes up 149 people up until the end of April.

	Feb – April Total		
Country	Sessions	Percentage	
UK	5,995	90.92%	
USA	149	2.26%	
Germany	61	0.93%	
Spain	44	0.67%	
Australia	35	0.53%	
Netherlands (NEW)	34	0.52%	
Switzerland	32	0.49%	
France	28	0.42%	
Canada	19	0.29%	
Italy	18	0.27%	
City	Total Sessions (Feb – April)	Percentage sessions	Avg. Sessions
London	1,447	21.94%	482.3
Exeter	425	6.45%	141.6
Plymouth	387	5.87%	129
Torquay	303	4.60%	101
unknown	223	3.38%	74.3
Bristol	149	2.26%	49.6
Newton Abbot	123	1.87%	41
Taunton	89	1.35%	29.6
Paignton	86	1.30%	28.6
Birmingham	84	1.27%	28

Geographic information is also being gathered from the online guide request data to see how this compares and also from the popularity of TIC collections through the Take One Media guide distribution. So far London is still a very popular place and many areas in the North but this can be analysed at the end of the year to better shape this information.

## 4.3.2 Social Class

The target market of Totnes will probably be a majority of ABC1 as this is indicative of rural tourism across the country as can be seen in the following table, but a consumer survey would be needed to determine the accuracy of this if required.

Cont.	% of trips taken by all trip takers	% of trips taken to the countryside
<b>Social grade</b>		
AB	39%	44%
C1	28%	29%
C2	19%	17%
DE	13%	9%
<b>Children in household</b>	36%	37%

#### 4.3.3 Personas

Segments based on personas can also be identified but wouldn't be seen as a priority at this stage. Below is an example of how this can be done:

#### Demographic Classification

Older		Outgoing Mature Know. Seekers Mellow Vacationers Aces	
Mid	Solitaires	Pampered Relaxers Sports Lovers	Nature Lovers Family Memory Builders
Younger	Youthful Socializers	Connected Explorers	Up & Coming Explorers
	Singles	Couples	Families

#### 4.3.4 Repeat Business

It would help to determine an approximate idea of what percentage of business comes from repeat custom or new business – this is hard considering the fragmented nature of destination management however in time B2B and B2C surveys can help to build a picture.

### 5. Destination Management Plan

#### 5.1 Evidence

In preparation for the 2018/19 DMP it would be very helpful to gather evidence of the current situation through consumer and business surveys so that we can set more specific objectives, determine what is currently working well and what the current position is in order to establish any potential areas of improvement, stakeholder needs, consumer needs etc.

Gaps can be monitored and improvement needs suggested in an importance versus performance survey, with items including car parks, signage, toilets, public transport etc. Product development priorities can then be identified.

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Analysis	Method	Delivery	Evidence to gather	Objectives
Performance of visitor economy	Business Survey	Email local businesses, closed online forum on Council website, post	Number of overnight visitors, value of visitor spend, spend per head (or overall, average spend)  It's also possible to determine any local trends and discover some of the business needs so that the destination priorities can be set	Do we need to set an objective with an increase in spend or increase number of visitors as overnights or day trips
Occupancy levels, average room rate	Business survey	As above	How many rooms available, current occupancy levels throughout the year, number of establishments	Which months need boosting, segmentation, product & price gaps
Visitor profile	Consumer surveys	Email businesses – ask them to print and leave in bedrooms, communal areas or hand out, or email their database. Street surveys – too time consuming. Online surveys distributed via social media and the website.	Visitor profile – demographic, reason for visits, origin, transport used, activities undertaken or any they wanted to undertake but couldn't, budget & expenditure, satisfaction	Who to target, where and how - target markets and segmentation

Non-visitor perceptions	Consumer surveys	As above in different areas of the country – organize through national TICs	Survey people who haven't stayed in or visited Totnes – why haven't they? Haven't heard of us? Heard of but doesn't appeal? Negative perceptions?	Areas of improvement, improvement on advertising and communication – shaping marketing plan
Attractions Survey	Survey	Email to all attractions	Visitor numbers at key attractions and maximum capacity	Determine what shortfalls there are and when
Competitor analysis	Research websites, promotional materials, TICs, visits etc.	On the ground	Products, facilities, signage etc.	What are similar towns doing and why, what can we do that is similar

### 5.2 Aim

The overall aim is to strengthen the marketing and management of Totnes and develop potential partnerships with key stakeholders, both to help with the development and growth of Totnes in terms of the existing product on offer and visitor economy.

In terms of the product, the aim is to try and minimise seasonality and boost periods off-season with events, business tourism and day visits or by targeting those without young children. It should also be the aim to encourage people to either increase visitor spend during short breaks or to extend their stay with the provision of local area activities and events.

Through recent discussions with businesses in the Narrows, it has been established that there should also be the aim to increase footfall in this and other more hidden areas as well.

### 5.3 Target

Visit England's target is to achieve 5% growth in value of the visitor economy per annum for the next five years. It is currently difficult to determine whether or not this would be achievable for Totnes but it is likely that we would potentially start with a more realistic target.

### 5.4 Objectives

Specific objectives will need to be set after gathering evidence from the market research but overall would include:

- Increase number of visitors – day and overnight – from both UK Domestic and International markets

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- Increase footfall off-peak for both day visits and overnights
- Increase footfall to the Narrows (and potentially other more hidden areas)
- Attract new visitors from new areas of the UK and overseas
- Increase visitor spend
- Increase brand awareness of the new Visit Totnes brand
- Generate positive media coverage in pre-determined regional and national media
- Generate positive online coverage through blogger reviews

Based on the research gathered by McAllister & Co here are some examples of some more specific objectives however it is currently impossible to track or determine the success of these with limited resources available and lack of ability to survey:

- Increase number of trips from UK visitors by 10% over the next 5 years increasing from 24,500 to 26,950 from 2017 – 2022 with a 2% year-on-year increase.
- Increase number of overnights from UK visitors by 5% over the next 5 years increasing from 93,600 to 98,280 from 2017 – 2022 with a 1% year-on-year increase. *This would be dependent on whether there are enough rooms for the extra visitors and whether we need to increase during certain months to make room for them.*
- Increase number of trips from overseas visitors by 20% over the next 5 years increasing from 2,300 to 2,760 from 2017 – 2022 with a 4% year-on-year increase.
- Increase number of overnights from overseas visitors by 10% over the next 5 years increasing from 15,200 to 16,720 from 2017 – 2022 with a 2% year-on-year increase.

In order to monitor the results of these objectives communication gaps needs to be strengthened between Visit Totnes and key stakeholders and we would rely heavily on businesses sending information via surveys and being honest.

## 5.5 Priorities

1. Partnership Working
2. Brand development and promotion – raising awareness of the town and what we have to offer
3. Product Development and Visitor Experience – what products need developing to meet the needs of the potential new and existing visitors?

### 5.5.1 Partnership Working

We have developed the Tourism Partnership Meetings but the membership should be reviewed as there has been a drop off in attendance levels with the same people attending most weeks. It was decided in a previous meeting that all advertisers can become a member of the working group, however the original steering group should remain largely as is because there are some attendees who aren't officially members as they aren't able to advertise e.g. Visit South Devon. That being said it is currently being reviewed as to whether the circle should be opened up to alleviate the drop off rate where it would be good to invite Sharpham Cheese & Wine and perhaps some other key businesses e.g. China Blue.

It's also been decided to make the meetings quarterly to drain less time for people. In a meeting with the Marketing Manager at Sharpham Estate she said that she would benefit more from a B2B / Stakeholder e-news due to time constraints therefore it's possible to also do this on a monthly basis to make sure people stay engaged and informed in the meantime.

We need to consider what we need to do to be able to deliver the Destination Management Plan including improving communication with key stakeholders to determine what is already being done to promote the town, therefore avoiding duplication, saving time and effort.

The key stakeholders are all local businesses including eateries, shops, accommodation providers and attractions but also local tourism organisations (Visit South Devon and Visit Devon) and potentially DATA (Devon Association of Tourist Attractions), plus other relevant organisations - Dart Harbour, Transition Town, Totnes Pound and Chamber. Currently the following businesses or organisations are well represented at the meetings:

- Totnes Chamber
- Totnes Pound
- Transition Town
- Visit South Devon
- South Devon Railway / Visit Devon
- Dart Harbour
- Bay Horse Inn – accommodation and pub
- Dartington Estate

Those that have fallen off the radar since the beginning are:

- English Heritage
- Sharpham Estate
- Seven Stars due to change in management
- Market Traders

#### **5.5.2 Brand development and promotion – raising awareness**

Visit Totnes is a new brand following the closure of the Totnes Tourist Information Centre. There is still a lot of work which could be done in terms of branding which could cost a fair amount if we commission an agency to do this or some of the ground work can be undertaken by the Destination Manager if more time is freed up for strategic marketing.

The current rebrand included a name change from Totnes Information to Visit Totnes to start to bring us in line with other key tourist organizations e.g. Visit South Devon, Visit Devon and Visit England, where the aim was to increase familiarity and consistency within the industry in the hope of appealing more to potential tourists and visitors. This was complemented by the creation of a new logo, brand new website (visittotnes.co.uk) and new social media channels – Facebook, Twitter & Instagram (@visittotnes).

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The logo uses the same colours as the guide and website for consistency but also because it represents the vibrancy and dynamism of the town and community and the arty culture. Each individual colour can be used to represent different elements of the town's offerings e.g. food & drink, heritage & history, what's on / events, accommodation, things to do.

Future work would include exploring the following areas:

- Vision and Mission Statements
- Brand Values / Attributes
- Brand Personality

This will begin to shape the overall essence of the brand and what it means to the internal and external stakeholders and how existing and potential new visitors already perceive it and how we might want to change or shape communication in order to change any

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misconceptions or negative perceptions. Some local businesses don't like the link to Narnia and the 'hippy' perception which a lot of people have locally. Marketing tools such as the website and guide, key campaigns on social media and through PR can help to shape the brand in a more positive way in line with what people want.

McAllister and Co came up with the following vision and personality based on information from the old TIC and TTC.

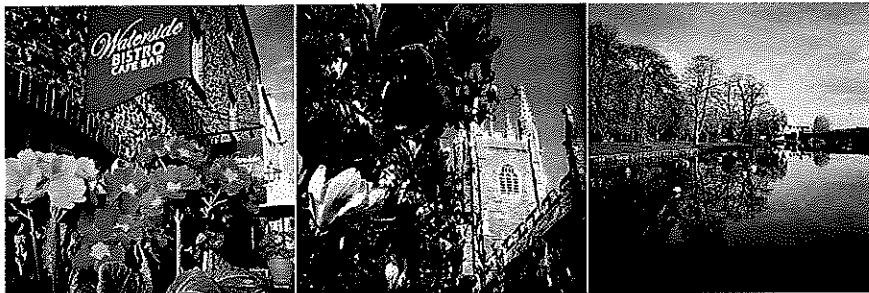
Brand vision: 'Totnes is a town that most of the target audiences will have heard of. Their impression will be one of an interesting and inspiring town that is a pleasure to visit. There will be aware of key reasons to visit and will plan for day trips and/or stays. Their experience will be positive, enlightening and socially rewarding. They will 'take home' unique souvenirs and new ideas.'

Personality: 'funky, unique, ethical and arty as well as beautiful and historic.'

## **5.5.3 Visitor experience – product improvement and innovation**

Product positioning refers to the use of the 7Ps (Product, Price, Place, Promotion, People, Physical Evidence and Process) to give a brand a specific and often unique identity in the market place and to highlight any areas for improvement or innovation.

### **5.5.3.1 Product**



The product is made up of intangible benefits of the experience including travelling to a destination and tangible features including physical places within town. Totnes is a composite product combining the attractions, accommodation, retail, eateries, travel and more.

In essence, Totnes is a small market town in South Devon situated next to the River Dart offering a collection of unique, independent eateries and accommodation providers, independent retail boutiques and commercial outlets, plus a mix of interesting attractions surrounded by stunning countryside suitable for walking, cycling, canoeing and more.

People can travel to the town by train, bus, taxi, car, bike and boat therefore it will be important as part of the overall plan to analyse how these areas are already being promoted, what they are doing to promote Totnes, how can we feed into this and ensure their messages are on brand and if there is anything else we can do in this area e.g. partnering with travel companies for co-promotions, encouraging all to advertise in the guide etc.

**Product Audit** – all areas to consider include:

Area	Items
Tourism Facilities	Accommodation, catering & eateries, attractions, activities, events, retail relevant to tourists
Heritage and Culture	Historical connections, architecture, buildings, traditions, heritage sites, arts, crafts, cuisine, festivals
Landscape and Countryside	Appeal and distinctiveness of the landscape, access sites, routes and trails, wildlife etc.
Built environment	Appearance and upkeep of the town, architecture, parks, gardens, town square
Access and transport	Road, rail, boat access and transport providers
Visitor Services	Marketing, promotional materials, information provision – TIC or Visitor Information Officer, signage, car parking, toilets, disabled facilities etc.
New Development Projects	Atmos Project
Neighbouring Products	Dartmoor, beaches in the South Hams, Exeter etc.

The USP of Totnes can be determined through the Product Audit by determining what makes it distinctive and special however it is considered at the moment that this would definitely include the independent and local eateries and shops, the rich heritage and history, all the River Dart has to offer and the proximity to Dartmoor and surrounding coastal towns.

#### Town



From McAllister and Co Report: 'Totnes is a town that most of the target audiences will have heard of. Their impression will be one of an interesting and inspiring town that is a pleasure to visit. They will be aware of key reasons to visit and will plan for day trips and/or stays. Their experience will be positive, enlightening and socially rewarding. They will 'take home' unique souvenirs and new ideas.'

There are key areas within the town including The Narrows, the High Street, Ticklemore Street etc. and then out of town there is Dartington, Sharpham and other beautiful surrounding villages. One of the aims is to drive footfall to the Narrows and potentially other hidden areas in town. It could be possible to do this through 'zoning' the areas on the website with a section about each area and information about what shops, eateries and potentially things to do there are in each place or just a bit of historical information including the meaning of the name. It could also be possible to organize a small event or events in Rotherfold to drive visitors to the top of the town.

Coaches already drop off in this area which helps with visitors starting at the top rather than most who stop at the bottom. It is possible to find out how many companies do this and to see if there is a way to make it even fairer depending on the priority of this aim.

It is also possible to run a social campaign to communicate the different zones / areas and what makes each special / unique with good images and lists of what is there and a suggestion from one of the shops in the Narrows was to have a sign on the side of the Barrel House to say 'More shops this way' or words to this effect.

#### Location

'Totnes is in the heart of South Hams and is a 'crossroads' between Dartmoor, The South



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Hams beaches and countryside and the busy resort areas of the English Riviera (Torbay). In this key location for visitors, it stands as a strong destination with aesthetic and historic beauty combined with a unique identity and a thriving town centre.

## Competition

Within Devon, Totnes faces competition from other 'destination' towns and places including Dartmouth, Ashburton and Kingsbridge; as well as Dartington Shops, Bovey Tracey craft centre, Endsleigh Garden Centre.' (Totnes has now started working more closely with Dartington Shops and Sharpham to try to make sure the plans are more joined up.)

'Across the region there are many heritage-rich charming towns that compete for day and staying visitors. The tourism infrastructure across Devon, and regionally, has changed significantly over the recent past, and Totnes is currently somewhat disconnected from this and the potential support it could provide.'

## Accommodation



support.

Within and around the outskirts of Totnes there is only one hotel (Seven Stars) plus Dartington Hall and then there are several B&Bs, guest-houses and self-catering and over 300 AirBnB outlets. Research would help to establish the number of rooms or bed spaces there are within all (or as many of) the establishments in and just outside of town, including number of pitches at campsites however this will take a quite a long time to build without

Occupancy levels would also help to build a picture as to when providers need a boost throughout the year. It is possible to send a survey to all (or as many) providers to gather this information but historically it has been problematic encouraging people to either open the email in the first place or then to fill in the information.

## Attractions & Activities

There are a few key attractions in the town and many others a short distance away in neighboring towns and villages with a focus on the historical and family markets primarily:

Inside Totnes	
Attraction	Market/s Themes
Totnes Castle	History
Rare Breeds Farm	Family / Animal / Nature
South Devon Railway	History / Rail / Family / Nature
Timehouse Muzeum	History / Nostalgia / Vintage / Quirky
Totnes Museum	History
Fashion Museum	History / Fashion
Dartmouth Steam Railway	History / Rail / Family / Nature
China Blue – painting pottery	Family
The Guildhall	History
Dartington Dairy	Family / Animals
Activities	Market/s Themes
Kayaking & Canoeing – Canoe Tours,	Outdoor adventure, groups, couples

Totnes Kayaks	
Cycling – Hot Pursuit	Outdoor adventure, groups, couples
Walking	Ramblers, couples, families
<b>Outside Totnes</b>	
<b>Attraction</b>	<b>Market/s</b>
Sharpham Cheese & Wine	Food & Drink / Nature
Dartington Hall	History / Nature
Paignton Zoo & Living Coasts	Family / Nature / Gardens / Animals
Woodlands Adventure Park	Family
Pennywell Farm	Family / Animals
Butterfly Farm	Family / Animals / Nature
Mare & Foal Sanctuary	Family / Animals
Buckfast Abbey	History / Gardens
Berry Pomeroy Castle	History
Compton Castle	History
<b>Activities</b>	<b>Market/s Themes</b>
Dartington Hall – walking around gardens	
Dartington Shops	
Barn Cinema at Dartington	

The top 5 Things to Do in Totnes on Tripadvisor as per 16<sup>th</sup> May 2017 are:

1. Timehouse Muzeum
2. Dartington Hall Estate & Gardens
3. Totnes Rare Breeds Farm
4. Berry Pomeroy Castle
5. Sharpham Wine & Cheese

#### *Eateries – Food & Drink*

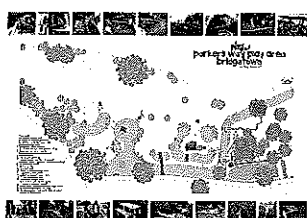


Totnes has a very good reputation for offering local, ethical, organic and environmentally friendly food and drink with plenty of vegan / vegetarian outlets. The USP is partly the latter and also the fact that there are so many independent establishments with over 30 independent cafes and the infamous story of the Totnesians shunning a Costa. There are local producers, food markets, festivals, cafes and restaurants.

The top 5 Restaurants in Totnes on Tripadvisor as per 16<sup>th</sup> May 2017 are:

1. Pie Street
2. The Cott Inn
3. Wild Fig Deli
4. The Pig & Whistle
5. Woods Bistro

#### *5.5.3.2 Future Improvement Plans for the Product*



Future development plans for the town will strengthen the existing product and visitor economy. The Atmos Project and

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the new Parkers Way Play Area in Bridgetown will offer visitors and locals something else to see and do. Communication should begin between Visit Totnes and the Atmos Project and it needs to become more commonplace for stakeholders to email Visit Totnes with news such as new products and services in the area to strengthen the potential offering to visitors.

Current negativity mainly surrounds parking and congestion. McAllister and Co suggested creating a Transport plan to try and alleviate congestion and avoid negative visitor experiences in finding parking and accessing the town centre. It could be possible to have a park and ride in peak months (but where), make more use of Bob the Bus (although they pulled out of advertising in the guide) or to do something more quirky like have tuk-tuks however this would rely on a local business operating themselves.

#### **5.5.4 Price**

Pricing is very complex for a town because in a similar vein to the product, it is fragmented and includes the pricing strategies of all of the different forms of accommodation, shops, travel, attractions and more. Visit Totnes doesn't sell anything apart from advertising in the guide and website which is a B2B offering and separate to the objectives of this plan. It would be very difficult to try and harness or control all aspects of pricing and I think it is only necessary to gain an understanding and overview of how many accommodation providers / shops cater to different segments e.g. budget, luxury, family etc.

#### **5.5.5 Place**

This is how the product or service is distributed and how consumers are able to research and/or book their accommodation, attraction tickets, meals etc. Again, this is quite complex due to the composite nature of the products on offer and would only need to be monitored by Visit Totnes in order to understand where and how the town is being promoted and if there are any ways to increase this potential. We do not offer a booking service through the website and this isn't something we will do due to the complicated nature of the service.

However, more can definitely be done through [visittotnes.co.uk](http://visittotnes.co.uk) – at the moment we're only promoting those businesses who have paid to advertise in the guide and those who would like to advertise on the website only which means there are big gaps particularly in the shopping section. It is important to have more businesses on there as this is a very key tool which people will use when deciding whether to visit the town. Advertising rates for online only have been reduced to see if this will help but will need to be reviewed at the end of 2017.

#### *Accommodation*

People normally research and/or book online, over the phone or by email. [visittotnes.co.uk](http://visittotnes.co.uk) is available for people to research some of the available accommodation (only if businesses have paid to advertise) however it isn't possible to book on this site as it would be extremely difficult to manage. They can also do a Google search for accommodation in Totnes, use the independent websites and travel agencies, or use external booking sites e.g. [booking.com](http://booking.com). In all of these scenarios not all of the accommodation available in and around the town will be available through all of the channels therefore potential consumers will never definitely have the complete picture available without doing more research.

People also heavily rely on word of mouth from friends and family, personal recommendations, reviews in the media, blogs or from travel agents and through social media. Is there anything else we can do to promote Totnes through independent travel agents – what is already being done and can we improve this?

### **5.5.6 Promotion**

See Promotional Mix in section 5.6.1

### **5.5.7 People**

Before the closure of the TIC this would have primarily focused on staff manning the Old Mill however since the closure this would include all customer facing people working in any business in the tourism and service industry of Totnes. Any person working in a B&B, shop or eatery can affect the reputation of the town and how it is perceived through word of mouth and recommendation. Again, it is impossible for Visit Totnes to monitor the training of all staff in every business however it is important to monitor reviews on Trip Advisor to understand the current perceptions and we can try to encourage collective training.

Many destinations offer free or reduced rate 'Welcome' training. This has traditionally reached the accommodation and attraction sectors but the impact on visitors to Totnes will be significantly shaped by retail and hospitality staff. It is possible to develop and deliver a bite-sized course on customer service and product knowledge as well however the difficulty will be in getting people to attend due to time and resource constraints plus it could be difficult to manage and businesses might be insulted at the suggestion that they need it!

### **5.5.8 Physical Evidence**

This is everything from the interior decoration of actual businesses to signage and includes how clean the town is, how easy it is to navigate, toilets, branding and anything visual. There is definitely a need to improve signage and the information boards are very old and need replacing or repairing. A digital screen is being investigated. Individual businesses are obviously responsible for their own physical evidence but together they shape the reputation and perception therefore should be monitored on a small scale without too much time.

The recent graffiti is a negative example of physical evidence and how something like this can generate bad PR and word of mouth, however it was dealt with very quickly which is positive in terms of crisis management. Social media and local press doesn't help with things like this though as the pictures were spread very quickly and widely.

Another negative item which has been discovered through recent market research is the issue of homelessness and begging on the streets which can put visitors off from returning or visiting. This is an item which is being considered by the Council.

### **5.5.9 Process**

Visit Totnes currently acts as an agent delivering travel information for the existing and potential new consumer where this is currently delivered through the visittotnes.co.uk website and the Visitor Guide. The website can be found when the consumer Googles Totnes Information, Visit Totnes or Totnes. 30,000 guides are being distributed nationally and 10,000 regionally by Take One Media, and 10,000 are being collected or delivered locally to any local businesses willing to stock them. Take One have recently offered to deliver locally as well.

People can also find out about Totnes through the Visit South Devon/Devon website & guide.

## **5.6 Action / Promotion**

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The following Promotional Mix is designed to increase market share, increase revenue through visitor spend, increase brand awareness and generate and maintain a positive brand image across the accommodation, attraction, retail and food sectors throughout the town and surrounding villages.

All promotion will be dependent on the budget available, customer profiling, possible grant funding and 'free' co-promotional opportunities. Below is a potential list which should be

prioritised depending on the key activities and time available with priority 1 happening now or very soon, priority 2 being scheduled for later this financial year (2017/18) and priority 3 being scheduled or re-visited in the financial year 2018/19.

### 5.6.1 Promotional Mix

Advertising 2017/18					
Tool	Activity	Reach	Main Objective / Aim	Budget (net)	Priority
Visitor Information Guides 2018	30,000 guides delivered nationally, 8,000 delivered regionally and 12,000 locally  The 2017 distribution will need to be monitored in order to recommend improvements for 2018 including potentially using different distribution companies e.g. Westward Marketing and South West Promotions to cover different areas and businesses  Potential to explore Exeter Airport as another location to host	50,000 guides (readership unknown)	Increase number of visitors / Brand Awareness	£20,000	1
New website	Needs on-going improvement, maintenance, hosting, SEO & increasing traffic  Blog page: should have a new one every month which can help with SEO and is another way to generate positive content through the website and social media	3,000 visits per month		On-going development & hosting - £200 per month	1
Directory / website listings	Research all of the existing websites where the Totnes Information is or has been featured – update information	Extensive		£0	1

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	Investigate any potential new websites / directories on which we can feature					
Website listings -- events	As above but do this for the events which are happening in and around Totnes -- this is where communication is key as promoters may have already done this and we don't want to duplicate work already done	Extensive			£0	1
Website listings -- other businesses	It's possible to do this for all local businesses but this would be far too time consuming and therefore best to communicate to them and encourage them to do it as well as us doing it for the town itself					1
Zones / Areas on website	Create pages for each of the different areas within the town e.g. The Narrows and list as many of the shops etc. within each			Increase footfall to more hidden areas	As above	2
Information / Signage	Potential to have digital screens with interactive map and/or information about Totnes to welcome visitors -- depending on type of screen also potential to have adverts to offset some cost			Improve customer service and physical evidence / Brand awareness	£2 -- 5k	1/2
Window vinyls	Window vinyls have been created featuring the website and social media channels -- we are asking as many local and regional businesses to display as possible	Extensive		Boost traffic to website & social media	£120	1
Banner	Utilise the banner space at the bottom of town and at Civic Square to advertise Visit Totnes website, social media & brand				Production costs	1/2
Branded T-shirts	To be used by the Visitor Information Officer and at events / exhibitions				Tbc	1/2

Other branded materials	Creating cost-effective branded materials e.g. bookmarks to give out at events or ask local businesses to stock & give away to customers for free		Improve customer service	Tbc	2/3
Pop-up Banners	Create a Pop-up banner to use at events but can we also use any empty shop frontages? Also possible to research other locations e.g. garden centres to ask if we can have our banner there for a week at a time		Boost traffic to website & social media & increase number of visitors	Tbc	2/3
Posters – A4 and / or A3	Create posters and ask as many local businesses to display on notice boards or in bedrooms e.g. accommodation / libraries		Increase footfall in town	Design & print	2/3
<b>Digital 2017/18</b>					
<b>Tool</b>	<b>Activity</b>	<b>Reach</b>	<b>Main Objective / Aim</b>	<b>Budget (net)</b>	<b>Priority</b>
Social media	Current channels are Facebook, Twitter and Instagram – see separate strategy Potential future channels include YouTube and Pinterest but they all take time to manage	Extensive when built followers	Increase number of visitors through promoting events & other key elements	£0	1
Social media boosts	Boost posts or profile on all channels by targeting more people based on the demographic //FB 1, Twitter, Instagram 2	1000 – 2500 people per boost	Increase number of followers which will make the use of the channels more effective	£5 per post for FB	1 / 2
E-news	Once a database of potential and existing visitors has been set up we can send a regular e-newsletter out. A database is being built through the new website at the moment with the opportunity to sign up to receive information	Depends on the size & demographic of the database	Relationship building & encouraging new or repeat custom through news & events	£0 (Mail Chimp)	2



Partnership Marketing / Co-Promotions 2017/18						
Tool	Activity	Reach	Main Objective / Aim	Budget (net)	Priority	
Promo	Co-promotion with local college or university – undertake a collaborative project where students create a promo & we choose winning video to use on website, social & at any events or budget to create this		The final promo would be used to increase visitor numbers	£0	2	
Travel Agents	Liaise with independent agents to see how if at all we can work together		Increase visitor numbers			
Stands in neighbouring towns or attractions	Potential to work with neighbouring towns to offer each other highly visible space with high footfall for free on a reciprocal basis to promote the towns e.g. Totnes has a 'stand' or banner in Princesshay in exchange for them having a stand in the Market Square. If effective this could be rolled out to the other areas	Extensive		Free	1/2	
Sharing data	Offering high profile businesses the chance to promote themselves in prominent locations of the town in exchange for them promoting Visit Totnes to their customers e.g. car companies positioning a car somewhere in town	Extensive		Free	1/2	
Advertising	Bus wrap advertising – sharing the cost of creating a wrap around the Tally Ho bus which travels from Kingsbridge to Totnes with Kingsbridge TIC	Extensive	Increase visitor numbers encouraging people to visit Kingsbridge and Totnes if staying in either town or day-trippers	Tbc	2/3	
Internal Communication / Stakeholder Marketing / Relationship Building 2017/18						

Tool	Activity	Reach	Main Objective / Aim	Budget (net)	Priority
B2B E-news	Sending a regular Visit Totnes e-newsletter to as many local businesses & stakeholders as possible to keep them informed about news & to communicate more efficiently		Relationship Building / Stakeholder Management	£0 (Mail Chimp)	1
Networking	Business Breakfasts or Chamber meetings & other networking events are good for building the brand, building & maintaining relationships with stakeholders & for easier and more effective internal communication. Already started in Totnes but potential to widen to Exeter and Plymouth	50 per meeting = extensive as they should communicate to staff & customers		£12.50 for each Totnes Business Breakfast	1
Relationship Building	All businesses will need to continue to build and nurture relationships with loyal customers through Relationship Marketing techniques as it will be impossible for Visit Totnes to manage all of this, however it is something that we can start to manage in the future once a database has been built up using email marketing and social media		Relationship Building	£0	1/2
<b>Direct Marketing</b>					
Tool	Activity	Reach	Main Objective / Aim	Budget (net)	Priority
Sending guides to prospects	Guides are sent to prospects seeking more information – they request through the website. This could be followed up with an email or call however this isn't done at the moment due to time restraints. We could however include a letter with the guide introducing myself & encouraging them to follow us on social media or to contact if they need any additional support	Depends on number of request	Increase visitor numbers / relationship building / improving customer service	Postage –covered already, amount unknown	1

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DM	Contact large organisations e.g. councils & big retail outlets to target staff through internal e-news, intranets, notice boards etc. with competitions and/or special offers	Depends on staff numbers	Increase visitor numbers		1/2
<b>Group / Coach / Cruise Ship Marketing 2017/18</b>					
<b>Tool</b>	<b>Activity</b>	<b>Reach</b>	<b>Main Objective / Aim</b>	<b>Budget (net)</b>	<b>Priority</b>
A5 or DL leaflet	Promoting town to group and coach market – direct mail to GTOs (Group Travel Organisers) and Coach Tour Operators, liaising with coach tours in the area, giving suggested itineraries based on time in area		Increase visitor numbers from group, coach or cruise industry	Leaflet production & DM cost	1/2
Advert	Advertising in group or coach directories e.g. Coach Tourism Yearbook where we have a basic ad for free – investigating other such opportunities				
	Researching other potential groups who would be interested in visiting e.g. schools, paranormal, history etc. Targeting them in the best way – DM, calls, social media etc. Inviting GTOs to come and visit for a FAM trip with a view to them bringing a whole group				
Calls	Cruise ship market – liaising with excursion organisers of big cruise operators to try and encourage them to visit Totnes as part of a trip – have contact details for this but notoriously hard market to crack				
<b>PR 2017/18</b>					
<b>Tool</b>	<b>Activity</b>	<b>Reach</b>	<b>Main Objective / Aim</b>	<b>Budget (net)</b>	<b>Priority</b>

Gathering news stories for PR	<p>It's important to try and develop a good system for gathering news stories or finding out which businesses are already generating coverage. Google alerts have been set up for Totnes &amp; Tourist Information so that I'm alerted when there are news stories but to be really thorough I'd need to set one up for every business which isn't realistic therefore I rely on good internal communication with stakeholders or replies to the corporate e-news but people don't reply.</p>	Generate positive media coverage and reviews about the town with the secondary aim of increasing visitor numbers	£0	1
Traditional PR	<p>Writing press releases &amp; sending to media –business related stories focusing on the corporate market and general news &amp; events focusing on the consumer market however it is important to determine which businesses are already doing this to avoid duplication which again relies on efficient internal / stakeholder comms. Specific topics can include the Staycation or environment</p>		£0	1
PR – competitions	<p>Securing space in magazines, papers, radio etc in exchange for a prize e.g. night's stay, food, vouchers etc. Where possible all prizes will be collective e.g. the prize for Visit South Devon was a night's stay at the Bay Horse, a meal at the Waterside and tickets for the South Devon Railway.</p>		£0 (some publications charge & have min prize values)	1
Blogger reviews	<p>Securing reviews from niche online bloggers of things to do here, places to eat etc in exchange for a free trip. Targeting a focused audience who follow the blogger as they're directly looking for advice on where to go and what to do</p>		£0 (some charge)	1
FAM Trips	<p>As above but with journalists instead of bloggers</p>		£0	1
PR Stunts	<p>Traditionally something that will gather a lot of attention, should educate or entertain on a fairly big scale – should fit</p>		£0 unless production	2

# Visit TOTNES

Experiential Marketing	with the brand values. See Appendix A for examples Using experiences to connect with consumers, standing out from a crowded market place. Evidence that people are blindsighted by traditional ads but this should be noticeable. Similar to PR Stunts therefore element of crossover. See Appendix B for examples				£0 unless production	2
Arts Installation or Trail	Commission a local artist or group to create a statue in a key location to generate PR & drive footfall – co-ordinate with Tiff. See Appendix C				Tbc	2
CSR	Important tool for building brand awareness and generating PR e.g. charitable donations, sponsorship, community engagement or staff fundraising – not something I would want to spend a lot of time on but potential to write releases or notify media if we're already doing these things				£0	2
National Days / Months	Utilising relevant National Days to help theme communication and publicity through social media and other PR opportunities e.g. Independent Retailer Month - July, Vegan Day or Month etc. Running promotions or offers based on these themes which will rely on local business support and good communication again to gather offers etc.				£0	2
<b>Experiential Marketing 2017/18</b>						
Tool	Activity	Reach	Main Objective / Aim	Budget (net)	Priority	

Air BnB	Tours or activities undertaken by locals to offer visitors something more personal and unique e.g. working on a farm, tour guide, Transition Tours, painting lesson by the Dart, music experience etc.		To offer something unique and stand out in a crowded market place	£0	2
<b>Events 2017/18</b>					
<b>Tool</b>	<b>Activity</b>	<b>Reach</b>	<b>Main Objective / Aim</b>	<b>Budget (net)</b>	<b>Priority</b>
Food & Gardening Festival	See separate events plan		Boost footfall off-peak	Tbc	1/2
Event at Rotherfold	Organise a small event at Rotherfold – off peak		Boost footfall off-peak and in area with low footfall	Tbc	2/3
Fashion show	Organise a fashion show with all or as many of the local independent boutiques – off peak		Boost footfall off-peak and communicate the number & quality of indie boutiques	Tbc	2/3
<b>Sales Promotion 2017/18</b>					
<b>Tool</b>	<b>Activity</b>	<b>Reach</b>	<b>Main Objective / Aim</b>	<b>Budget (net)</b>	<b>Priority</b>
2018 Visitor	2 pages of special offer vouchers and competition e.g. family		Drive footfall / track success	Self	1

# Visit TOTNES

Guide Promotions	ticket from DATA for one of their attractions or short break in 7 Stars		of guide / capture data	funding	
2018 E-news	Run special promotions & competitions and track success based on number of entries. Potential to offer something collective e.g. 10% off in cafés (with exclusions) or similar to avoid favouritism.		Drive footfall / track success of e-news		2
Social media	As above & see separate strategy – potential to do the same through the social channels once we have built up followers or as a way to try and increase the followers		Drive footfall / Capture data	£0	2
Special offers on external sites	Running special offers on key external sites e.g. <a href="http://www.foodanddrinkdevon.co.uk/offers">http://www.foodanddrinkdevon.co.uk/offers</a>			£0	2
<b>Personal Selling 2017/18</b>					
Tool	Activity	Reach	Main Objective / Aim	Budget	Priority
Exhibitions / shows / fayres	Identify & create a list of relevant exhibitions to attend e.g. Totnes Show. Positive leads can be given guides or vinyls – create some cost effective branded balloons for children		Increase visitor numbers / Capture data with offers & competitions / Brand awareness	Tbc	1/2
As above	As above but find out where other organisations exhibit to see if we can piggy back on what they're doing eg. South West Coast Path, English Riviera, Visit England				1/2
Visitor Information Officer & Point	Recruiting a Visitor Information Officer to be housed in The Guildhall to become a seasonal face to deal with enquiries & support the Destination Manager. Problems surrounding the location of the Guildhall and people being able to find it could be overcome with directional floor stickers – see Appendix D	Need to log number & nature of enquiries for future reference		Salary	1

Ambassadors	Ambassadors could be uniformed volunteers or the Info Officer, wearing the branded t-shirts, meeting & greeting boat & coach passengers to engage interest, increase visitation at the Museum/Castle and increase the length of stay in town					2
<b>Sponsorship 2017/18</b>						
<b>Tool</b>	<b>Activity</b>	<b>Reach</b>	<b>Main Objective / Aim</b>	<b>Budget</b>	<b>Priority</b>	
Sponsoring events	Sponsor regional events		Brand awareness / Boost traffic to website & social media	Depends on each	2/3	
<b>Market Research 2017/18</b>						
<b>Tool</b>	<b>Activity</b>	<b>Reach</b>	<b>Main Objective / Aim</b>	<b>Budget</b>	<b>Priority</b>	
Surveys	Business & Consumer Surveys to determine existing situation in order to better set objectives		To shape the 2018/19 plan & create specific objectives	Expensive if external	2	
<b>Advertising - Potential for 2018/19 or if receive more money but not now</b>						
<b>Tool</b>	<b>Activity</b>	<b>Reach</b>	<b>Main Objective / Aim</b>	<b>Budget</b>	<b>Priority</b>	
Poster and screen advertising - airports	Advertising in Exeter Airport on digital screens and poster boards, plus they have floor stickers leading out to the baggage area. Also potential to do this in train and bus stations e.g. Exeter St. Davids, Plymouth etc. s	Extensive – B2B & B2C, domestic & international	Increase visitor numbers	Tbc	3	
Traditional – TV, radio, papers, mags	Would need seasonal campaigns. Find out if businesses advertise & where. Potential for them to include Visit Totnes logo. Or businesses can collaborate & share cost			All very expensive	3	



# Visit TOTNES

Personal Selling 2018/19 or not at all					
Tool	Activity	Reach	Main Objective / Aim	Budget	Priority
Building database of prospects	Prospect identification (research, profiling, prioritising key markets and targets) for mailing e-news or guides		Build database		3

## 5.6.2 Responsibilities

- The DM Totnes is responsible for promoting Totnes as a whole and developing the Visit Totnes brand
- Each business responsible for its own individual marketing, advertising and PR with an additional responsibility to communicate this to the DM
- All businesses can help to promote the Visit Totnes brand through existing advertising channels and in-house with vinyls / posters etc. or by using the Visit Totnes logo on as many communication channels as possible

## 6. Summary

The key initial priorities will be to continue with the development of the website and the distribution of the guide....PR....relationship building...

## Appendices

### Appendix A – PR Stunt Examples

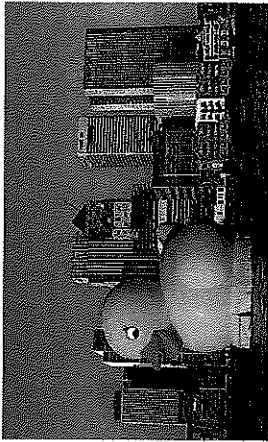


Opening up a restaurant for one day only to provide free meal or hot drink for homeless. The Steam Packet Inn did something similar in Christmas 2016 inviting anyone alone or lonely to come in for a hot drink and mince pies or just a chat however having said this it might not be considered a good idea considering the recent comments from various locals and

councilors about the negativity surrounding this: <http://www.totnes-today.co.uk/article.cfm?id=105789&headline=There%20is%20room%20at%20the%20inn%20this%20Christmas!&sectionIs=News&searchyear=2016>



Creating the Visit Totnes logo with plants / flowers or something different and unique which can be photographed for social media -- similar to the English Riviera sign but created differently so that we remain unique using different materials and either creating one big one for dramatic effect or having lots of little ones which crop up in different locations around the region at strategic times.



Or float the Visit Totnes logo down the River Dart for a great visual! Obvious problems would be who would make it and a lot of time would be involved though.

#### **Appendix B – Experiential Marketing Examples**

An edible garden was created to launch a book called The Cake Shop in the Garden. We could create a giant edible 'something' which is created using all local and organic, ethical ingredients and position somewhere prominent to promote the USP of the eateries. Again, this would take a lot of time to organize and manage though and would rely on local support however this is just an example of what experiential marketing could be and other ideas will be investigated. They are in essence very similar to PR stunts.



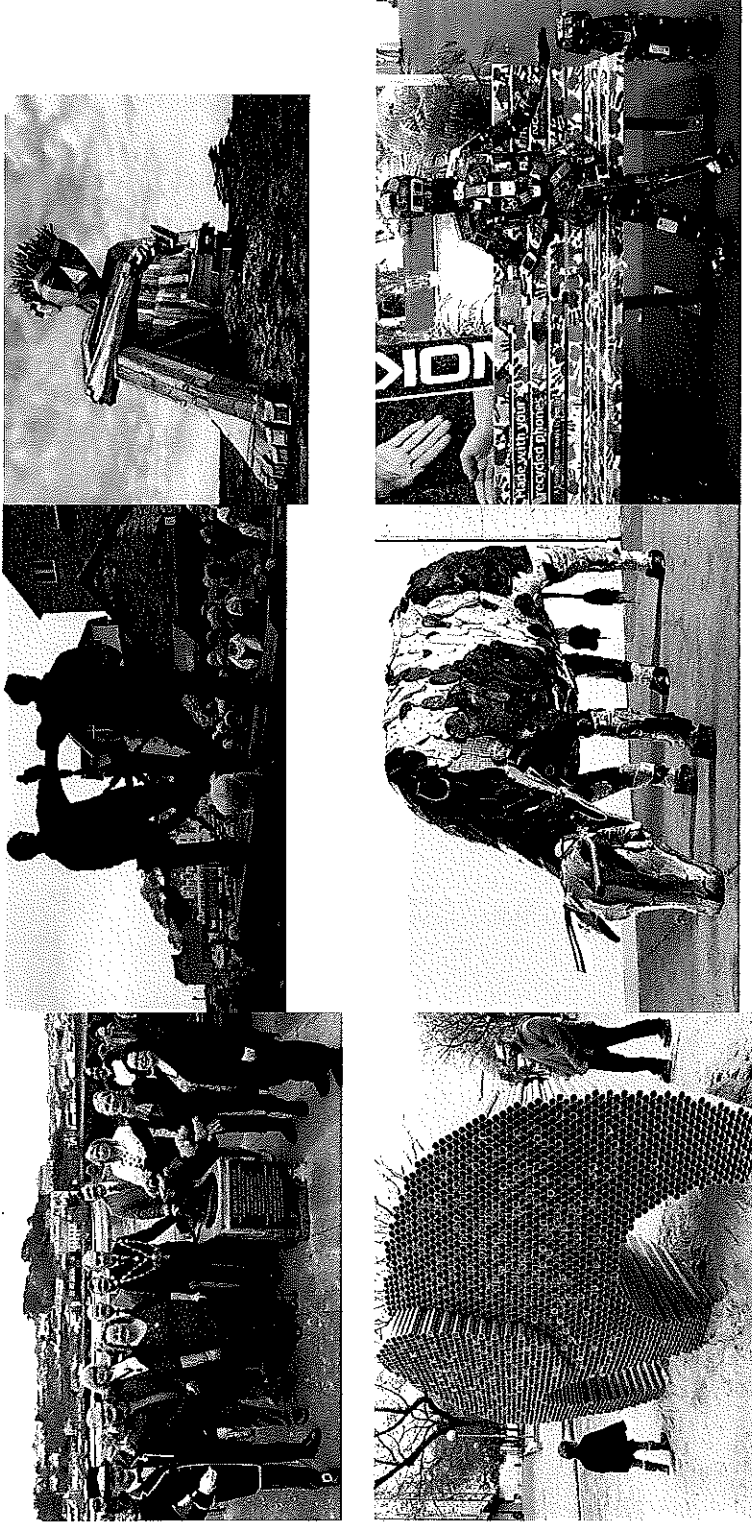
#### **Appendix C – Statues**

The idea would be to have a local artist, group of artists or school create a statue to fit with the town's brand values therefore something unique and ethical

# visit **TOTNES**

– potentially made with recycled materials. This would generate positive PR and also create a point of interest for visitors when coming to town. It could go somewhere in the Market Square or at the bottom near Seven Stars.

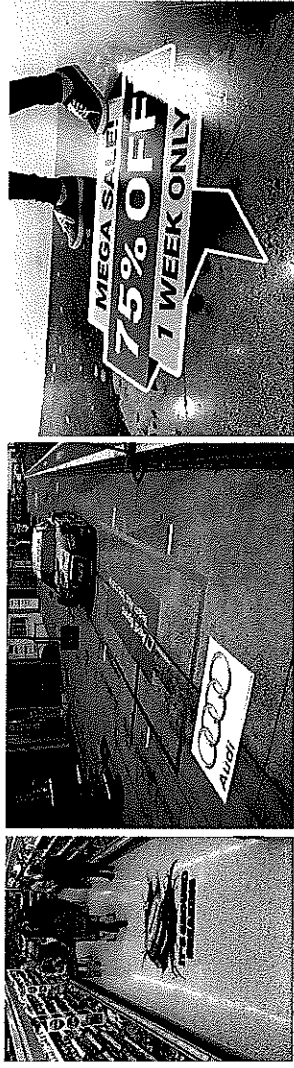
Potential challenges with this would be lack of funding / budget therefore we would most probably require the statue to be created for free which might not be possible. If we thought the quality would be good enough we could encourage a school / college to create something but run the risk of us not liking the finished product. Alternative is to encourage someone to create for free or just to cover expenses in return for their publicity.



Appendix D – Floor Stickers – Experiential Marketing or to Promote the Info Point

### Experiential Marketing

Floor Stickers could be used to promote the Visit Totnes brand, website and social media in Totnes and potentially other areas with high footfall



### Information Point Direction

With the new information Point due to be positioned in the Guildhall some people may have trouble in finding it therefore it is possible to have a directional A Board outside the church and potentially near the arch if there is room to position it safely on the pavement here, or we could have some floor stickers like the ones below which are branded saying Follow Me to Visit Totnes or Totnes Information Point This Way (if room) or something similar:



## TOTNES AND DISTRICT TRAFFIC AND TRANSPORT FORUM

Advisory Body to TOTNES TOWN COUNCIL (TTC)

Co-Chairs: Peter Rees ([pvrees@tiscali.co.uk](mailto:pvrees@tiscali.co.uk)) and John Birch ([jpb1@hotmail.co.uk](mailto:jpb1@hotmail.co.uk))

Vice-Chair: Alan Langmaid ([alanlangmaid@hotmail.com](mailto:alanlangmaid@hotmail.com))

**Draft Minutes** of Meeting held in the Guildhall, Totnes on **Wednesday 12 April 2017**.

Present: John Birch, Peter Rees (Chair), Robert Vint, James Bellchambers, Alan Langmaid, Simon Harrington, Julian Burn, Tony Whitty, Sandi Whale, Jack Patterson, Andy Sims, Mary Popham, Chukumeka, Ian Phillips, Tim Bennett

1. Apologies: Helen Kumar, Louis Victory
2. Minutes of meeting held on 8 March 2017 - *agreed*.
3. Matters arising not on this agenda: - Electric vehicle charging points, no right turn (true str junction), pothole action fund.
  - a. Electric vehicle charging – *Mary Popham and Chukes to draft report.*
  - b. No right t'n (True Str) - Alan Langmaid report discussed at Berry Pomeroy PC meeting - *JB to draft letter to HATOC (with support of BP PC).*
  - c. Pothole action - RV reported £39K patching work to be carried out to Moat Hill and Higher Westonfields. AL asked that Galliford Try be asked to repair damage to Quay Side – *JB to write to SHDC.*
4. Neighbourhood Plan update – Extract circulated from SH's JLP (the transport strategy page). Any comments on JLP by 26<sup>th</sup> April. AL observed that there was no mention of M/Cycles in the strategy. *AL to respond to consultation.*

PR reported NP being prepared with view to publication of 1<sup>st</sup> draft for initial consultation in early May (now put back to late May/June partly because of election)
5. Parking Group Progress Report – RV requested a list of key issues to take up with DCC. These could include; residents parking, High Str parking, Station parking. *AL asked for suggestions to take forward – All to contribute.*
6. Communications with emergency service – *Deferred to next meeting.*
7. Bob the Bus report – SH reported Bob still having difficulties finding suitable parking. Still looking for space for Hub preferably near the town centre. Growth in ridership continues such that bob cannot satisfy demand on some routes, particularly around lunchtimes. Looking at possibility of increasing frequency of service at such times.
8. St Marys heritage project – JB reported scoping study making good progress prior to search for funding. Lots of support including from Chamber for including highway in new town square. Co-ordinator appointed.

9. Highway markings – SR reported accident problem at 7 Stars roundabout due to faded markings. Poor markings said to be a growing problem due to cut-backs.

10. Councillors report –

Robert Vint for DCC reported on progress with proposed cycleway to Little Hempston and Newton Abbott. Success in getting route agreed in principle by HATOC but still requires funding and use of footbridge claimed by South Devon Railway.

John Birch for SHDC reported that application for redeveloping private car park behind Conservative Club withdrawn (temporarily?) in face of local councillors objections to the loss of a local facility. Similarly, proposal to charge for spaces lost due to local events opposed because of net gain of revenue on event days.

11. Any other business –

**Rainbow Crossing**- Ian Phillips objected on safety grounds to proposal which he saw as promotional gimmick and as such should not be on highway. After much debate chair reminded forum that it had previously agreed that such a crossing was in the spirit of similar shared space measures and could be supported as such. *Agreed – a DCC matter. IP free to send his views to HATOC.*

**Access to Smithfield** – Tim Bennett concerned at risk due to speed of traffic entering and leaving Plymouth Rd due to width of junction. JB favoured use of white lining and bollards to redefine junction and make slower and easy to negotiate, including for pedestrians. *Agreed - JB to provide example layout for further consideration.*

**Station new pedestrian bridge** – James Bellchamber thought the position and design prejudicial to character and view of station and urged consideration of alternatives (such as subway - using existing culvert). *RV agreed to raise with Network Rail.*

**Air Quality** – Simon Harrington said Friends of The Earth were loaning out detectors for those concerned at the lack of data. RV said there was wide concern and interest. *RV to arrange sub group meeting of interested persons.*

12. Date of Next Meeting: Next meeting will be held on **Wednesday 10<sup>th</sup> May 2017** at 1830 in the Guildhall, Totnes.

Totnes and District Traffic and Transport Forum

Advisory Body to TOTNES TOWN COUNCIL (TTC)

Co-Chairs: Peter Rees (pvrees@tiscali.co.uk) and John Birch (jpb1@hotmail.co.uk)

Vice-Chair: Alan Langmaid (alanlangmaid@hotmail.com)

Draft Minutes of Meeting held in the Guildhall, Totnes on Wednesday 8 March 2017.

Present: John Birch, Peter Rees, Robert Vint, James Bellchambers, Alan Langmaid, Simon Harrington, Julian Burn, Lynne Price and Chris Hall

Apologies: Helen Kumar, Tony Whitty, Sandi Whale

1. Minutes of meeting held on 8 February 2017 were agreed as correct subject to AL disputing the accuracy of a comment made concerning the St Mary's Partnership.

2. Matters arising not on this agenda:

RV reported on the possible Electric Charging Points and this will be the subject of a further report.

RV reported on the works carried out to The Lamb. It was agreed it was an improvement although there are still some minor works outstanding. Unfortunately the original S106 Agreement cannot be located.

AL is to draft a letter to be sent to DCC on the issue concerning True Street – No Right Turn. Draft to be sent to Berry Pomeroy PC for comment.

3. Current Draft Transport Strategy – Neighbourhood Plan

PR updated the meeting on progress in respect of that part of the document he was drafting. There was also discussion concerning the JLP and the numbers allocated to Totnes and Dartington.

4. Parking Group Progress Report

AL reported that data was awaited from DCC to be able to review on street parking. RV to chase DCC. Residents' Parking was to be reviewed. There was a discussion concerning the Budgen's car park and its availability following the closure of the store and its possible future development. There was also a discussion concerning the extent of the ownership of the site previously occupied by Budgens.

## 5. Emergency Services

The Police and Fire Services are to be chased for a response

## 6. Bob the Bus report

SM reported that BtB was still looking for premises for the operation. JB agreed to contact the officers at SHDC to see if they are able to assist. The Green Travel Plan for the Baltic Wharf development was discussed and Mary Popham was to be consulted.

## 7. St Mary's Heritage Project

JB reported on developments and in particular the consultation process. The Town Council had now joined the partnership.

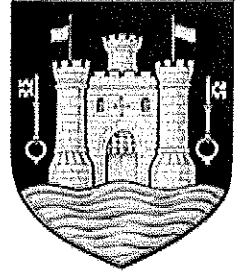
## 8. Town, District and County Councillors' Reports:

RV reported on matters concerning the Littlehempston Cycle Path, the DCC Pothole Fund and the extension of the footpath at Follaton. JB reported on SHDC's proposed policy to charge charities for the use of its car parks for charitable events. The Forum agreed to oppose this policy.

Date of Next Meeting: Next meeting will be held on **Wednesday 12 April 2017** at 1830 in the Guildhall, Totnes.



10



# COMMUNICATIONS & MEDIA PROTOCOL

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**TOTNES TOWN COUNCIL**

**January 2015**

**Reviewed July 2017**

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*This protocol acts as a reference tool for any employee or Councillor who engages with the media or communicates with members of the public. It also includes guidance on personal use of social media where it could be deemed to have a negative impact on the Council's reputation.*

*This protocol applies to all Town Council employees and Councillors.*

## **INTRODUCTION**

Totnes Town Council receives enquiries from the media, constituents and wider members of the public every year.

The purpose of this protocol is to clarify the roles and responsibilities of the Clerk, Mayor, all employees and all Councillors and to provide guidance on how to handle media interest.

The aim of the protocol is to ensure that the Council is seen to communicate in a professional and objective manner. In all cases, the Council's outside communications should be:

- Open and honest
- Proactive
- Responsive and timely

## **LEGAL ISSUES**

There are circumstances under which employers can be held legally responsible for content published by their employees. This may include action taken as part of their role for the organisation and material published on official organisation channels or somewhere that has been previously sanctioned by the Town Council. It is therefore important to make all employees aware of the potential legal issues with regards to communication.

It is important that employees are aware that communicating information about the Council cannot be isolated from their working life. For example any information published online can be accessed around the world within seconds and will be publicly available for all to see.

Employees and Councillors should take the following into consideration when using social media:

- Be aware of the Council guidelines for using social media, whether this is for personal use or as a part of their working role (See "SOCIAL MEDIA").
- Be familiar with the legal areas outlined below before writing or speaking about colleagues or sharing information about the Council.
- Ensure that verbal or written information does not disclose privileged or confidential information.

## **Libel and defamation**

Defamation is the act of making a statement about a person or company that is considered to harm reputation, for example, by lowering others' estimation of the person or company, or by causing them to lose their rank or professional standing. If the defamatory statement is written down (in print or online) it is known as libel. If it is spoken, it is known as slander. There are exceptions to this - posting a defamatory statement online or recording it on a podcast would both be examples of libel.

## **Other points to note**

An organisation may be held responsible for something an employee has written or said if it is on behalf of the company or on a company-sanctioned space. Action can also be taken against anyone repeating libelous information from another source, so careful checks are needed before quoting statements from websites. This can also apply to linking to defamatory information.

## **SOCIAL MEDIA PROTOCOL**

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You should consider whether a statement can be proved before writing or using it – in law, the onus is on the person making the statement to establish its truth.

### **PUBLICITY**

The media plays a huge role in informing residents about what the Council does and how it spends their money (at all tiers of Government). It is therefore vital that the Council communicates effectively with the media and wherever possible will take a positive approach to meeting media requests for information and interviews. This approach will help achieve the following objectives:

- Ensure that the Council is recognised as one which is open, accountable, accessible and which listens
- Share and celebrate the Council's successes
- Give information about policies and services and about the democratic process so that people feel more informed about the Council's work
- Handle negative issues clearly and decisively

### **Publicity in Election Periods**

The rules governing publicity change when an election has been announced. In the period between the notice of an election and the election itself all proactive publicity about candidates or other politicians is halted. This applies to local, national or European elections.

During this period council publicity should not deal with controversial issues or report views, proposals or recommendations in a way that identifies them with individual Councillors or groups of Councillors. This is to make sure that no individual or political party gains an unfair advantage by appearing in corporate publicity.

In these circumstances, where a quote is required, the relevant officer may be quoted, in accordance with the guidelines in this protocol.

### **Young People and Publicity**

Guidelines should be followed if commissioning photographs of children (i.e. under 18 years of age) or if planning photography of children at events and using visual media for publicity purposes. Please refer to Chapter 18 of Council Constitution – The Child and Vulnerable Adults Protection Policy for further information on this subject.

### **THE MEDIA**

The local press generally only covers stories relevant to people living and working in Totnes and the immediate surrounding areas. They include newspapers such as the Totnes Times (paid for) and the Totnes News (free). Other local media include radio stations such as Totnes FM, Soundart Radio, BBC Devon, Heart and Palm FM, all of which have specific target audiences.

Regional media includes newspapers like the Herald Express and Western Morning News.

It is rare that Totnes Town Council would be involved in media communications at a national, international or specialist level however the protocol remains pertinent in these cases.

### **Identifying Newsworthy Items and Handling Media Enquiries**

It is the responsibility of everyone working within the Council to identify worthy news items and this should be done as early as possible. These might include Mayoral engagements, the Christmas Markets or promoting successes of the Council. Ideas for news items should be sent to the Clerk.

The Clerk will co-ordinate all media enquiries into the office. In certain circumstances it may be appropriate for the lead officer, Councillor or the Mayor to respond to the enquiry, in line with this protocol. Council officers who are directly approached by a member of the media should not attempt to answer questions themselves without gleaning the full facts and should confer with the Clerk before responding. However simple, factual queries will be dealt with appropriately by the office.

Councillors who are directly approached by a member of the media may respond in accordance with the guidance contained in this protocol.

The Council should not pass comment on leaks, anonymous allegations or allegations about individual staff and Councillors. The Council is open and accountable and should always explain if there is a reason why it cannot answer a specific enquiry.

#### **News or Press Releases**

News / press releases are one of the key techniques for publicising Council activities, decisions and achievements.

There are two types of press releases – Official Council Press Releases and Councillor Press Releases.

Official Council Press Releases: An official Council release is made on behalf of the Council as a whole; it will be written by an officer and authorised by the Clerk. It is non-party political and will normally include a quote from the relevant Councillor(s). This is usually the Mayor or Committee Chair.

Official Council press releases will follow a corporate style appropriate for the media being targeted and a central record will be maintained. All releases will accurately reflect the corporate view of the Council, contain relevant facts and include an approved quotation from the appropriate Councillor. Matters of style, presentation, punctuation, grammar etc are the responsibility of the author.

Releases will not promote the views of specific political groups, publicise the activities of individual Councillors, identify a political party or persuade the general public to hold a particular view.

All official Council news/press releases will be placed on the Council's website within one working day of issue.

It should be borne in mind that a news or press release is not always the best way to publicise an activity or event and alternative ways of advertising it should be considered e.g. posters, mailings, websites, social networking etc.

Councillor Press Releases: Councillor press releases are personal and are written and issued by the Councillor responsible. This release may or may not be political and should not include the name of any officer, use the Council crest or the Council telephone number as a point of contact. It would be beneficial for copies of

## SOCIAL MEDIA PROTOCOL

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intended releases, especially those of a factual nature, to be provided to the Clerk. Councillors seeking advice can contact the Clerk or Deputy Clerk for advice.

### **Interviews**

Any officer contacted by a journalist requesting an interview should refer the journalist to the Clerk, the Mayor or the appropriate Committee Chair. The person put forward for interview will depend on the situation and the information required by the journalist.

Officers should never give their opinion on specific Council policy but must keep to the corporate line and key messages. Their role is to provide expertise and factual knowledge only, in support of the Council's approved and agreed policies.

### **Media Activity Ahead of Meetings**

The media pick up many stories from agendas and reports ahead of meetings. All Council and Committee agendas are automatically published on the Totnes Town Council website.

Members of the media are welcome to attend and regularly do attend Council and Committee meetings. During meetings Members should be mindful that any comments and messages are put across in a manner which gives the journalist an accurate picture, rather than relying on the journalist's interpretation of what can be a complex issue or report.

### **Non-Council Related Media Activity**

Officers and Members of the Council who have contact with the media in a personal capacity or as members of non-Council related organisations must not refer to their Council posts and must make it clear to the journalist concerned that they are speaking in a personal capacity or on behalf of the non-Council related organisation.

### **Managing Negative Issues**

From time to time the Council has to respond to negative issues. It is important that these situations are managed carefully so as to limit the potential for negative publicity.

Members and Officers must alert the Clerk as soon as a potentially negative issue which may attract media interest comes to light. They should not wait until contact is made by the media.

Members and Officers must be prepared to work together to prepare holding statements, other information and carry out research even if no media have contacted the Council about an issue.

### **Correcting Inaccurate Reporting**

Should the media (a newspaper or broadcaster) publish/broadcast something inaccurate about the Council, a quick decision needs to be taken on any action necessary to correct it.

The issue should be discussed with the Clerk to decide what action is appropriate. This could be a letter or news release, a conversation with the journalist concerned, a personal letter to the editor or legal advice. Also

to decide who the most appropriate person is to take the necessary agreed action i.e. the Mayor, Committee Chairman or Lead Officer.

It should be noted that in the case of minor inaccuracies which have little or no impact on the message being conveyed, it can sometimes be counterproductive to complain. Each case must be judged individually. Occasionally the Council will get something wrong. In these cases damage limitation is the key – this can usually be achieved by holding hands up, apologising, and stating how we are going to learn from the error or put it right.

### **NEWSLETTER**

Quarterly, the Council creates its own newsletter that is distributed by the Totnes Directory. This is a free leaflet delivered to all households in Totnes. It aims to promote council policies, services, activities and initiatives. The content is created in house in consultation with any appropriate Councillors. Ideas for articles will be welcomed and these should be passed directly to the Clerk or Deputy Clerk.

### **SOCIAL MEDIA**

#### **What is social media?**

‘Social media’ is the term commonly given to websites, online tools and other Information Communication Technologies (ICT) which allow users to interact with each other in some way – by sharing information, opinions, knowledge and interests. As the name implies, social media involves the building of communities or networks, encouraging participation and engagement. This protocol will also apply to any new or emerging technologies or systems which may develop in the future.

Current examples include, podcasts, message boards, social networking, such as Facebook, Twitter, bebo and MySpace, and content sharing websites such as Flickr and YouTube.

#### **The aims of this protocol are:**

- To ensure that social media used to communicate with the public, partners or other stakeholders by all Town Council staff in the performance of their duties is aligned to the view of the Town Council.
- To ensure that all Town Council social media sites are easily identifiable as originating from the Town Council and correctly apply the council’s logo and brand guidelines.
- To protect the reputation of the Town Council while embracing the possibilities of this channel.
- To ensure that any Council communication through social media meets legal requirements and is consistent with other communication activities.
- To prevent the unauthorised use of Town Council branding on employees’ or Councillors personal social media sites.

#### **Applying this protocol: Council-run channels**

- Town Council staff considering the use of, or wishing to use, social media as a channel for a project or campaign must first discuss and agree this with the Town Clerk and Mayor.
- Social media channels already featuring the Council’s logo or branding must comply with brand guidelines.
- The unauthorised use of the Town Council logo or branding on social media channels may result in action under the disciplinary procedure.

## SOCIAL MEDIA PROTOCOL

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- Individual employees must not post any items on sites unless this has been reviewed by a colleague or Councillor before publication to avoid unintentional errors being posted.

### **Applying this protocol: personal use of social media channels**

If you already make reference to your employment/involvement in the Council on a personal internet site as defined above, or you intend to create such a site, you should inform the Town Clerk who will advise you of the appropriateness of doing this in line with the advice below:

- Do not engage in activities on the internet that might bring the Council into disrepute.
- Do not use the Council logo on personal web pages.
- Do not reveal information which is confidential to the Council - consult the Town Clerk if you are unsure.
- Do not include contact details or photographs of service users or staff without their permission.
- Under no circumstance should offensive comments be made about the Council, Councillors, or colleagues on the Internet. This may amount to cyber-bullying or defamation and could be deemed a disciplinary offence.

### **Social media campaigns**

Employees or Councillors who are considering social media campaigns should firstly consult the Town Clerk for guidance. Coordinating efforts and using a corporate account can ensure that the project has a clear purpose, fits into the existing Town Council views and is suitable for the target audience they wish to reach.

### **Social Media Tips and Advice**

Social Media or Social Networking is both a broadcast medium and a receiving medium.

#### From the business point of view:

- It can be used as a receiving medium to gather opinions about the Council which have appeared on the social media networks. As such it is an invaluable tool to add to our understanding of what people think about us. As such this is a benign and useful tool.
- It is possible to broadcast using the same social media networks to engage with and talk to those who are interested enough to have a view. As such it is a useful and powerful tool.

#### From a personal point of view:

- Individuals employed by the council are entitled to use whatever system they like outside of their working time and working persona, to engage in the social aspects of the media – both broadcasting and receiving.
- However great care should be taken to ensure the private/work line is not crossed.
- It is good practice to follow the stricture of never mentioning work, your opinions of your colleagues or processes and projects on your own private Social Media Networks. This aspect is covered in '*LEGAL ISSUES*'.

**FREEDOM OF INFORMATION AND DATA PROTECTION**

Council Members are reminded that they must not misuse Council resources for political or other inappropriate purposes. Should the Council receive a request for information under the Freedom of Information Act 2000 on a topic on which there is correspondence (email or written), normally that correspondence would have to be disclosed, unless it was exempt. The fact that the disclosure of the correspondence may prove embarrassing would not, in itself, prevent disclosure.

In addition, care should be taken when processing personal data. The Data Protection Act 1998 prevents the use of personal information other than for the purposes for which it was supplied. Members should bear this in mind when using any personal data which may be supplied to them by their constituents.

Refer to the Information Policy, Chapter 14 of the Council Constitution for further information and guidelines in this respect.

**INTERNET ACCEPTABLE USE POLICY**

Internet use covers all websites (including the Totnes Town Council website), networking sites such as Facebook, Twitter, Bebo etc, forums and blogs which may be used by both Officers and Councillors.

If the above are used in an official capacity or on Council related business, the guidance in this protocol must be adhered to and they must be used in a responsible and appropriate manner.

Under the consideration of Acceptable Use, when acting in the capacity of Totnes Town Council, websites should not:

- contain content that may result in actions for libel, defamation or other claims for damages
- be used to process personal data other than for the purpose stated at the time of capture
- promote any political party or used for campaigning
- promote personal financial interests or commercial ventures
- be used for personal campaigns
- be used in an abusive, hateful or disrespectful manner
- If social media is used in an unofficial capacity, Members and Officers should restrain from making remarks that could be construed as bringing the Council into disrepute. Please see "SOCIAL MEDIA".



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**APPENDIX 1 – ADMINISTRATION OF TWITTER AND FACEBOOK**

Totnes Town Council encourages open and two-way conversation with our constituents, partner agencies, members of the many communities in which it participates and the general public.

Such dialogue is crucial in its effort to engage with citizens and to support its values of openness, fairness, flexibility and teamwork.

The council expects employees and Councillors to exercise personal responsibility whenever you participate in social media. This includes not breaching the trust of those with whom you are engaging.

**General operating guidelines:**

1. Do not publish any information which is not already in the public arena.
2. Be accurate, fair, thorough and transparent.
3. Ask a colleague or Councillors to check wording for accuracy.
4. Be mindful that what you publish may be public for a long time.
5. Respect copyright laws.
6. Do not publish or report on conversations that are meant to be private or internal to Totnes Town Council without permission. Do not cite or reference customers, partners or suppliers without their approval. When you do make a reference, link back to the source where possible.
7. Respect your audience. Do not publish anything that would not be acceptable in the workplace. You should also show proper consideration for others' privacy and for topics that may be considered objectionable or inflammatory, such as politics and religion.
8. Remember that you are an ambassador for the council and be cordial at all times.
9. Do not correct other contributors' spelling or grammar.
10. If a contributor makes a comment that is defamatory or likely to cause extreme offense, edit or remove it where possible. If this is not possible, report it to the operator of the website. Contact the user to explain why you took this action, and if appropriate ask them to post the comment again without the offensive content.
11. All feedback to the council through social networking sites should be fed back to the Town Clerk, and as appropriate, Full Council. Feedback that requires a response must be acknowledged promptly. Where action is required, bear in mind that excessive delay will have a negative impact on the council's reputation.
12. Passwords for Town Council social media sites must not be shared with any unauthorised persons and these must be changed when a member of staff leaves office.

**Authorisation:**

**Types of tweets and posts authorised employees can send out as part of their daily responsibilities from the official Totnes Town Council twitter account:**

- Informing the community about upcoming public meetings such as Full Council.
- Sending out last minute/next month availability for the Civic Hall.
- Sending out updates on improvements/changes such as the availability calendars on the website.
- Posting photos after successful events or before to promote tourist attractions such as the market.
- Giving out relevant advice in situations such as adverse weather
- Sending updates on the progress of long term traffic disruptions (such as the gas works in January)
- Sending out notices of unavoidable office closures for the Guildhall and TIC
- Promoting events in the area such as the Christmas Market.
- Posting photos of improvements around the town, such as cleaned up bus shelters, repainted public areas and the Christmas lights.

*Examples:*

- *Drive carefully tomorrow morning as heavy rain is predicted for rush hour. For updates follow@metofficeSWEng*
- *Please bring flooding photos/video to Totnes flood drop in sessions at the Civic Hall on 10th January from 7pm till 10pm*
- *The roadworks are progressing well. Please remember we are open for business! Further details can be found on [www.totnestowncouncil.gov.uk](http://www.totnestowncouncil.gov.uk)*  
*Special offer - last minute availability in the Civic Hall on Saturday 20<sup>th</sup> February, 10% discount on list price. Please contact us for info.*
- *Great progress being made in removal of graffiti in the town – see the team hard at work here (linktobeadded)*
- *Totnes Traders are hard at work planning the Christmas Markets. If you are interested in having a stall please contact ....*
- *Richard Branson will be opening the new ??? on Saturday at 3pm. Please contact (linktobeadded) for further information.*

**Types of tweets or posts that require permission of the Town Clerk and Mayor (or 2 Councillors as a minimum) in order to be sent from the official Totnes Town Council twitter account:**

- Responding to complaints or negative reports or entering into debate.
- Supporting other local organizations and businesses to support a cause.
- Responding to contentious queries and current media stories regarding the local area or the Town Council.

*Examples:*

- *The Boundary Commission is asking how many Councillors should represent SHDC in future. Click here to give your views.....*
- *Further to the article in the Totnes Times on Monday the mayor announces ???. Press release in full at [www.totnestowncouncil.gov.uk](http://www.totnestowncouncil.gov.uk)*
- *Totnes Town Council supports the call for a review of Council Tax benefit funding. Click here for further information.*

## "Keeping Young Totnes Safe" A Caring Town Project

### Brief Background

Following the untimely and tragic death of a teenager in Totnes last Summer concerns have been raised from many sections of the community about how we can safeguard our young people from becoming involved in drug or alcohol misuse.

In response the "Caring Town project" which is a network of health and welfare organisations which work across Totnes and district convened a number of relevant organisations to share what is already being done to support young people and their families.

The group has met on four occasions since last October. Those involved include the Police, Health organisations, all three tiers of Council, drug and alcohol specialists, the schools, family support, the children's centre, the street pastors and churches.

At the last meeting it was agreed that opening up a discussion across the community to share issues and concerns and importantly to gather positive and constructive ideas to help and support young people and their families would be beneficial.

Knowing that interest and concerns for young people are very high on the community's and therefore the Town Council's agenda the group wishes to ask the Town Council to be a partner in putting on this event.

Please see below the two activities planned for the next few months:

1. A small flier/credit card/handout will be distributed to young people via the schools giving them some tips on how to keep safe over the summer holidays. It will have some emergency numbers and some outline detail about where they might go for urgent help or to make a report of something they are concerned about. This will go out as soon as possible. ( this is underway)

2. An event called "Keeping Young Totnes safe" will be planned for September/October

Its main purpose will be to enable anyone in the community who is concerned primarily about misuse of drugs and alcohol in the town to drop in to a series of activities which will include "meeting" with agencies such as the police, the street pastors, drug and alcohol support services, virgin care (CAMHS) etc , This will enable people to find out about what is happening already to support young people and to share issues/ concerns.

It will also include information about what activities are available for young people in the area including sports activities and to discuss what more could be offered...and how we might find the resources to deliver them

We will also use this opportunity to share what is happening in other places including Iceland which has a very interesting strategy in response to similar concerns.

What we will be requesting from the TC if they wish to support us in this venture:

- Use of the civic hall if possible
- Help with marketing the event
- Time from interested councillors to plan the event
- Presence on the day

Carole Whitty on behalf of Caring Town

## Arts Working Group Meeting Notes

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Date: Wednesday 14<sup>th</sup> June 2017

Attendees: Tiffany Strawson, Catherine Mariton, Cllr Piper, Cllr Sermon, Cllr Simms and Cllr Sweett

1. Review DRAFT cultural strategy. In General:
  - Images don't reflect enough of what Totnes is about. "Less sheep- more youth"
  - Generally needs more images of teenagers. **Tiff to follow up with 'T.Sch.of Dance'**.
  - There were concerns about consistency with page headings, sub-titles and where and how that is reflected in the contents. For example, the 'people' on page 4 is not listed and there are errors in the contents in terms of page numbers.
  - Could the contents be more thematically grouped into 'People, place, belonging?' Might this be a positive solution to sign-post the reader more directly?
  - Repetition of images. Why are at least 3 images repeated? Specifically the sheep, morris men and the gig.
  - We have to plough through 26 pages before we get to the actual vision and 'meat on the bone' strategy. **Mark** to use design techniques and know-how to redesign the contents list so the the reader's eye can navigate more directly to the relevant page.
  - The Parish boundary area needs a total re-edit, less detail.
  - replace all brown brush strokes with another colour. They look like skid marks!
  - **Kate** to proof read and respond by Thursday 15<sup>th</sup> June.
  - **Tiff** to find new images and relay feedback to Mark.
  -
2. Funding Routes for 3 potential projects & time-line.

It was agreed that we would use £1k to initiate a grass roots craft project that would complement a Christmas 'turning on the lights' ceremony. Working in collaboration with local schools, most notably St. John's primary, an artist would be commissioned to run a series of craft related workshops in the community (based at the Civic Hall). The purpose of these workshops would be to create decorations for the Totnes Christmas Tree in the Market Square.

It was agreed that we would use the other £2k to build capacity and attempt to match-fund this amount and set up new opportunities for artists to collaborate with community groups.

**This to be discussed in more detail at the next meeting tbc.** It was agreed that contacts with the school should be made before the end of this term.

Date of the next meeting – Thursday 29<sup>th</sup> June at 7pm.

### **Reminder of the budget agreed by Full Council on 9<sup>th</sup> May 2017**

<b>Arts budget 17/18</b>	
Arts Officer April - August 10 hrs a week	<b>3225</b>
Arts Officer September - March 15 hrs a week	<b>6772.5</b>
Design work for Cultural Plan and printing of document	<b>1000</b>
End of year community based project	<b>3000</b>
Small grant pot for subsidised Civic Bookings	<b>1500</b>
<b>SUB TOTAL – requested amount from the Community Projects Fund</b>	<b>£15497.5</b>