england

A Strategic Action Plan for Tourism 2010-2020

TOURISM AND TRANSPORT ACTION PLAN

Vision

Contribute to a 5% growth, year on year, in the England tourism market by 2020, through better planning, design and integration of tourism and transport products and services.

Objectives

1. To improve the ability of domestic and inbound visitors to reach their destinations, using the mode of travel that is convenient and sustainable for them, with reliable levels of service (by road or public transport), clear pre-journey and in-journey information, and at an acceptable cost.

2. To ensure that visitors once at their destinations face good and convenient choices for getting about locally, meeting their aspirations as well as those of the local community for sustainable solutions.

3. To help deliver the above, to influence transport planning at a strategic national as well as local level to give greater consideration to the needs of the leisure and business traveller and to overcome transport issues that act as a barrier to tourism growth.

4. In all these, to seek to work in partnership with public authorities and commercial transport providers, to ensure that the needs of visitors are well understood and acted upon, and that their value to local economies is fully taken on board in policy decisions about transport infrastructure and service provision.

Why take action?

Transport affects most other industry sectors and tourism is no exception. Transport provides great opportunities for growth but it can also be an inhibitor and in a high population density country such as England, our systems and infrastructure are working at almost full capacity including air, rail and road routes.

Major 'once in a generation' investment and infrastructure projects like Thameslink and Crossrail are now underway. The redevelopment of King's Cross is nearing completion and there are various rail improvements due to take place across the country such as Birmingham New Street, extensions in the North, East Midlands and the North East plus electrification of the Great Western mainline. On top of this, the High Speed Rail Link from London to Birmingham (HS2) is likely to be one of the most significant railway investments since the nineteenth century (although this project may not even be started until after 2020). On the roads, further improvements are rolling forward on the M1, M3, M25 and the M56. Other developments such as the expansion of air capacity in the South East are less certain. Before these major projects are completed there are numerous long-standing issues that need to be addressed including the need to re-evaluate the role of leisure tourism in transport planning and the opportunities to achieve greater integration for the leisure or business traveller.

We also have some quite detailed issues that may appear less important but which can have a huge impact on the tourism industry - issues such as brown signs, weekend rail closures and the complexity of ticketing for public transport. It must also be remembered that capacity and provision are issues throughout the transport hierarchy and local, often small-scale, issues (such as traffic congestion in 'pinch points' or cuts to rural bus subsidies) can have a huge impact both on local communities and the visitor having to experience them.

There are a number of issues around air travel that have not been covered by this Action Plan because these are highly complex policy issues and will need further debate. The future of airport growth in the South East will also impact on the rest of the country. VisitEngland will provide future strategy positions on wider air travel issues such as route development or expanding regional airport capacity.

Whilst many of the high profile issues are long-term in nature there are others that are less obvious and where some solutions can be achieved within the next three years. Through the Tourism and Transport Action Plan we may only be able to begin a process whereby the needs of the tourism sector are accommodated by transport planners but there are a number of 'quick win' opportunities and this Plan is a 'first step' to building understanding between the two sectors. This Action Plan will seek to break down some of the issues into manageable actions with clearly defined outcomes as well as working towards long-term change. The aim is to ensure that we are moving in the right direction, that the tourism sector has a voice in transport planning and that we are preparing ourselves for the longer-term changes that we are likely to see.

Context

The relationship between the transport and tourism sectors

Transport is a hugely complex activity, impacting on every one of us in our daily lives. In a sense, we are all transport stakeholders and because of this, the role of the tourism sector in making decisions about transport has to be considered against a multitude of other (often conflicting) interests.

Tourism helps support transport services and infrastructure across the country. Without tourism many areas of England would be likely to lose many of the public transport services that are currently provided and benefit residents as well as visitors. Benefits particularly apply to remote communities with low population thresholds and in rural areas throughout the country. However, even in popular destinations such as seaside resorts or in the densely populated South East, the transport infrastructure that serves visitors provides benefits to local residents as well.

Something that is often overlooked when looking at the two sectors is that not only are they inter-related but the transport experience can also be an important component of the holiday itself. This will be increasingly important if seeking to extend the use of public transport for leisure use but a holiday experience might also encompass activities such as following a cycling route, visiting a motorway services or enjoying a scenic route by car or coach to a destination.

A better understanding of the tourism sector must be built with those public bodies (government, local authorities and relevant agencies) responsible for transport policy and planning, and for maintaining and developing transport infrastructure. Compared to some of our European competitors such as Switzerland, England has a lack of transport integration and this is compounded by deregulated service provision in areas outside London. In towns, cities and metropolitan areas the focus is on short, repeated 'day-to-day' journeys which constitute the vast majority of people's travel and which are the cause of most congestion, parking and other traffic problems. Likewise, the tourism sector must understand how the transport sector operates in England and to what extent it is able to influence decisions and planning.

On the main interurban networks – main rail lines, the motorways and trunks roads - the abiding concerns are crowding, congestion and capacity issues on a day-to-day basis. Only on clearly identified corridors – such as M5/A30 – is the tourism content of travel well recognised. Even then, the value of providing for the volume of visitors to reach those destinations is not properly accounted for in the normal method of transport project evaluation and priority setting.

The key task for the tourism sector is to comprehend and present the vital importance of adequate transport links to destinations – recognising the appropriate modes of travel for the different types of journeys – and to advocate a proper understanding of those links and the value that they have to local economies among the transport policy and planning community. This is an area where destination organisations can take a lead by ensuring transport is integrated into destination management planning. More can also be done to ensure that individual attractions and organisations that operate a number of sites develop travel plans and provide options to reach them by public transport.

With the international cost of oil remaining high we are unlikely to see fuel costs reduce during the life of this Action Plan. This raises opportunities to change travel behaviour that can be of benefit to visitors and encourage them to take more sustainable transport options than the motor car.

Who owns and operates what in transport?

Equally it is important for the tourism industry to understand how the different transport sectors operate, where infrastructure and service provision is commercially determined, and where it is determined by public policy and funded – at least in part – by what the public sector can afford. Only then can an action plan be prepared, recognising where and what levers can be pulled, so as to improve the travel options and levels of service available to the visitor. For example, the bus and coach industry in Britain is entirely deregulated, except for buses in London which are planned, procured and subsidised by Transport for London (TfL).

While local authorities can and do pay for additional socially necessary bus services in many areas, the shape of the networks, the fares charged and the ticketing systems adopted for both bus and coach services are matters of commercial decision by the operating company. Generally there is little or no integration, through ticketing or multi-modal information, except in some cases where the same owning group operates both trains and buses (e.g. First Group, Stagecoach). Some cities, such as Bristol, York and Sheffield, are managing to work with operators to achieve some integration of ticketing and information and can provide good examples of best practice, but progress is piecemeal throughout much of the rest of the country and this acts as a barrier to leisure users especially outside urban/town centre areas.

Only in London is there full integration of buses, Underground, tram, Docklands Light Railway and increasingly the national rail services, with respect to information, ticketing, interchanges and signage. Rail services are provided by mostly private or European rail companies - owned by operators under commercial franchises with the Department for Transport (DfT). These are very precisely specified, although there is some room for an operator to commercially develop aspects of their product (such as pricing, ticketing and ancillary services).

The strategic road network of motorways and trunk roads is provided, operated and maintained by the Highways Agency in England on behalf of the DfT. These roads account for 4% of the entire road mileage but one-third of all traffic. Another third of all traffic is carried on the rest of the A road network, which is managed by local authorities, accounting for another 9% of road mileage. These are the critical networks – particularly the strategic road network - for tourism traffic reaching its destinations.

Getting about destinations locally

Very different are the requirements – and the availability of transport services and infrastructure - for visitors to travel around their destinations, whether based in a city, a country town, a national park or a coastal village or resort. Although 80% of England's domestic visitors reach their destinations by car – and the opportunities to influence this are minimal without also changing the destination – there are many choices for visitors in getting about locally. Whether walking, hiring a bike, going by local or specialist bus or tour coach, or by park and ride or car all the way, Destination Management Organisations (DMOs) and local authorities can have some influence on the choice of mode. This might be achieved through controls on parking, availability of cycle hire schemes or partnerships between bus operators and venues/visitor attractions. Whilst the importance of the car in getting to the destination is unlikely to change in the next few years, there are many things we can do to encourage visitors to refrain from using it whilst they are on holiday and schemes which will help achieve this will need to be disseminated. Policy measures can also be adopted by National Parks through marketing initiatives and promotions (and some very good case studies of best practice exist in many of them). Here the objective is often to adopt sustainable means of transport in line with the character of the destination and the local environmental policies being pursued, whilst also giving the visitor choice and a quality 'must-repeat' experience.

There are different imperatives, and different frameworks for developing and implementing transport policy and plans, between home and the destination on the one hand and getting about the destination on the other.

Perhaps the most important difference is that working to improve 'getting about locally' is a matter of working closely with DMOs to ensure destination management is integrated into destination management planning, destination partners, local highway authorities and bus operators; working to improve 'home-to-destination' travel on the national networks is about engaging national and sub national decision-makers, including the government and major transport operating companies.

Transport impacts on everyone

The tourism industry recognises the importance of transport as an integral part of the visitor experience. Visitors frequently use the network outside the primary corridors and some of England's destinations fall outside this network, including many 'attract' brands (Blackpool, Lincolnshire Coast, the Peak District, Dorset and Cumbria). For many resorts they are literally at the 'end of the line' and by-passed by long distance inter-city routes.

England's transport network is inherited from many centuries of urban development and has indeed shaped our patterns of settlement. The pattern of tourism has also been shaped by the evolution of transport. Tourism originally grew in seaside resorts served by railway lines and later adopted a more dispersed pattern as a result of the growth of the private car and more recently has seen the influence of budget air travel.

Whilst sectors such as road and air travel have been continuously evolving over the past 100 years, much of the railway infrastructure dates from the nineteenth century and throughout the twentieth century there was under-investment in both the rail and London Underground network. In the second half of the twentieth century, the government's focus was on improving the road network, especially through motorways. More recently, there has been renewed interest in rail usage which is currently at its highest level for ninety years. For rail operators, the only potential for growth is to increase off-peak (leisure) usage, especially at weekends.

Transport affects everybody - even people who aren't travellers still need a transport system to lead a normal life. The tourism sector cannot isolate itself from the wider needs of society and whilst trying to tackle issues that affect leisure travellers. We can only make inroads into areas that equally generate wider economic, social and environmental benefits. There are two types of transport solution - operational or infrastructure – both will feature in this Action Plan.

The travel and transport needs of overseas visitors

The inbound visitor has travel needs that are in part separate and distinct from the domestic visitor. Those who arrive by air, classic short sea and Eurostar do not have a car; although a small proportion rent cars, nearly all these visitors are dependent on either group coach travel or individual travel on public transport, whether local transport services (as in London) or rail or long distance coach to other cities and destinations.

Here the ease and convenience of public transport use is absolutely critical. Generally the more commercial nature of rail operations in Britain (compared with some European rail operators) should mean that there is a greater awareness and sensitivity to the needs and demands of the visitor market but this can be slow to be realised - it has taken many years for operators to provide adequate luggage facilities on trains connecting to airports and many airport-exclusive routes are priced very much higher than equivalent commuter services. The deregulation of the bus market means it can be more difficult to provide multi-modal integration (e.g. on ticketing or travel information) than in some European countries. Nevertheless, the quality of service, reliability and frequency of many rail services, coupled with modern rolling stock and generally good information makes for an acceptable travel experience for overseas visitors.

However, in terms of railway infrastructure progress on modernisation has been slow (transforming an essentially Victorian railway system) and improving station facilities for encumbered passengers and those with access needs leaves considerable room for further improvement. It is often said that if the information, ticketing and interchange facilities work for a first-time, non-English speaking visitor with small children and lots of luggage, they will work for everyone. This is a cross-cutting theme that will be followed up in other Tourism Action Plans.

Car-borne visitors – many bound for coast countryside - tend to be from near-Europe, and the issues affecting them are just the same as the domestic visitor to those same destinations.

(The wider experience of travellers to and from airports is being dealt with by the Welcome Action Plan.)

Demand and Supply

The main concern across urban and inter-urban networks (road and rail) is the long-term increasing demand for travel (driven by income and population growth), which with largely fixed capacity is steadily increasing congestion and crowding. Long term growth curves indicate these trends will continue and this is reflected by international comparisons.

With the focus on non-leisure travel, further improvements to the rail infrastructure are likely to by-pass many rural tourist destinations. For example, areas that have a strong tourism economy such as Devon and Cornwall are not going to benefit directly from new investment in the Great Western line as the work focuses on the urban corridors linking London to Bristol and South Wales and much of the major rail infrastructure improvement remains very London-focussed.

Increasing road capacity is expensive and unpopular, although the economic case is very strong. The DfT's current 'Motorway Management' strategy is to gain more capacity from the existing network

through widespread application of Hard Shoulder Running (as in the M42 experiment), backed by intensive traffic management (e.g. speed controls to increase flow and access control). This will also be applied to high standard dual carriageway roads such as the A14. In time, it is likely that road user charging will be introduced to manage demand.

Increasing rail capacity is similarly very expensive, and offers less value for money although tactical increases in capacity at certain locations can produce dramatic improvements (i.e. the passing loop on the Falmouth branch line resulted in a 90% increase in passengers over four years and improvements on the Harrogate line include low cost electrification). Current strategy involves dealing with bottlenecks, electrification (e.g. Great Western) to increase performance and capacity, and longer trains (e.g. 12-car trains on the Thameslink FCC line). Train Operating Companies will continue to manage demand through pricing and yield management. The proposed High Speed Link from London to Birmingham (HS2), the major upgrading of city termini outside London and the completion of Crossrail will predominate the infrastructure programme but of these projects will be completed beyond the timeline of this Action Plan.

This is the context within which the Action Plan needs to fight for the needs of visitors and the benefits to the visitor economy.

A role for the private sector

Whilst major infrastructure projects tie up large amounts of public funding, the operation of transport services is increasingly having to rely less on public-sector subsidy and more on private sector enterprise and commercial solutions. There is a role for the private sector to introduce innovative travel solutions and to work in a more coordinated way with the visitor economy.

Opportunities will be provided as a result of changes to the way transport is supported, especially in rural areas. For example, we may need to move from a system of supporting off peak rural bus services to a system whereby local taxi or private hire companies can provide a network of reliable, good value routes with fixed prices. The closure of rural post offices could lead to the introduction of multi-purpose post vehicles being used. Major attractions operators, working with bus companies can support scheduled bus services, allowing pick up and drop off for local residents as well as visitors. Rail operators can work more closely with destinations and attractions to increase leisure use and awareness of the local product at off-peak periods. Transport operators can look towards branding their vehicles to promote destinations (e.g. First Group has branded the Garden Cities of Hertfordshire; Go-Ahead has branded its Isle of Purbeck Bus Service; many open top coastal bus services are branded but there is scope to go much further.) There is also opportunity to develop more late evening/overnight services (beyond London) to reflect changing demand in the night-time economy (i.e. the Poole-Bournemouth-Christchurch linear route overnight service).

The South West in particular has used public transport and travel within the area as an attractive visitor experience in itself, highlighting the spectacular coastal railway between Exeter and the English Riviera and the many scenic bus journeys that are available throughout the various counties in that part of England. Other forward-looking schemes have been developed in national parks. If the benefactors of increased usage of public transport (i.e. local attractions and accommodation providers) can play their part in supporting it, we can develop a sustainable transport solution for many parts of the country that are currently facing subsidy cuts. (See Rural Tourism and Wise Growth Action Plans regarding cross-cutting Actions.)

Transport modelling

Transport as an activity cuts across most industries and stakeholder interests, affecting a very wide number of people. It is difficult for the tourism sector to have a voice, particularly where it is competing with 'Travel to Work area' transport modelling which focuses on non-leisure use.

Transport models assume that people will follow a logical process as many commuters and delivery services will when faced with constraints or pressure on the system. Leisure travellers however are not so predictable in their behaviour and may act more on impulse or on a whim. Unlike commuters or regular travellers, their journeys are discretionary and can be changed or curtailed because of road works or rail closures. Reliance on guidance rather than habit can create opportunities as well as challenges but this difference in behaviour needs to be accounted for by transport planners. To put this situation into perspective, 70% of all long-distance road travel is leisure-related and it therefore makes up a far greater component than most people realise.

Supporting the Wise Growth Agenda

Transport planners and DMOs, where possible, should work together to seek opportunities to develop transport through 'wise growth' (see Wise Growth Action Plan). In terms of transport this means developing sustainable solutions (tourism-based public sector transport that also supports local community travel). The industry needs to support bids for sustainable transport initiatives (such as through the DfT Local Sustainable Transport Fund) to encourage innovative solutions and integrated transport hubs that allow more choice of how to get about than by car alone. Several innovative projects are already underway in parts of the South West and there are others in the Lake District and other National Parks such as the Peak District where sustainable tourism and transport are embedded into forward planning policies (i.e. the Monsal Trail cycle route and the Electric Bicycle Network). There are others too in both the Yorkshire Dales and North York Moors, the New Forest and further initiatives being developed. (See ENPAA Policy Positions on Sustainable Tourism and Statement on Transport).

These schemes should be supported and expanded. Sometimes this is a case of embracing new technology (such as deploying electric powered bicycles with new efficient cells or developing the use of 'Segways') or it could be simply by changing the way that resources are used. For example there are projects that utilise redundant rural assets such as in the Peak District where disused rail lines are being adopted for new cycle routes, there is the National Cycle Network which is continually being developed and more long distance footpaths are being promoted so that walking can actually be a means of transport in itself (Some of these examples are included in the Rural Tourism Action Plan.)

Our transport infrastructure and some transport activities can contribute to wise growth in other ways. For example, railways (and even motorways) provide linear wildlife corridors and green gateways whilst low travel carbon modes such as cycling or walking contribute to the physical and mental health of the nation.

New technology is enabling improvements to low carbon and electric vehicles (expected to make up 10% of new vehicle sales by 2020). 'Smart' measures such as visitor destination travel and personalised journey plans can assist carbon reduction. For example, there is work being done on itineraries for visitors – in places where car travel is almost unavoidable (such as in parts of Cornwall)- visitors are being provided with an itinerary that gets them to an attraction or destination for a day trip and illustrates how they can enjoy the experience with minimal further car usage. Promotion of car free days by businesses and DMOs is also increasing. Transport operators can assist with more sustainable solutions by integrating timetabling (e.g. in the New Forest the train arrives 5 minutes before the bus leaves to encourage continuity for the visitor journey). In some areas visitor pay back and incentive programmes have been introduced where a reward is given by

accommodation or attractions for guests using public transport. Finally, we mustn't lose sight of the drive to reduce CO2 omissions and recognise that many important elements of our tourism product, from seaside resorts to holiday villages are susceptible to the impacts of climate change.

The approach of this Action Plan

The main focus of this Action Plan will be to improve the visitor experience through highlighting the specific needs and value of leisure travel and creating greater coordination between the visitor and transport providers. There is an opportunity for transport planners to realise the importance of the tourism sector and for visitors to be given greater consideration. There is scope for the tourism sector too to better engage in the decision-making process and to present its case more effectively and for communication between transport and tourism interests to be improved. The Brown Signs Task Force is an example of how this is starting to happen. Still in the early stages of its work, and led by the Department for Culture, Media and Sport, this group includes technical experts from the DfT, Highways Agency and VisitEngland, bringing together the two sectors to secure common objectives and joint solutions.

The Action Plan will seek outcomes that will help tourism to be properly recognised and fully appreciated, being taken on board much earlier in the transport planning decision-making process. The tourism sector also needs to work in the context of increased travel demand and make greater use of off-peak travel opportunities and encourage visitors to use less congested routes.

By their nature, major transport infrastructure proposals, if successful, are long-term projects, beyond the scope of this Action Plan. This Action Plan should be recognised as an ambitious attempt to make the issues more manageable and it splits the actions into three types:

1. **Short-term actions**: things that can be done within three years to improve the visitor experience. Primarily, this will include actions that have zero or low cost but where greater coordination can be achieved, especially where different sectors/sub-sectors fail to work together or fail to engage with destination managers, event organisers, DMOs and local authorities. For example we can look at ways to avoid bottleneck repairs to the transport system by better scheduling or liaison between the transport sector and destinations. (Note: some medium-term actions will be implemented in the short-term but full benefits will not accrue until after 3 years)

2. **Medium-term actions**: things that can be achieved within a three to five year period. Examples will include outcomes from Working Groups (e.g. Brown Signs Task Force); provision for sectors of the tourism economy that are overlooked (e.g. greater consideration for non-scheduled coaches); input into local tourism planning outcomes (local transport plans); improved visitor information for travellers across a range of media/interfaces; bottom-up/community/civic pride solutions (such as 'adoption' of stations); and creating a more visitor-friendly leisure transport environment.

3. **Long-term changes in policy**: to be achieved through the ten year life of the Framework and beyond, for example, a fundamental shift in the way transport modelling is calculated and incorporating leisure use in long-term infrastructure planning and adoption of best-practice solutions at transport termini, airports, new stations and interchanges.

1. Short-term action (3 years)

ACTION	LEAD PARTNERS (where appropriate)	DELIVERY PARTNERS	OUTCOME OR SUCCESS MEASURE
i. Identify ways to minimise weekend and Bank Holiday rail closures and other such events through investigating alternative maintenance solutions and/or scheduling.	Association of Train Operating Companies (ATOC)	DfT; Local Authorities; GLA; TfL; Network Rail; Campaign for Better Transport; academic partners; Destination Organisations	Number of complete line closures over weekends reduced through local agreements; evidence of partnership working between DMOs and Train Operating Companies to reduce visitor disruption; evidence from destination organisations to demonstrate improvements.
ii. Identify examples of best practice in the coordination of public transport services between transport modes and destinations.	Academic partners; VisitEngland	Destination Organisations; transport operators	Case studies to be published (including updates on work in progress); promote best practice examples e.g. development of public transport leisure services (leisure routes); leisure traffic management; integrated transport schemes (e.g. York).
iii. Work with operators to achieve greater coordination in terms of information provision, communication and timetabling.	ATOC	DfT; Network Rail; Local Authorities; transport operators; Campaign for Better Transport; Destination Organisations; VisitEngland; academic partners; VisitEngland	Campaign for better transport information for tourists; simplified ticketing and access to market; seek sustainable transport solutions including use of local public transport by visitors and alternatives to use of the car at destinations; recognised improvement in information provision with cited examples; better web-based integrated travel information and access to apps; case studies to be published.
iv. Promote use of travel plans for tourism businesses, destination organisations and local authorities delivering tourism services.	Sustrans; Good Journey	LGA; Local Authorities; motoring organisations	Publish examples of tourism businesses promoting best practice and feature through VE corporate resources.
v. Simplify and improve rail pricing, ticketing restrictions and packages for leisure users e.g. development of smart cards for leisure users.	ATOC	Destination Organisations; tourism businesses; Visitor Attractions Group	Examples of improved provision for leisure travellers; integrated 'tourist' ticket offers.
vi. Work with the DfT to influence leisure journey times and minimise peak period holiday disruption.	DfT	Network Rail; transport operators; Highways Agency	Set up Inter-Governmental Working Group/Task Force to oversee improvements to service.
vii. Encourage coordination between the transport sector and major events through identifying and sharing case studies on the benefits of working together.	DMOs	ATOC; motorists organisations; academic partners	Case studies to be published and disseminated; better use of transport sector collateral (opportunities to advertise or to promote) and to inspire travel by public transport using mixed media.

Demonstrate that transport, tourism and wise growth can work together and offer solutions to transport problems for visitors, employees and residents alike.		National Park Authorities; SUSTRANS; academic partners; Visit England	Dissemination of best practice that can be adopted throughout destinations, especially in more remote or rural areas or parts of England poorly served by public transport.

2. Medium-term actions (3-5 years)

ACTION	LEAD PARTNERS (where appropriate)	DELIVERY PARTNERS	OUTCOME OR SUCCESS MEASURE
i. Improve consistency of tourist signing. This is currently under review but changes to the signing system, including brown signs and new 'Welcome' signs, will take some years to be implemented.	DCMS/Highways Agency	DfT; DCMS; VisitEngland; LGA; Local Highways Authorities	Introduction of new tourism destination signing; rationalisation of brown signs scheme; improvement in consistency of all road signage; de-cluttering and removal of inappropriate signing.
ii. Consider the needs of the non-scheduled coach sector e.g. provision of facilities such as pick up and drop off points, facilities for layovers and medium-term parking and recognition for their needs by destinations.	Confederation of Passenger Transport (CPT)	Coach Tourism Council; Coach Operators; Destination Organisations; Greater London Authority; TfL; LGA; academic partners; attractions organisations (i.e. Historic Houses Association, Association of Leading Visitor Attractions, Society of London Theatre)	Greater consideration for non-scheduled coach services; establish coach charter that can be applied locally and rolled out to key destinations; reduce seasonality through increased coach usage in shoulder seasons; closer working relationship with CPT and other sector stakeholders; develop a national Coach Guideline to promote best practice between operators and enforcement agencies; improve intelligence on the value of the coach market and its economic contribution to destinations.
iii. Improved public transport provision to and from visitor gateways (airports, ports, termini).	DfT	Transport operators; Ports and Airports Operators	New examples of best practice; improved services; recognition of the needs of the leisure user when establishing the conditions for public transport franchises; improved scheduling that meets travellers' needs.
iv. Input into the local transport planning system by local tourism stakeholders e.g. destination managers.	Destination Organisations	LGA; DCMS; DfT; Local Authorities; ADEPT; local tourism partnerships	Participate in the transport planning process through central government via DCMS and through ADEPT (Surveyors) as well as encouraging engagement at the destination level through involvement in Local Transport Plans.
v. Greater coordination between destinations and local skills training providers, ensuring that all elements of the	People 1st	VisitEngland; Destination Organisations	Specific skills training initiatives implemented for interactions between transport providers and visitors in

visitor experience are accounted for, including better travel information provided by tourism businesses.			their travel experience; 'Welcome' schemes; taxi drivers and other front line transport service roles as ambassadors; build on the significant improvements to transport customer skills by working with People 1st to focus on visitor needs; promote consistent skills across the different modes of passenger transport.

3. Long-term actions (10 years or more)

ACTION	LEAD PARTNERS (where appropriate)	DELIVERY PARTNERS	OUTCOME OR SUCCESS MEASURE
i. Research gaps identified; changes in policy towards leisure travel needs established.	Academic partners; DfT	Academic partners	Transport Planning formulae reassessed to reflect the needs of leisure users – as first step research gaps identified and provisional policy positions established.
ii. Key transport and tourism infrastructure development opportunities identified and case studies of intervention established.	VisitEngland; DCMS; DfT	Academic partners; Developers; major tourism operators; Destination Organisations	Establish mechanisms that allow earlier input into the strategic planning process for tourism for major infrastructure projects.

Lead partners identified in purple have yet to formally agree this role although they have already contributed input to this Action Plan and their contribution is highly valued as experts within their sector.