

Manhood Peninsula Destination Management Plan 2018-2023

Produced by the
**Sustainable Tourism on the Manhood Peninsula
(STOMP) Project**

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1. Introduction

This document contains six sections, starting with this introduction that outlines the purpose of this strategy and the aims of the STOMP project. Section 2 explains the principles of the sustainable model used for the development of the strategy and its application to the Manhood Peninsula. Section 3 provides an overview of the different attributes that make the Manhood Peninsula a special place, while Section 4 discuss the characteristics of their current visitors, as well as those that it should aim to attract in the future. Section 5 highlights the external factors that are likely to influence the future development of tourism in the peninsula during the strategic life of this document. Finally, Section 6 provides the vision, aim, objectives and implementation actions of this strategy.

Purpose of this document

The aim of this Destination Management Plan (DMP) for the Manhood Peninsula is to provide a strategy that promotes the development of a sustainable rural tourism offer that supports an increase in visitor numbers and visitor spend through an extension of the tourist season. It aims to achieve this seasonal extension by increasing awareness and promotion of experiences and amenities that can keep visitors on the Peninsula and support the conversion of visitors from day to overnight visits, while managing the negative impacts caused by visitors during the high season by promoting alternative products and experiences that help to dilute the overload of the destination during the summer months.

Aims of the STOMP Project

The purpose of the Sustainable Tourism on the Manhood Peninsula (STOMP) project was to develop a new Destination Management Plan to replace the expired 2011 – 2015 DMP, and to support the formation of a new Manhood Tourism Management Partnership for the area.

2. Sustainable Tourism

2.1 What is sustainable tourism?

- Visitors to enjoy enhanced experiences at authentic destinations.
- Residents to feel the benefits of tourism in a way that doesn't undermine their local sense of place.
- Tourism businesses to operate efficiently, improve quality, create new jobs and strengthen local economies.
- The destination to deliver unique tourism experiences in a way that protects and improves the broader environment, natural and manmade.

2.2 Why does the Manhood Peninsula need a sustainable tourism strategy?

The Manhood Peninsula is a fragile environment in need of local plans and initiatives to ensure it has a sustainable future. Residents are concerned that gradual environmental degradation and coastal erosion on the peninsula will eventually impact on their tourism product, threatening the viability of local shops and services (MPP, 2016). The Manhood Peninsula Partnership (MPP), a multi-agency partnership inspired by local residents to promote a sustainable way forward for addressing the environmental, social and economic challenges

posed to the area by climate change, has been vital in guiding the sustainable development of the Manhood Peninsula, and has identified the management principles of the previous DMP (Clegg, 2010) as a relevant framework to do so.

According to the MPP, the key to achieving sustainable growth in the local tourism industry is to develop a green tourism product that does not seek to encourage more day visitors, but increases existing visitor enjoyment and spend by developing local distinctiveness; championing the Peninsula's unique qualities and environment so that existing visitors have reasons to stay longer on the Peninsula; and ensuring local communities are better engaged and connected to what is on their doorstep. It also calls for the

development of appropriate visitor infrastructure that can help prolong the visitor season outside the summer months, thus extending opportunities for taking part in low-impact activities such as cycling, walking, bird watching and dark skies tourism (MPP, 2016).

2.3 Developing and supporting Sense of Place and Memorable Experiences

In a crowded marketplace with highly demanding customers, UK coastal destinations can no longer compete effectively solely by promoting the same vague geographical or cultural characteristics shared with hundreds of similar destinations. Instead, they need to identify and promote the unique attributes that set a destination apart from others by creating a sense of place. The sense of a place can be defined as "the sum of the qualities, tangible and intangible, that define a place and set it apart from the rest of the world" (Enright, 2016).

In order to create and promote this unique sense of place, this strategy adopts an experience development approach that enables tourism businesses to offer authentic and memorable tourism experiences (Failte Ireland, 2016).

By embedding these experiences with the unique selling features, or 'signatures', of a destination, visitors will associate that experience specifically with that destination and become advocates for these

By providing visitors with a memorable experience that highlights the destination's authenticity and evokes a positive emotional response in them, the tourism industry will be able to deliver life-changing moments that inspire visitors to not only share their experience with others, but also to make them want to return.

experiences with others (Failte Ireland, 2016). The Manhood Peninsula clearly has many cultural, heritage, food and landscape elements that are unique among the coastal destinations of the South of England, but currently these are not consistently used by the local tourism industry to differentiate themselves or gain a competitive advantage that turns everyday tourism products and services into authentic and memorable tourism experiences.

In order to operationalise the development of memorable experiences in the Manhood Peninsula, the practical actions and recommendations provided on this strategy have been carefully formulated to ensure that they result in an equitable relationship between the destination's Environment, and the Visitors, Residents and Businesses who all depend on it in order to thrive, as stated by VisitEngland's VERB model (Figure 2.1) (VisitEngland, 2012), in order to ensure that this strategy results in actions that:

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

2.4 How was the strategy developed?

The STOMP project was conducted over a 12-month period starting in January 2017 and from its inception involved and was supported by key local community and government organisations, including the Manhood Peninsula Partnership, Selsey Town Council, the Manhood Wildlife and Heritage Group, Visit Chichester, Arun District Council; Chichester District Council and Chichester Harbour Conservancy. Key elements of developing this strategy were the identification and evaluation of the current rural tourism offer on the Manhood Peninsula, and the development of a visitor profile. The STOMP Project consulted widely with local businesses and organisations through a survey and a stakeholder engagement meeting, and concluded with a final public consultation process during which all relevant stakeholders on the Manhood were invited to provide feedback on the DMP final draft.



Figure 2.1 (VisitEngland, 2012)

3. Understanding the Tourism Offer on the Manhood Peninsula

In order to develop a relevant tourism management strategy, it is necessary to first understand the individual components that make up the Manhood Peninsula as a tourism destination.

3.1 Economic Value

Tourism currently has a significant economic impact on Chichester District:

- It supports 455 tourism-based businesses, generating an estimated revenue of £411 million and supporting an estimated 8,037 total jobs (14%) in the District during 2015 (Oates, 2017).
- There were an estimated 571,000 overnight trips taken to Chichester District in 2015 and overnight visitors spent approximately £132 million. Day trips amounted to 5.6 million and generated a further £189 million in trip expenditure. In total, around £322 million was spent on trips to Chichester in 2015 by overnight and day visitors (TSE Research, 2016).
- More than a third (36%) of the visitor accommodation within Chichester District is located within the Manhood Peninsula (postcode PO20) (TSE Research, 2016).

Specifically for the Manhood Peninsula, the STOMP Project Business Audit shows that:

- There are 281 tourism businesses, composed of 94 accommodation providers; 58 shops; 59 sports, recreation and activity providers; 56 food and beverage providers; 10 farms and fresh produce businesses; 2 attractions and 2 social clubs.
- 97% of the businesses that took part on the STOMP audit procure some products and services locally from other businesses, with 62% of participants sourcing at least half of their procurement locally.
- Just three of the peninsula attractions (a museum, a nature reserve and a beach) attract 650,000 visitors per year between them.



Photo Credit - Dr Andy Clegg

3.2 Natural Environment

- The Manhood Peninsula contains a wealth of wildlife, plant and animal habitats of global rarity and is surrounded by 'Sites of Special Scientific Interest' (SSSI) at Bracklesham Bay, Chichester Harbour and Pagham Harbour.
- The peninsula is a stronghold for Britain's most endangered mammal, the water vole, which lives on the abundant rivers, canals, ditches, streams and ponds (MWHG, 2016).
- A number of Common Seals reside at Chichester Harbour, providing the only known and regionally unique rookery in the Eastern English Channel (MPP, 2017).

- The Manhood Peninsula has five natural areas of national or international importance that are vital for the preservation of the local wildlife and natural environments and which provide an important 'sense of place' focus for the visitors coming to the area.
- Pagham Harbour Nature Reserve is a SSSI with international Ramsar status as a wintering refuge of national importance for migratory wildfowl and waders (CDC, 2009) and has a RSPB visitor centre that attracts 20,000 visitors / year.
- Selsey East Beach has SSSI status due to its unique geology and Pleistocene fauna fossil banks (CDC, 2009).
- The Medmerry Realignment is a RSPB Reserve with intertidal habitats that attract a wide range of wetland birds and has 10 km of extensive new paths providing a valuable recreational resource to visitors (RSPB, 2017).
- Bracklesham Bay has SSSI status due to a combination of unique fossil geology and grazing pastures that provide food and shelter to local bird populations.
- Chichester Harbour AONB is the smallest but most intensively used AONB in the South East of England, encompassing a diverse suite of marine, intertidal and coastal habitats, together with farmland, hedgerows, and a coastal plain woodland. The internationally important intertidal mudflat and saltmarsh habitats that characterise the AONB provide a valuable resource for waders and waterfowl. These qualities are protected by eight different designations of national and international significance (CHC, 2009; CHC, 2017).



3.3 Local Tourism Attributes

3.3.1 Tourism facilities

Accommodation

- According to TSE Research (2016), there are a total of 145 accommodation businesses on the Manhood Peninsula, but the STOMP project business audit only identified 89 providers, while a search on the Airbnb website (Airbnb, 2017) returned 171 self-catering and holiday lets available in postcode PO20.
- These wide discrepancies indicate a rapidly changing and uncontrolled accommodation offer on the Manhood, which might not offer the attribute-related service values and the information that visitors require in order to enjoy memorable experiences.

Food and beverage offer

- The STOMP business audit identified 56 businesses, of which only six took part in the survey.
- Between them, these six businesses currently provide 40 full-time and 84 part-time employment positions. If extrapolated to the rest of the food and beverages sector, it would make it one of the main sources of employment on the peninsula.
- 35% of visitors surveyed by the STOMP Project mentioned "good quality food, drink and dining, opportunities to eat / drink local food etc." as an important motivation for them, indicating the key role that the sector has in delivering a visitor experience that meets visitors' expectations.
- In order to deliver these experiences, the sector needs to develop an Unique Selling Point (USP) that allows them to be recognised by their potential customers in a crowded and highly competitive marketplace (locally sourced, organic produce, local recipes and products).

Attractions

- The four existing attractions on the Manhood Peninsula provide a valuable visitor experience and help extend the season by providing wet-weather and off-season alternatives.
- But the peninsula is in need of developing further visitor experience alternatives such as activity, heritage and nature-oriented opportunities that can offer wider appeal to the existing families and empty-nester demographics, while also attracting the off-season demographics.
- The current attraction offer consist of a butterflies, garden and heritage exhibition; a horticultural garden, and two operators offering themed trips on Chichester Harbour, one with a solar-powered vessel.

Activities

- The Manhood Peninsula has a wealth of water sports activity providers, with five operators offering a combination of tuition, tours and hire for stand-up paddleboard (SUP), windsurf, kitesurf, surfing and canoeing / kayaking, plus several sailing clubs and one operator each offering scuba diving or fishing charters.
- The activity provision on land is more limited, with one golf club and several cricket, tennis and bowls clubs. These traditional recreational pursuits which, apart from the golf club, also require membership, would only have limited appeal to a narrow segment of the current Manhood visitor profile.
- Notably, there are no cycle hire providers, creating an obstacle for visitors to engage the most rapidly growing recreational activity in the UK.

Retail relevant to visitors

- The STOMP business survey identified 58 shops, the majority of which provide products and services that could be useful and relevant to staying visitors, such as hairdressers, clothing, jewellery and bookshops.
- However, for day visitors, who constitute the bulk of the current tourism economy, there is a very limited offer composed of seven bakeries, a sweet shop, a toy shop and several surf/ beachwear shops, with some businesses aimed at boat owners.

Events

- The Manhood Peninsula has a notable lack of signature or high-profile events that can both add local distinctiveness and help to extend the season for the area as a whole.
- There are three local, low-profile events that already contribute to attract visitors and which can be expanded and added to in order help to kick-start a more active event profile for the destination.
- These include the Selsey Festival; Manhood Classic Summer Car Show, and the DUB and MINI Meet at West Wittering Beach.

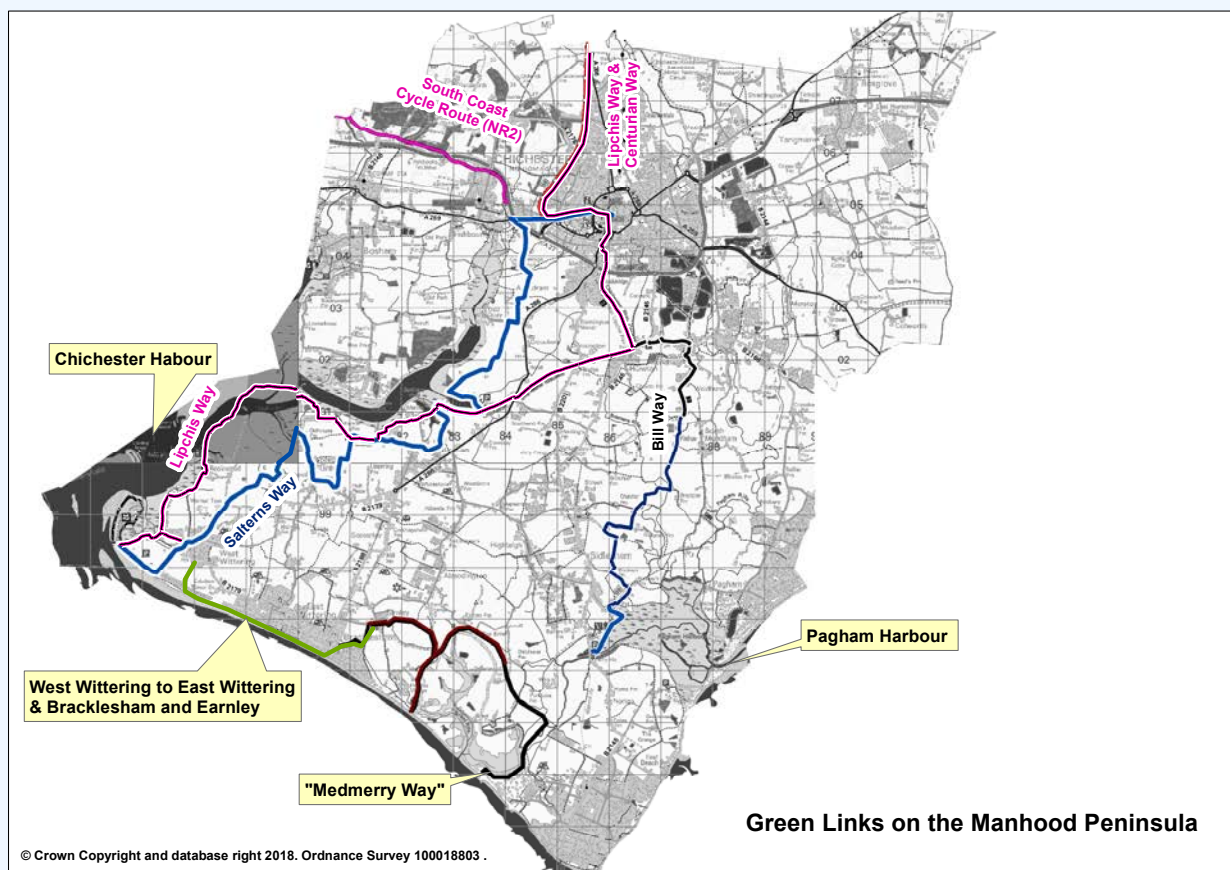
3.3.2 Heritage and culture

- The Manhood Peninsula has been in active use for millennia and is steeped in evidence of the past, including prehistoric Neolithic pottery; Bronze Age occupation sites, burials and field systems; Roman villa sites and pottery; Saxon settlement evidence; a spread of medieval and post-medieval buildings, and finally, 20th century defensive structures from the two world wars (MPP, 2017), along with multiple links to the local fishing and farming industries, which are long standing occupations in the area.
- Extensive archaeological works during the Medmerry managed realignment scheme discovered

multi-period archaeological finds, some of which potentially have national significance.

- The coast off Selsey and Bracklesham also provides a rich underwater heritage that makes up one of the UK best diving sites locations, composed of submerged prehistoric landscapes and the most abundant concentration of modern shipwrecks in Britain, due to the area historical importance for shipping during both world wars (CDC, 2009).
- Presently there are two community volunteer groups linked to the Manhood Peninsula that keep aspects of its heritage alive.

- The Manhood Wildlife and Heritage Group (MWHG) is run as a charity which has undertaken a number of heritage projects, including several Blue Plaques and an associated heritage trail leaflet; a walking trail leaflet; and a heritage trail based on the development of the Sidlesham Land Settlement Association (LSA) in the 1930s.
- The MWHG also supports conservation work across the peninsula by building a detailed picture of the natural environment and helping to identify areas in need of special attention.
- Chichester Ship Canal Trust manages the activities and maintenance of the canal,



a 19th century waterway linking Chichester to the sea. The Trust offers scheduled and charter trips on two canal boats and also supports rowing, canoeing, rambling, fishing, and cycling

3.3.3 Landscape and countryside

- The Manhood Peninsula contains many environments supporting a wide range of species. Special habitats found here include salt marshes, fresh inland waterways, sand dunes, mud flats and vegetated shingle, all of which are becoming increasingly rare in the UK.
- The Manhood area also contains five sites with special protection, because of the national and international importance of their wildlife value (Section 3.2), with these landscape features providing most of the natural heritage and local distinctiveness that makes the Manhood Peninsula unique (MWHG, 2016).
- The peninsula underwater landscape is rich in various natural features, with a number of reefs and a multitude of shipwrecks that attract an abundant marine life, including commercial fishery and abundant soft corals and sponges (CDC, 2009).
- West Wittering Beach is a large and sandy beach located in an Area of Outstanding Natural Beauty at the entrance to Chichester Harbour. The beach has a Blue Flag Award for cleanliness and safety,



and it has long been a traditional sun and sea day out destination, although it also serves as a starting point for a variety of walks.

- Thanks to its flat and open landscape and dramatic views, the Manhood Peninsula has a large network of scenic walking footpaths passing through tranquil countryside. Guided walks are regularly organised by both Chichester Harbour Conservancy and Pagham Harbour.
- The Manhood's flat landscape offers excellent cycling that allows to travel across much of the peninsula on a variety of routes, mostly quiet country lanes, but also dedicated off-road cycle paths, including the Bill Way linking Chichester to Selsey. In recent years two dedicated cycle paths have been opened linking Chichester with West Wittering and Selsey, while the popular 19-kilometre long Salterns Way foot and cycle path runs from the centre of Chichester to West Wittering beach.



Photo Credit - Matt Simmons

3.3.4 Built environment

- There are 16 villages and settlements on the Manhood, with populations varying from 165 in Apuldram to more than 10,000 in Selsey.
- The total population of the Manhood is about 25,000, similar in size to Chichester, its nearest city. Employment is mainly in tourism, agriculture and horticulture, boat building and the service sector, primarily schools and shops (MPP, 2017).
- The key parishes and villages relevant to visitors due to its natural, historical and heritage wealth include Apuldram Parish, Birdham, Donnington, Earnley Parish, East Wittering and Bracklesham, Hunston, North Mundham Parish, Oving Parish and Selsey.

3.3.5 Transport

- The nearest transport hub to the Manhood Peninsula is the city of Chichester, which is well connected by regional road, rail, ferry and air links and a good variety of public and private transport providers providing frequent direct train and bus services to the city. Chichester provides the main regional road to access the Manhood Peninsula via the M27 / A27 coast road which links Hampshire, Sussex and Kent.
- However, movement in and out of the Manhood Peninsula is limited by a lack transport options and of road infrastructure. From the Chichester ring road there are

only two main access roads to the Peninsula: the A286/B2179 serving the West side towards West Wittering, and the B2145 serving the East side towards Selsey.

- Both access roads are narrow single-carriageway country lanes with many bends and villages that restrict the speed and capacity of traffic, leading to extremely severe congestion during the summer months.
- There is anecdotal evidence that during the summer months some visitors can take up to 3 hours to travel the 7 miles from the Chichester bypass to West Wittering beach in a solid, non-stop traffic queue.
- If and when the much awaited Chichester bypass junction development happens, it is likely that will result in marginal improvements to the traffic on the Manhood Peninsula, as it will only remove the entry-point bottlenecks without changing the limiting traffic factors within the destination itself.
- If a redevelopment of the A27 were to reduce or restrict the access points to the Peninsula from the Chichester ring road, it is likely that traffic congestion on the Peninsula would significantly increase.
- The only provision of public transport within the Manhood Peninsula is provided by the company Stagecoach, which runs frequent bus services from Chichester city. However, due to the traffic and infrastructure issues

described above, scheduled services can suffer serious delays during the summer months.

- The peninsula is well served by a network of inexpensive public car parks on the key villages that attract visitors and by an extensive private car park at West Wittering beach. However, these car parks suffer from congestion and lack of spaces during the School holidays period, particularly during weekends when the destination receives an additional load of day visitors.
- One of the most important concerns of almost all communities in the Manhood is the speed, frequency and size of traffic using the main roads and rural lanes that provide the main transport access to the area.
- However, the majority of visitors surveyed by Project STOMP said they would not consider using public transport to access the peninsula under almost any circumstance, creating a serious dilemma between the needs and preferences of residents and visitors.



Photo Credit - Matt Simmons

3.3.6 Visitor services

- The provision of information and marketing directed at visitors to the Manhood Peninsula is currently provided by the Visit Chichester website, and by a series of small, locally-oriented websites, some apparently maintained by well-meaning organisations but which appear to lack the capacity to develop and maintain high-end visitor information.

- Only 2% of visitors surveyed by Project STOMP used the Visit Chichester website, while the majority of visitors had either not searched for any information,

or used generic search engines or large travel websites such as Google or TripAdvisor to find information on the destination.

- Improving the amount and quality of information and marketing aimed at visitors will require the identification of communication barriers affecting visitor engagement with the destination current information sources.

- Presently, less able visitors to the Manhood Peninsula only have very limited physical and sensorial accessibility to the majority of its tourism products and services, while there is virtually no information on accessibility for the destination, other than that provided by private businesses and organisations. This is an urgent requirement that the destination as a whole should tackle.

4. Understanding the Visitor



Photo Credit - Visit Chichester

4.1 Who is coming to the Manhood Peninsula?

- According to Chichester District Council (Oates, 2017), 95% of West Sussex visitors are domestic tourists from the nearby counties, with 52% of visits originating from Sussex, Surrey and Hampshire, and only 6% from London, with 90% only coming for the day.
- Empty nesters and families are over-represented, with 42% of visitors aged over 55 and 41% consisting of family groups.
- Car is the preferred mode of transport for 78% of visitors. In terms of accommodation, visitors distribute evenly between caravans or chalets (22%), hotels (22%) and 20% with friends and relatives (VFR).
- The STOMP visitor survey mirrors these findings, with 95% being domestic visitors and 60% coming only for the day, with 41% being families aged between 35 and 54 and 40% being empty nesters or retirees aged over 55.
- Car is the main mode of transport for visitors travelling to the Manhood and to get around once there (91% and 87% respectively), with most visitors travelling more than 61 miles (49%), followed by 39% travelling between 16 and 60 miles.
- Most visits happen between April and October, with a focus on July followed by August and June, in line with the typical British summer holiday peaks.
- 51% of staying visitors spent between 4 to 7 nights, with a 25% of visitors coming to the peninsula for shorter breaks of 1 to 3 nights only.
- The most common type of accommodation used were caravans (30%) followed by stays at holiday parks (16%) or with friends and family who lived in the area (16%).

- Most visitors obtained booking and tourism information from prior visits to the area (64%), with 45% trusting recommendations from friends and family and 17 % researching on Google, with only 3% of visitors using Visit Chichester.org.
- The visitor demographic of young independents (aged under 35 years) is the segment that, according to the NCTA (2017a) provide coastal destinations with the greatest opportunity for off-peak growth, but they currently represent the smallest percentage of visitors to the peninsula (13% aged 25 - 34, 4% aged 16 - 24).
- The current Manhood visitor profile indicates that the development of any future tourism experiences requires a focus on families and empty nesters as their initial main targets, and a focus on moving visitors away from the current 'summer-only' destination mentality.

The current visitor information search pattern provides clear urgency to the need for improving the marketing, promotion and information provision to visitors.

4.2 What motivates the visitor travel patterns?

- The three most important motivations given by visitors to come to the Manhood Peninsula were a "clean and well-maintained beach" (80%), "easy to get to by car, and good availability of parking once there" (74%) and "safe beaches suitable for bathing" (71%).
- Other motivations provided by visitors that resonate well with the Manhood Peninsula's sense of place include the perception that it is "a place to feel safe and secure", "not too expensive to get to, and once there generally good value for money", with "welcoming and friendly residents", "easy to find useful info when planning" and with a "good range of outdoor activities" around an "unspoilt countryside, clean and tidy environment" with a "wide range of attractions and things to do".
- When comparing the Manhood Peninsula with other UK destinations, the factors that had the biggest draw in visitors' decision to come were "having access to the beach", "a convenient location", having visited before, and owning a caravan or holiday home in the area.
- The most popular activities undertaken by visitors once on the Manhood Peninsula were visiting the beach, having a picnic or BBQ, going on coastal walks, visiting local pubs, restaurants and cafes, and finally, visiting local shops.
- A considerable number of visitors also engaged in outdoor activities such as walking or hiking; cycling; wildlife and bird-watching; sailing; boating and water sports; fishing; mountain biking, and horse riding or pony trekking.
- This suggests that active experiences based on the peninsula's natural attributes are an important factor attracting visitors to the area.
- One quarter of visitors tasted local food, emphasising its importance to visitors and locals alike and its potential to enhance the visitor experience.
- The overall perception of the Manhood as a destination is positive, with 94% of visitors happy to recommend the Manhood Peninsula as a destination and almost all of them being likely to return for a visit in the coming five years.
- Potential barriers to visiting highlighted by a few respondents included unpredictable weather; parking fees and traffic; and a lack of restaurants, pubs, cafes and wet-weather activities for children.

5. Opportunities and challenges influencing tourism in the Manhood Peninsula

5.1 Brexit

- With uncertainty around Brexit economic outcomes and associated currency fluctuations expected to continue in the near future, UK domestic tourism will continue to see a boost, with domestic holidays increasing to 71% in 2016, up from 64% in 2015.
- According to VisitEngland, domestic beach and countryside holidays are growing in popularity with a variety of accommodation options such as 'glamping' making this type of trip increasingly appealing, while families remain key to the domestic market (ABTA, 2017).
- Given the UK tourism industry's reliance on an immigrant workforce, the current high level of employment and existing skills shortages, any changes limiting the sector's ability to recruit or employ foreign nationals could create challenges in filling a number of roles (ABTA, 2016).

5.2 Climate change

- Preparing businesses and communities for coastal change is vital to protect the perception of the coast as a safe and enjoyable place to visit during the off-peak season, particularly due to increased media interest in coastal erosion, flooding and storm damage. This requires building business and community resilience to extreme weather events, so that

the impact of such events can be minimised (NCTA, 2017a).

5.3 Attitudes towards sustainability

- Basic sustainable behaviours such as recycling and energy saving are reasonably widespread among domestic visitors and many people are positive towards elements of sustainable tourism. However, consumers equally feel that being sustainable on holiday shouldn't be an effort (VisitEngland, 2010b).
- Many visitors are also receptive to the idea of accommodation providers having green awards and being seen to endorse environmental behaviours, suggesting real benefits for tourism businesses who can demonstrate sustainable practice, particularly if this can be shown to have advantages for the visitor.
- In order to engage visitors in sustainable behaviour, this needs to be easy to carry out, while the personal benefits to the visitor in terms of how it will add to their holiday experience need to be clearly communicated to them (Northumberland Coast AONB Partnership, 2013).
- In order to be perceived as sustainable, tourism experiences should prioritise landscape and natural beauty in an intense way,

as research indicates that this is the aspect of sustainable tourism perceived as most important by visitors (Sidal, et al., 2017).

- The same research suggests that sustainable tourism products are best suited for higher-priced tourism experiences and accommodation, as these increase the visitor's propensity to spend more on sustainable measures.

5.4 Seasonality

- Key seasonal barriers to visit the coast out of season are the perceptions that the weather is unreliable and that the coast is closed in winter (NCTA, 2017c).
- Seaside locations need to remind their target markets that the coast is always accessible and presents a very different type of experience that off-peak that visitors may not have considered.
- Coastal destinations should aim to change these perceptions by marketing year-round experiences that can still be fun when the weather isn't ideal, such as walking or water sports, while promoting their all-weather attractions, particularly cultural and historic ones.

- For destinations that remain open through the autumn and in early spring, emphasising what there is to see and do can start to change this 'closed' perception.

- Although special events and festivals can provide compelling reasons to visit outside the main season, non-visitors who feel indifferent to the coast can have their interest sparked with marketing campaigns that focus on the wealth of opportunities easily accessed on the English coast beyond summer.

- Although it is important to continue to target product development and marketing to the family market, destinations need to focus on secondary markets, primarily 'Empty Nesters', to promote out of season coastal visits, particularly at Easter, half term and two-night weekend breaks (NCTA, 2017c).

5.5 Staycation

- The years 2016 and 2017 saw an increase in the number of UK domestic holidays, mostly driven by the devaluation of the Pound and concerns about security caused by international terrorism events (ABTA, 2016; ABTA, 2017; Barclays, 2017).

- But staycation is also being driven by a desire of families to explore and enjoy activity holidays in familiar surroundings and the possibility of self-arranging holidays without the complications associated with international travel (NCTA, 2017b).



Photo Credit - Dr Andy Clegg

- These trends are likely to continue for the foreseeable future and provide a strong opportunity to encourage repeat visitors and promote domestic destinations as an effortless type of holiday, aimed at capturing new customers who are not familiar with these destinations, in particular the 'lost generation' of young professional couples without children who are not currently engaging with holidays in the UK (NCTA, 2017a).

5.6 Digital Technology

- Digital technology is changing how people research and book their holidays and their expectations on the destination, while the shift to mobile devices has intensified the need for businesses to customise their offer to different platforms and utilise apps.

- Consumers now have access to a wider range of information, with traditional sources

having to compete with peer recommendations and last-minute holiday decisions are a long term trend, requiring businesses to become flexible in terms of their offer.

- Social media-driven immediate communication also heighten visitors' fear of missing out and catalyse their desire for broader leisure portfolios and new experiences (VisitEngland, 2013).

- Smartphones have overtaken laptops as the most popular device for getting online with two thirds of people now owning a smartphone. This has led to many customers valuing the availability of free, fast and reliable WiFi as essential and influencing their decision when considering where to visit, with 82% of visitors citing WiFi as the third most important amenity when booking a hotel (Barclays, 2017).

6. The Tourism Strategy

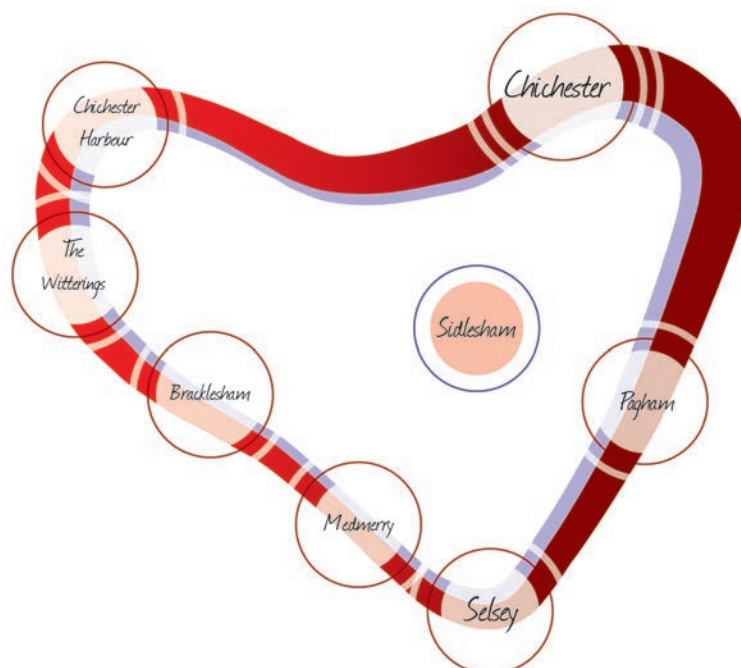
This section provides the details of the Manhood Peninsula DMP, starting with the vision and aim that guide the strategy, as well as the specific objectives that it wishes to achieve. It then describes the roles of the different actors and steps involved on its implementation, and concludes by discussing the structure of the proposed Tourism Partnership for the area.

In order to formulate the objectives and actions included in this strategy, the authors have consulted, and when appropriate, translated into this document, the ideas, policies and actions contained on the following documents: (CDC, 2009) (CHC, 2009) (Clegg, 2010) (Failte Ireland, 2016) (MPP, 2016) (MPP, 2011) (Marshall Regen, 2017) (NCTA, 2017a) (NCTA, 2017c) (Northumberland Coast AONB Partnership, 2013) (Oates, 2017) (VisitEngland, 2012) (VisitEngland, 2010a). In addition, the project authors received extensive support and advice from both the Manhood Peninsula Partnership (MPP) and the Manhood Wildlife and Heritage Group (MWHG).

6.1 Vision and Aim

The Manhood Peninsula DMP has been formulated around an ambitious vision of becoming a keystone attraction for the Chichester District, linking its coastal assets with the rural elements contained both within the peninsula and the wider district, with particular reference to the South Downs National Park, by acting both as a destination on its own right and also as a linkage or portal to other tourism assets within the district. This is encapsulated on the following vision:

Welcome to Chichester's Peninsula
- The heart of coastal countryside -
Pagham / Selsey / Bracklesham / The Witterings



This vision is complemented with an overall goal that highlights the importance and reliance on the Manhood Peninsula local assets and communities to underpin the development of sustainable visitor experiences that meets the needs of its visitors:

Overall Goal

"To develop high quality sustainable visitor experiences that enhance and rely on the characteristics of the locality that have been shaped by the Manhood Peninsula's sea, coast, countryside, and the communities that live on it."

Specific Aims

In order to deliver the overall goal, six specific aims have been developed:

1. To develop high quality sustainable visitor experiences that relate to and protect the inherent characteristics and attributes of the Manhood Peninsula and enhance its social capital, by promoting distinctive tourism products clustered around a thematic experience development.
2. To increase the benefits of the tourism economy for local communities and businesses by maximising visitor expenditure and minimising their environmental and social impacts.
3. To enhance business competitiveness by supporting the development, marketing and delivery of relevant products and services that meet their target market needs.
4. To support greater collaborative working across all stakeholder groups in order to effectively market the Manhood Peninsula and raise visitor awareness about the destination as an enjoyable year-round experience.
5. To consolidate the capacity of the beach and seaside product and develop their associate facilities to enable a high-quality seaside experience for main season visitors and safeguard the future attraction of the area while maintaining existing visitor levels.
6. To support the formation of a Local Tourism Partnership Organisation to deliver the DMP, engage local stakeholders and develop linkages with the products and thematics of the wider Chichester district.

6.2 Objectives

The specific aims and associated objectives of this sustainable tourism strategy are presented below as a summary table, followed by the rationale for their inclusion and the specific actions associated with each.

1. Develop sustainable visitor experiences that relate to and protect the inherent characteristics and attributes of the Manhood Peninsula and enhance its social capital, by promoting distinctive tourism products clustered around a thematic experience development.	2. Increase the benefits of the tourism economy for local communities and businesses by maximising visitor expenditure and minimising their environmental and social impacts.	3. Enhance business competitiveness by supporting the development, marketing and delivery of relevant products and services that meet their target market needs.	4. Support greater collaborative working across all stakeholder groups in order to effectively market the Manhood Peninsula and raise visitor awareness about the destination as an enjoyable year-round experience.	5. Consolidate the capacity of the beach and seaside product and develop their associate facilities to enable a high-quality seaside experience for main season visitors and safeguard the future attraction of the area while maintaining existing visitor levels.	6. Support the formation of a Local Tourism Partnership Organisation to deliver the DMP, engage local stakeholders and develop linkages with the products and thematics of the wider Chichester district.
Create a circular coastal access multiple-use route linking Selsey with Medmerry, with additional long-distance links to Chichester.	Create new and enhance existing off-road green transport routes between communities and attractions.	Deliver product development workshops to businesses so that they can develop and align their products around green, health, activity, gastronomy, accessible and cultural/heritage experiences.	Develop links between local agricultural and seafood producers and businesses wishing to promote local food and gastronomy experiences.	Develop or refurbish café/beach facilities and toilet/shower facilities on Manhood's key beach locations to provide accessible cleaning and temporal storage of water sports gear, bicycles and walking boots.	Support the formation of a local tourism partnership which will work in collaboration with VisitChichester and the MPP to deliver the DMP.
Develop hire and infrastructure facilities for cyclists.	Enhance and maintain environmental features along green routes.	Support businesses to align their products under a cluster of three thematic tourism experience headlines.	Develop a visitor web guide promoting the Manhood Peninsula's nature, health, activity, gastronomy, accessibility, heritage/cultural and event experiences to visitors under a cluster of three thematic tourism experience headlines.	Develop self-funding, accessible multiuse premises associated to café/beach facilities for retail, entrepreneur opportunities, educational, exhibition, and function hire purposes.	Use the local tourism partnership as a vehicle to promote and link the Manhood Peninsula tourism experiences with the products and thematics of the wider Chichester district, in particular Chichester City and the South Downs National Park.
Develop routes, signage and apps aimed at cyclists, walkers and horse riders, promoting the connection of relevant routes between and within towns and attractions.	Promote the creation of green corridors connecting the protected areas of the Manhood Peninsula, in particular Pagham Harbour, Medmerry and Chichester AONB.	Deliver marketing and Social Media training workshops to businesses to support the promotion of tourism experiences under a cluster of three thematic tourism experience headlines.	Develop and promote a programme of year-round events across the Peninsula.	Develop or upgrade café/beach facilities on Manhood's key beach locations to provide wider range and better quality of food and beverage products.	Establish the local tourism partnership as a one-stop communication exchange to promote, seek and provide support between businesses in the Peninsula and beyond.
Develop online and physical interpretation for visitors promoting 'sense of place' across the Peninsula.	Support the development of marina / berthing and retail facilities at Selsey (Selsey Vision 2020 Project)	Support the development of a range of high-quality, eco-friendly and affordable accommodation and restaurant facilities across the Peninsula.	Promote the idea of visiting the coast / the Manhood Peninsula during shoulder and winter seasons as an enjoyable opportunity to see a different destination that is attractive, challenging and uncrowded, cosy and welcoming.		Establish the local tourism partnership as a one-stop communication exchange between local community organisations and individuals to express their views about tourism in the Manhood.
Develop local produce and gastronomic experiences on the Peninsula, including themed menus and events capitalising on local food product.	Support the development and improvement of the public realm to provide place making experiences that are welcoming to visitors and residents.				Establish the local tourism partnership as the key agency to report and collect operational and decision-making information about the Manhood tourism industry.
Improve and develop the Pagham Harbour Visitor Centre as an information gateway for visitors and a hub to promote nature-related tourism experiences across the Peninsula.	Promote the development of traffic reduction schemes across the Peninsula, in particular the provision and improvement of public and low-emissions transport alternatives.				
Identification, development and promotion of the heritage, art and cultural experiences across the Peninsula.	Support the development of a local retail experience and facilities that fit the needs of residents and visitors.				
	Promote the local retail experience to residents and visitors.				

6.3 DMP objectives rationale, action plan and implementation priorities

The following pages outline the rationale for each of the specific aims and objectives on this DMP, along with the individual actions and activities required for the implementation of each objective. Each activity has been assigned a priority level and a key success indicator. The level of priority for each activity is based on an estimation of its potential cost / feasibility and of the potential economic, environmental or social benefits, with three priority levels: high; medium, and long term / low priority. Those actions indicated as a 'long' priority are rated in this way to indicate actions regarded as important, but that require either considerable planning, investment, or both.

Aim 1. Develop sustainable visitor experiences that relate to and protect the inherent characteristics and attributes of the Manhood Peninsula and enhance its social capital, by promoting distinctive tourism products clustered around a thematic experience development.

1.1.1.1 Create a circular coastal access multiple-use route linking Selsey with Medmerry, with additional long-distance links to Chichester.

The basis for a circular low-impact walking and cycling route joining Selsey with the Medmerry Reserve via the RSPB Pagham Harbour Visitor Centre already exist, but better information and promotion, interpretation and support facilities would allow its incorporation into different visitor experiences and increase its attractiveness to wildlife, activity and family-oriented visitors, including less able visitors.

The creation of an East – West axis for this route also has the added potential of encouraging car-free visitor movement across the Peninsula, helping to reduce congestion on the main commuting roads. Part of this route, connecting West and East Wittering, already exist, but a link with Medmerry via Bracklesham and Earnley would create the opportunity to form a complete circular route across the Manhood by connecting with the Salterns Lane cycleway on the West and the planned Selsey – Chichester route on the East.

1.2 Develop hire and infrastructure facilities for cyclists.

Cycling is the activity with the most potential for growth on the peninsula (MPP, 2016). Cycle hire and well-defined routes with suggested stops can maximise new and existing cycling opportunities and provide product development opportunities for activity- and family-oriented visitors. The increasing popularity and affordability of e-bikes could be a way to introduce more casual and less active visitors who would not normally engage with activity tourism or cycling as part of their holiday.

1.3 Develop routes, signage and apps aimed at cyclists, walkers and horse riders, promoting the connection of relevant routes between and within towns and attractions.

Walking, horse-riding and cycling are all low-impact activities already popular with visitors, with the last two having the potential to attract high-spending visitors if appropriate facilities and promotion is present, but this requires the presence of well-developed routes supported with adequate signage. Given the increasing digitalisation of visitors engaging in outdoor pursuits, the development of app-based interpreted route maps not only support potential users but would also act as a marketing tool and stimulate demand for the product. The provision of routes, signage, information and apps must also consider the needs of less able visitors in order to increase the destination accessibility for them. Signage aimed at walkers and cyclists should clearly indicate distance, directions and average walking or cycling times. They should be also placed at more regular intervals than for motorists and they should highlight notable intermediate landmarks, so that people are confident that they are on the right route (Marshall Regen, 2017).

1.4 Develop online and physical interpretation for visitors promoting 'sense of place' across the peninsula.

The development of interpretation in the form of information boards and geo-contextualised interpretation linked to route guidance apps, can provide a 'curated journey' for visitors by, linking coastal issues and a 'sense of place' across the peninsula, bringing the natural and historic environments alive for visitors and local people, and making them available on a permanent basis without the need for staffing and very low maintenance costs (MPP, 2016). The use of route guidance apps has the added benefit of encouraging low-impact behaviour on users by guiding them into desirable locations and activities. The provision of interpretation must also consider the needs of less able visitors, in order to increase the destination accessibility for them.

1.5 Develop local produce and gastronomic experiences on the peninsula, including the development of themed menus and events capitalising on local food product.

Besides having the potential to become a product on its own, when connected to wider visitor thematics the promotion of local produce and gastronomic tourism on the peninsula can provide an important element of distinctiveness and sense of place to other products. This requires the development of themed menus and related events to capitalise on the local food product, e.g. Selsey crab and lobster (MPP, 2016).

1.6 Improve and develop the Pagham Harbour Visitor Centre as an information gateway for visitors and a hub to promote nature-related tourism experiences across the peninsula.

The improvement of visitor facilities at the Pagham Harbour RSPB Centre would enable it to function both as an information 'gateway' for general visitors to the Peninsula and as a nature-related tourism hub to promote the various experiences that the Manhood can offer, including dark skies tourism. This would require improving the quality and quantity of information and interpretation available on the centre, along with physical facilities such as toilets, disabled access, wildlife viewing facilities and an associated Access and Audience Plan to prepare for future development of a replacement visitor centre (MPP, 2016).

1.7 Identification, development and promotion of the heritage, art and cultural experiences across the peninsula.

The product that is currently most dispersed and poorly promoted across the Manhood Peninsula is its rich historical, cultural and artistic heritage. Just like with the nature, activity and gastronomy themes, this area could greatly benefit from the development of clear itineraries and route maps aimed at different visitor target groups, promoted clearly within a Manhood-related visitor website.



Photo Credit - Dr Andy Clegg

Aim 1: Develop sustainable visitor experiences that rely and protect the inherent characteristics and attributes of the Manhood Peninsula and enhance its social capital, by promoting distinctive tourism products clustered around a thematic experience development.	Priority	Key Delivery Indicators
Action 1.1: Create a circular coastal access route linking Selsey with Medmerry, with additional long-distance links to Chichester.		
<ul style="list-style-type: none"> Develop route, including accessible features Develop infrastructure facilities, including signage Develop downloadable, self-guided trail route app 	High High High	<ul style="list-style-type: none"> Route open to visitors Facilities available App is available
Action 1.2: Develop hire and infrastructure facilities for cyclists.		
<ul style="list-style-type: none"> Identify suitable hubs for cycling facilities Develop infrastructure facilities (bike racks, changing, storage, cleaning, charging points for e-bikes) Contract or promote cycle hire businesses to open shop 	High Medium Low	<ul style="list-style-type: none"> Hubs identified and planned Facilities available Bicycle rental shop(s) in place
Action 1.3: Develop routes, signage and apps aimed at cyclists, walkers and horse riders, promoting the connection of relevant routes between and within towns and attractions.		
<ul style="list-style-type: none"> Identify suitable routes combining a mixture of circular and linear trails targeting activity visitors and family groups, with consideration to accessibility Develop routes (including a minimum of one accessible, disable friendly route) Develop infrastructure facilities and signage Develop downloadable, self-guided trail route apps for walking, cycling and horse riding 	Medium Medium Medium Medium	<ul style="list-style-type: none"> Route plan approved Routes open to visitors Facilities available Apps are available
Action 1.4: Develop online and physical interpretation for visitors promoting 'sense of place' across the Peninsula.		
<ul style="list-style-type: none"> Define target groups and content to be interpreted (nature / culture / heritage) Identify suitable routes for interpretation and interpretation delivery tools (signage / online) Develop interpretative contents and delivery tools, including downloadable apps, geo-located Augment Reality apps, and physical boards Implement and promote interpreted routes 	High High Medium Medium	<ul style="list-style-type: none"> Interpretation plan completed Interpretation plan completed Contents and tools available Visitors engaging with interpretation
Action 1.5: Develop local produce and gastronomic experiences on the Peninsula, including themed menus and events capitalising on local food product.		
<ul style="list-style-type: none"> Identify and inventory Manhood distinctive produce, food and gastronomic experiences and its associated businesses Development of gastronomic routes and product experiences Development of food-related events Business support for food experience development Implement and promote food experiences 	High High High Medium Medium	<ul style="list-style-type: none"> Food experiences inventory Food routes, experiences and events report completed Business support delivered Experiences are available
Action 1.6: Improve and develop the Pagham Harbour Visitor Centre as an information gateway for visitors and a hub to promote nature-related tourism experiences across the Peninsula.		
<ul style="list-style-type: none"> Improve quality and quantity of information and interpretation available Improve service and activity facilities (toilets, accessibility, wildlife viewing facilities) Develop Access and Audience Plan Refurbish / replace visitor centre 	High Medium Medium Long	<ul style="list-style-type: none"> Information and interpretation available New service and activity facilities available Access and Audience Plan New visitor centre
Action 1.7: Identification, development and promotion of the heritage, art and cultural experiences across the Peninsula.		
<ul style="list-style-type: none"> Identify and inventory Manhood distinctive heritage, art and cultural experiences and its associated businesses Development of cultural / heritage routes and product experiences Development of cultural / heritage events Implement business support for cultural / heritage experience development Implement and promote cultural / heritage experiences 	High High High Medium Medium	<ul style="list-style-type: none"> Cultural / heritage experiences inventory Cultural / heritage routes, experiences and events report completed Business support delivered Experiences are promoted

Aim 2. Increase the benefits of the tourism economy for local communities and businesses by maximising visitor expenditure and minimising their environmental and social impacts.

2.1 Create new and enhance existing off-road green transport routes between communities and attractions.

The development and enhancement of new and existing off-road green transport routes (footpaths, cycle paths and bridleways) can help to meet a dual goal of connecting communities and provide improved access for visitors across the peninsula. The 'Green Links around Medmerry' project (MPP, 2016) would provide a single geographical focus for this development, enabling to link and support existing and planned developments, while also acting as the starting point for aspirations by local councillors to develop an integrated cycle network connecting the whole perimeter of the Manhood Peninsula with Chichester This geographical focus facilitates and reinforces the sense of place and the development of tourism experiences that can fit several visitor profiles, rather than just activity-related tourism. It also enables different types of local businesses to promote a sustainable tourist product and support additional jobs.

2.2 Enhance and maintain environmental features along green routes.

The development and enhancement of environmental features along the Peninsula's green access corridors adjacent to off-road routes, including the implementation and protection of dark skies sites, can support an increased sense of place, improve the conditions for wildlife and improve the visitor experience (MPP, 2016).

2.3 Promote the creation of green corridors connecting the protected areas of the Manhood Peninsula, in particular Pagham Harbour, Medmerry and Chichester AONB.

The Manhood Peninsula is home to several natural areas of special conservation significance which can potentially be connected with 'green corridors' to surrounding green areas which currently don't have any special or protected status, thus increasing their value, 'sense of place' and attractiveness to both wildlife, visitors and businesses. Sidlesham Parish's

green corridor and blue chain project linking a number of existing, proposed and potential environmental projects to create a more cohesive village centre could be used as a model to follow in other parts of the peninsula (MPP, 2016).

2.4 Support the development of marina / berthing and retail facilities at Selsey (Selsey Vision 2020 Project).

The implementation of the Selsey Vision 2020 Project would have direct economic benefits and job opportunities for the businesses and the local community, while providing a new focus of attraction to the Peninsula visitors. It directly benefits Selsey's fishing industry by improving safety conditions and enabling more of the local catch to be sold locally at market prices; it provides a destination point to attract higher spending visitors to Selsey and the Manhood Peninsula; and provides facilities for leisure boats, diving crafts and other boats (Marshall Regen, 2017).

2.5 Support the development and improvement of the public realm to provide place making experiences that are welcoming to visitors and residents.

Many of the public areas on the peninsula's beaches which currently host high concentrations of visitors and are integral part of the community, such as Selsey's East Beach and Bracklesham, are currently not particularly inviting or welcoming to visitors. A welcoming public realm is essential to provide a good first-impression that then enables local businesses to follow it with a welcoming visitor experience. This requires the refurbishment or construction of toilets, business premises, and visitor facilities in these areas (Marshall Regen, 2017).

2.6 Promote the development of traffic reduction schemes across the peninsula, in particular the provision and improvement of public and low-emissions transport alternatives.

Many of the businesses and residents that contacted the STOMP Project team felt that vehicular traffic was one of the most serious negative impacts that tourism was creating over the peninsula environment and its communities. Although this isn't a view widely shared by visitors, it is clear that future tourism development should seek to decouple visitors from their cars before and during their stay and promote forms of transport with lower social and environmental impact. Besides obvious options such as building and expanding cycle lanes and introducing hop-on/hop-off buses, the local authorities should consider the measures being promoted by UK national parks such as dedicated bicycle buses and e-bikes.

2.7 Support the development of local retail experiences and facilities that fit the needs of residents and visitors.

Some of the current local retail opportunities only cater for either residents or visitors and thus are bound to be unsatisfactory to the other half of their potential customers. Although the availability of an appropriate retail mix will always be bound by the realities of location and customer demand, a balanced and authentic retail experience offers an increased sense of place and is more likely to be commercially successful and viable on a year-round basis (NCTA, 2017a).

2.8 Promote the local retail experience to residents and visitors.

An important part of the success of any local retail experience is making its potential customers aware that it exists, for which relevant and clear links on a Manhood tourism website should be provided along with more localised promotion and offers aimed at capturing the local resident market during the shoulder and low season, something that the business audit indicated is not currently done by part of the Manhood's food and restaurant industry. Although the possibility of developing local trade will be affected by the realities of types and pricing of product lines, store location and overall demand, local businesses should be encouraged to develop products, offers and marketing targeting local residents.



Photo Credit - Dr Andy Clegg

Aim 2: Increase the benefits of the tourism economy for local communities	Priority	Key Delivery Indicators
and businesses by maximising visitor expenditure and minimising their environmental and social impacts.		
Action 2.1: Create new and enhance existing off-road green transport routes between communities and attractions.		
<ul style="list-style-type: none"> Support grant application process for the Selsey – Chichester commuting cycleway Support implementation of Selsey – Chichester commuting cycleway Identify other existing green ways connecting tourism attractions with communities that could be upgraded / improved with minimal investment Implement the 'Green links around Medmerry' project 	High High High Medium	<ul style="list-style-type: none"> Grant application successful Commuting cycleway delivered Greenway inventory and feasibility report completed Project delivered
Action 2.2: Enhance and maintain environmental features along green routes.		
<ul style="list-style-type: none"> Support the clearing of overgrowth on drainage ditches & waterways Support the clearing of overgrowth and obstacles on existing greenways Support the regular maintenance of drainage features and trail treads on routes Support the installation of viewing spots, benches and accessible features Support interpretation facilities for key routes Support the development and protection of dark skies sites 	High High Medium Long Medium Medium	<ul style="list-style-type: none"> Drainage regularly maintained Greenways regularly maintained Route conditions maintained Environmental features installed Interpretation resources installed Dark skies sites designated
Action 2.3: Promote the creation of green corridors connecting the protected areas of the Manhood Peninsula, in particular Pagham Harbour, Medmerry and Chichester AONB.		
<ul style="list-style-type: none"> Support Sidlesham Parish's green corridor and blue chain project as a pilot Identify and map non-protected green areas near to existing protected areas Lobby local and national authorities for change of status of potential corridors Identify and promote green corridors as part of the Peninsula's environmental features & sense of place 	High Medium Medium Medium	<ul style="list-style-type: none"> Project delivered / lessons identified Green areas mapped & identified Change of status granted Green corridors promoted to visitors
Action 2.4: Support the development of marina / berthing and retail facilities at Selsey (Selsey Haven Project).		
<ul style="list-style-type: none"> Identify and contact funding sources for Selsey Vision 2020 Project Support final planning approval of Selsey Vision 2020 Project Support implementation of Selsey Vision 2020 Project 	High High High	<ul style="list-style-type: none"> Vision 2020 funding secured Vision 2020 Project approved Vision 2020 Project approved
Action 2.5: Support the development and improvement of the public realm to provide place making experiences that are welcoming to visitors and residents.		
<ul style="list-style-type: none"> Identify high-use public areas requiring improvements (physical / cosmetic) through visitor survey feedback Implement a repair, refurbishment, re-build programme Review public realm monitoring and maintenance programme 	High High High	<ul style="list-style-type: none"> Public realm condition report Improvements delivered Regular maintenance conducted
Action 2.6: Promote the development of traffic reduction schemes across the Peninsula, in particular the provision and improvement of public and low-emissions transport alternatives.		
<ul style="list-style-type: none"> Investigate agreements with bus companies to run hop-on/hop-off and cycle-bus services Identify and promote car free activities available within the Manhood Collate public transport routes and timetables information into an accessible .pdf information pack that can be used by tourism businesses Provide detailed information on public transport options, transport routes and timetables information on the Manhood Peninsula Tourism website Support tourism businesses to ensure public transport options are included in 'getting here' information on their websites and in promotional material Support tourism businesses to promote relevant car free activities and itineraries to visitors Once green routes in Medmerry are completed, promote it as a hub for car free tourism and develop car free itineraries associated with it Develop a higher level of integration between transport services that facilitates better use of the 'Passport Experience scheme' (Action 3.2) 	Medium High High High High High Medium Medium	<ul style="list-style-type: none"> New public services offered Car-free activities promoted Public transport information is provided to businesses Website provides public transport information to visitors Businesses promote car-free access to the Peninsula Businesses promote car-free activities in the Peninsula Medmerry promoted as car-free hub Public transport options support the Passport Experience Scheme
Action 2.7: Support the development of local retail experiences and facilities that fit the needs of residents and visitors.		
<ul style="list-style-type: none"> Produce a report evaluating retail mix available on the Manhood Peninsula Support suitable local retail businesses to stock products and offer services relevant for both residents and visitors Support suitable local retail businesses to develop offers aimed at residents during shoulder and low season 	Medium Long Long	<ul style="list-style-type: none"> Retail report produced Retail mix is adequate for residents and visitors Residents targeted on low season
Action 2.8: Promote the local retail experience to residents and visitors.		
<ul style="list-style-type: none"> Collate local retail information into an accessible .pdf information pack that can be used by tourism businesses Provide detailed information on local retail options on the Manhood Peninsula Tourism website Support tourism businesses to ensure local retail information is included in 'out & about' information on their websites and in promotional material Support businesses to develop and promote products and services specifically aimed at local residents during shoulder and winter seasons 	High High High High	<ul style="list-style-type: none"> Local retail information is provided to businesses Website provides local retail information to visitors Businesses promote local retail information Businesses develop products and offers aimed at local residents

Aim 3. Enhance business competitiveness by supporting the development, marketing and delivery of relevant products and services that meet their target market needs.

3.1 Deliver product development workshops to businesses so that they can develop and align their products around green, health, activity, gastronomy, accessible and cultural/heritage experiences.

Tourism industry businesses operating on the Manhood Peninsula should be supported into developing their products as coherent experiences that meet the needs of their target markets. This should be done by providing experience development training tailored and delivered to meet specific experiences, e.g. green, activity, health, gastronomy, accessible and cultural / heritage experiences, so that businesses can understand and tap into their specific target market and promote local activities that sustain the local natural environment and economy (NCTA, 2017a). This and any other training aimed at the tourism industry on the Manhood Peninsula could be developed as a combination of face to face and online / remote training packages.

3.2 Support businesses to align their products under a cluster of three thematic tourism experience headlines.

In order to help businesses developing and promoting their products as coherent experiences, the visitor experiences that they provide should be aligned to simple and easy to identify thematics that visitors can easily recognise and associate. These specific thematics should be decided and supported by the Tourism Partnership proposed on this DMP and should be used as an integral part of the visitor information website for the Manhood Peninsula to design and organise the information provided to potential visitors (Action 4.2). Although the number, name and shape of the thematic clusters is ultimately for the Tourism Partnership to decide, the STOMP Project team has proposed three visitor experience clusters that they feel resonate well with the experiences that the Manhood Peninsula can offer to visitors, as follows:

- Nature shaped by sea and people:(aimed at visitors desiring wildlife, heritage and culture thematics)
- Feed your senses: (aimed at visitors desiring a food & drink thematic)
- Energise, connect, share: (aimed at visitors desiring activity, health and family thematics)

3.3 Deliver marketing and Social Media training workshops to businesses to support the promotion of tourism experiences under a cluster of three thematic tourism experience headlines.

The business audit conducted by the STOMP Project indicated that although the majority of participating businesses felt they did not require any tourism or business-related training, a large proportion mentioned marketing training, with a specific focus on social media, as an important priority for them. This marketing training provision should meet the businesses' specific needs but at the same time must support the development of coherent marketing materials that aligns with the cluster of three thematic tourism experience headlines proposed by this strategy. In addition, businesses should be supported with training to recognise and promote to their customers the Manhood's environmental features as unique within the region / the UK's south-east coast, thus enabling them to enhance their competitiveness and develop a Unique Selling Point (USP).

3.4 Support the development of a range of high-quality, eco-friendly and affordable accommodation and restaurant facilities across the peninsula.

The visitor survey conducted by the STOMP Project indicated that many visitors are currently staying either in their own, or their friends and family (VFR), holiday properties and also that the majority of these properties tended to be caravans or low-end accommodation. This suggest that existing and future accommodation and associated services, such as restaurants, should aim to develop and offer a provision of affordable, sustainability-managed, good quality visitor products with a mid-range price, while low-end, low quality, products should be discouraged by planning and high-end products promoted only as a niche opportunity that does not necessarily suit the majority of visitors or businesses in the Manhood.

Aim 3: Enhance business competitiveness by supporting the development, marketing and delivery of relevant products and services that meet their target market needs.	Priority	Key Delivery Indicators
Action 3.1: Deliver product development workshops to businesses so that they can develop and align their products around green, health, activity, gastronomy and cultural/heritage experiences.		
<ul style="list-style-type: none"> Identify specific product training needs from local businesses Develop product-specific development workshops as online / remote training packages similar to Open University courses to maximise engagement Support business recognition / accreditation with training scheme certification linked to recognition on the Manhood Peninsula visitor information website 	<p>High Long</p> <p>Long</p>	<ul style="list-style-type: none"> Training needs identified 10% of local businesses successfully complete training Training completion recognised with a website-linked certification
Action 3.2: Support businesses to align their products under a cluster of three thematic tourism experience headlines.		
<ul style="list-style-type: none"> Tourism Partnership decides and adopts specific thematic clusters / headlines Businesses willing to adopt thematic experience approach are identified Manhood Peninsula visitor guide website adopts specific thematic (Action 4.2). Introduce a 'Passport Experience scheme' for the Manhood Peninsula which identifies businesses linked to specific thematic routes / experiences and encourage them to market themselves and the experience co-operatively Develop Manhood Peninsula website section to highlight information about 'Passport Experience scheme' member businesses Identify five visitor experience business champions (sustainable, activity, health, gastronomy and cultural/heritage) and promote their businesses and actions with profiles on the Manhood Peninsula visitor information website Develop and hold a bi-annual experience tourism forum that celebrates local business' achievements with 'Excellent Experiences' tourism award 	<p>High</p> <p>High</p> <p>High</p> <p>Medium</p> <p>Medium</p> <p>Long</p> <p>Long</p>	<ul style="list-style-type: none"> Thematic headlines decided Businesses willing to use thematic experience approach identified Website promotes thematic tourism experiences Passport Experience Scheme adopted by businesses Website promotes thematic tourism experiences Five thematic champions identified and promoted 'Excellent Experiences' tourism award implemented
Action 3.3: Deliver marketing and Social Media training workshops to businesses to support the promotion of tourism experiences under a cluster of three thematic tourism experience headlines (training needs already identified with Action 3.1).		
<ul style="list-style-type: none"> Develop marketing and social media workshops as online / remote training packages similar to Open University courses to maximise engagement Develop training for businesses to promote the Manhood's environmental features to their customers to develop a Unique Selling Point (USP). Support business recognition / accreditation with training scheme certification linked to Manhood Peninsula visitor information website 	<p>High</p> <p>High</p> <p>Medium</p>	<ul style="list-style-type: none"> 25% of local businesses successfully complete training All businesses promote environmental features as USP Training completion recognised with a website-linked certification
Action 3.4: Support the development of a range of high-quality, eco-friendly and affordable accommodation and restaurant facilities across the Peninsula.		
<ul style="list-style-type: none"> Tourism Partnership reviews and adopts policy on desired direction of future development of tourism provision on the Manhood Peninsula Tourism Partnership lobbies local planning authorities to support the type of accommodation and facilities required to support future industry growth 	<p>High</p> <p>High</p>	<ul style="list-style-type: none"> Tourism planning and development policy adopted Local authorities support tourism development policy

Aim 4. Support greater collaborative working across all stakeholder groups in order to effectively market the Manhood Peninsula and raise visitor awareness about the destination as an enjoyable year-round experience.

4.1 Develop links between local agricultural and seafood producers and businesses wishing to promote local food and gastronomy experiences.

Although there is a wealth of food production in the Manhood, the evidence suggests that the link between producers and the local businesses that could act as consumers is weak at present. There is scope for accommodation businesses and B&B's in particular, as well as restaurants and retailers, to use local produce and promote this as part of the authenticity and sense of place of the experience they offer. Whilst there are several ways in which these linkages can be strengthened, the role of sales co-ordinator or 'Seafood Broker' proposed by the Selsey Vision 2020 Project (Marshall Regen, 2017) could be implemented as a pilot programme to evaluate the viability of this mechanism to effectively develop trading links between food producers and business consumers in the Manhood, possibly leading to an opening to a wider regional audience through the Sussex Food Network.

4.2 Develop a visitor web guide promoting the Manhood Peninsula's nature, health, activity, gastronomy, accessibility, heritage/cultural and event experiences to visitors under a cluster of three thematic tourism experience headlines.

The Tourism Partnership proposed by this strategy should develop and implement a web-based visitor guide that promotes the Manhood Peninsula's unique characteristics of its nature, activity, health, gastronomy, heritage/cultural and event experiences. Local businesses should be able to link to upload and supplement this web guide with their own information (MPP, 2016). By organising these experiences around a cluster of three thematic headlines (Action 3.2), visitors would be able to access a coherent and easy to understand menu of options arranged around their own needs, instead of the current multitude of poorly differentiated and advertised products that compete against each other. Furthermore, this would allow for the development of experience 'itineraries' where visitors can 'design' customised visits around their particular needs and motivations.

4.3 Develop and promote a programme of year-round events across the peninsula.

The Manhood Peninsula currently hosts a number of events, but most of them tend to be low-key and lack a locally authentic focus that can be used to promote sense of place. One such event could be a Crab and Lobster Festival, which could showcase the local produce, provide demonstrations and competitions on seafood preparation and cooking (Marshall Regen, 2017). Scope for similar events around local agricultural produce also exist, which could be associated with other types of experiences to promote visitation to the Manhood outside the traditional summer high season, for example walking festivals, food and heritage festivals, a 'round the peninsula' cycling event, bird-watching events, etc. In addition, businesses should consider taking advantage of off-season Bank Holidays and festivities (Christmas, New Year, Valentine's Day, Halloween) to develop and promote new products and events aimed at attracting visitors (NCTA, 2017a).

4.4 Promote the idea of visiting the coast / the Manhood Peninsula during shoulder and winter seasons as an enjoyable opportunity to see a different destination that is: attractive (families) / challenging (activity & sport visitors) / uncrowded, cosy and welcoming (heritage / gastronomy visitors).

A key barrier in drawing visitors into the Manhood during the shoulder and winter seasons is the perception of the coast as a cold, wet and uninviting destination. For certain visitor segments such as families, this perception can be counteracted by promoting the availability of indoor and all-weather activities. However, other visitor profiles such as activity / sport visitors and gastronomy / heritage visitors may only need access to adequate marketing information promoting experiences that can be enjoyed in all weathers and seasons to gain their participation. The tourism industry on the Manhood needs to build local and regional audiences during the winter months in order to sustain business activity and ensure residents and communities have a "year round" economy (NCTA, 2017a).

Aim 4: Support greater collaborative working across all stakeholder groups in order to effectively market the Manhood Peninsula and raise visitor awareness about the destination as an enjoyable year-round experience.	Priority	Key Delivery Indicators
Action 4.1: Develop links between local agricultural and seafood producers and businesses wishing to promote local food and gastronomy experiences.		
<ul style="list-style-type: none"> Tourism Partnership organises themed networking events to identify available local food and produce and link up locals suppliers with businesses Support the appointment of a sales co-ordinator (Seafood Broker) proposed by the Selsey Vision 2020 Project as a pilot programme for developing food linkages Support accommodation businesses, restaurants and retailers to use and promote local produce Tourism Partnership assess the feasibility of adopting signature local food mark to promote local distinctiveness, e.g. 'Bracklesham Breakfast'; 'Selsey Seafood' Include the importance of local food and produce in business training packages promoting local distinctiveness Develop a 'Proud Peninsula Produce' campaign to encourage partners to use local food and produce Develop and promote festivals and events that celebrate food-related elements of local distinctiveness 	<p>High</p> <p>High</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p>	<ul style="list-style-type: none"> Networking food events delivered Increased business uptake of seafood via Seafood Broker Accommodation and restaurants promote local produce on menus Signature food mark adopted and promoted by local businesses Training packages promote local food distinctiveness 'Proud Peninsula Produce' campaign implemented Food-related festivals and events held at least once a year
Action 4.2: Develop a web-based visitor guide promoting the Manhood Peninsula's nature, health, activity, gastronomy, heritage/cultural and event experiences to visitors under a cluster of three thematic tourism experience headlines.		
<ul style="list-style-type: none"> Tourism Partnership support development of web-based visitor guide that promotes Manhood Peninsula's under three thematic experience headlines Local businesses supported to upload and supplement web guide with their own information Tourism Partnership develops experience routes linked to the 'Passport Experience scheme' (Action 3.2) Support businesses to develop experience 'itineraries' linked to the 'Passport Experience scheme' (Action 3.2) 	<p>High</p> <p>Medium</p> <p>Medium</p> <p>Medium</p>	<ul style="list-style-type: none"> Web-based visitor guide goes live online Businesses upload information based on thematic headlines Experience routes promoted on the visitor web guide Visitors contact businesses to arrange itineraries
Action: 4.3: Develop and promote a programme of year-round events across the Peninsula.		
<ul style="list-style-type: none"> Support the implementation of a Crab and Lobster Festival as pilot food-themed event Tourism Partnership identifies unique features and key seasonal draws that can attract visitors during shoulder and winter seasons Tourism Partnership explores with partners the feasibility of other food and heritage festivals, walking festivals, 'round the Peninsula' cycling event, bird-watching and dark-skies / star-gazing events. Web-based visitor guide promotes the diversity and range of seasonal activities and events on offer Web-based visitor guide contains an online centralised events calendar accessible by businesses to upload and download details of all events Encourage businesses to promote events to customers on their own websites Encourage businesses to develop new events to attract visitors during shoulder and winter seasons with an event start-up grant scheme 	<p>High</p> <p>High</p> <p>Medium</p> <p>High</p> <p>Medium</p> <p>High</p> <p>Long</p>	<ul style="list-style-type: none"> Crab and Lobster Festival implemented and evaluated Seasonal draws identified Additional events identified Seasonal events and activities promoted on visitor guide Centralised events calendar is online and accessible Businesses promote events Businesses develop new events
Action: 4.4: Promote the idea of visiting the coast / the Manhood Peninsula during shoulder and winter seasons as an enjoyable opportunity to see a different destination that is attractive, challenging and uncrowded, cosy and welcoming		
<ul style="list-style-type: none"> Tourism Partnership identifies gaps and opportunities for developing indoor and wet weather experiences Tourism Partnership lobbies local planning authorities to support development of businesses that provide indoor and wet weather facilities Visitor web guide seasonally promotes experiences and activities specifically timed at shoulder / winter seasons and wet, cold and windy weather Visitor web guide seasonally promotes information about indoor and wet weather activities during shoulder and winter seasons Support businesses to extend opening hours during shoulder and winter seasons Support businesses to develop shoulder and winter season packages and offers aimed at visitors and residents Visitor web guide to promote extended opening hours, seasonal packages and offers aimed at visitors and residents Support businesses to develop shoulder and winter season experience 'itineraries' linked to the 'Passport Experience scheme' 	<p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Long</p> <p>Long</p> <p>Long</p> <p>Long</p>	<ul style="list-style-type: none"> Indoor and wet weather experiences identified Local authorities support tourism development policy Visitor guide promotes low season experiences and activities Visitor guide seasonally promotes indoor and wet weather activities Businesses extend low season opening hours Businesses implement low season packages and offers Visitor guide promotes extended opening hours, seasonal packages and offers Businesses implement low season 'itineraries'

Aim 5. Consolidate the capacity of the beach and seaside product and develop their associate facilities to enable a high-quality seaside experience for main season visitors and safeguard the future attraction of the area while maintaining existing visitor levels.

5.1 Develop or refurbish café/beach facilities and toilet/shower facilities on Manhood's key beach locations to provide accessible washing and temporal storage of water sports gear, bicycles and walking gear.

Selsey East Beach has a very active diving community while Bracklesham acts as a busy hub for water sports enthusiasts, but in both locations these and other beach users would greatly benefit from improvements to the visitor facilities, such as the refurbishment and renewal of the café and toilet/shower block in Bracklesham and the building of a service and toilet facility on East Beach. Shower blocks should incorporate a cleaning facility for water sports gear, bicycles and walking boots, ideally coupled with a facility for temporal storage of kit (MPP, 2016). Providing these facilities is likely to encourage greater use of potentially high-spending visitors who currently lack spending opportunities.

5.2 Develop self-funding, multiuse accessible premises associated to cafés / beach facilities for retail, entrepreneur opportunities, educational, exhibition, and function hire purposes.

When refurbishing or developing seaside cafés, local councils should consider a provision of extra rooms within the facility designed in advance for multiuse purposes, which can then help fund the venue through hiring rates. As long as these rates are reasonable and the booking process not too onerous (ideally online with a real-time booking tool), such rooms are likely to become a valuable asset for local water sport enthusiasts (MPP, 2016).

5.3 Develop or upgrade café/beach facilities on Manhood's key beach locations to provide a wider range and better quality of food and beverage products.

Several visitors who took part on the STOMP Project survey complained of the limited range and quality of food fare available on beachside locations, with the lack of children-oriented menus being a significant issue for some. Ideally, seaside cafes should be able to provide both traditional chips-and-burgers menus for people looking for takeaway and cheap food options, but should also provide a separate seating area where offering multi-course menus could be a realistic and inviting proposition to customers wishing more wholesome or healthier food options.



Photo Credit - Dr Andy Clegg

Aim 5: To consolidate the capacity of the beach and seaside product and develop their associate facilities to enable a high-quality seaside experience for main season visitors and safeguard the future attraction of the area while maintaining existing visitor levels.	Priority	Key Delivery Indicators
Action 5.1: Develop or refurbish café/beach facilities and toilet/shower facilities on Manhood's key beach locations to provide washing and temporal storage of water sports gear, bicycles and walking gear.		
<ul style="list-style-type: none"> • Support refurbishment of café and toilet/shower block in Bracklesham • Support building of a service and toilet facility on East Beach • Support development of beach facilities for cleaning and temporal storage of multiple use sports gear (diving, water sports, cycling, walking) • Visitor web guide promotes information about beach facilities • Encourage businesses to promote facilities to customers 	<p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p>	<ul style="list-style-type: none"> • Bracklesham facility refurbished • Selsey facility built • Beach facilities cater for multisport usage • Visitor guide promotes facilities • Businesses promote facilities
Action 5.2: Develop self-funding, multiuse premises associated to cafés / beach facilities for retail, entrepreneur opportunities, educational, exhibition, and function hire purposes.		
<ul style="list-style-type: none"> • Support refurbishment or building of multiuse function rooms associated to café / beachside facilities • Visitor web guide promote multiuse rooms to all visitors • Develop online real-time booking tool for multi-use rooms • Encourage sport and activity provider businesses to promote multiuse rooms to customers 	<p>High</p> <p>Medium</p> <p>Medium</p> <p>Long</p>	<ul style="list-style-type: none"> • Multiuse rooms available to visitors • Multiuse rooms promoted online • Multiuse rooms bookable and payable online in real-time • Businesses promote multi-use rooms
Action 5.3: Develop or upgrade café/beach facilities on Manhood's key beach locations to provide a wider range and better quality of food and beverage products.		
<ul style="list-style-type: none"> • Encourage seaside and beach food providers to develop healthier food and drink options, ideally based on local produce • Encourage seaside and beach food providers to develop wider range of food and drink options, including children, vegetarian, gluten-free meals • Encourage seaside and beach food providers to develop separate seating areas offering multi-course menus • Encourage seaside and beach food providers to develop healthier, wider range of takeaway options 	<p>Medium</p> <p>Medium</p> <p>Long</p> <p>Long</p>	<ul style="list-style-type: none"> • Healthier, locally sourced food and drink is offered • Wider range of food and drink options is offered • Seaside restaurant facilities upgraded • Healthier, wider range of food and drink options is offered

Aim 6. Support the formation of a Local Tourism Partnership Organisation to deliver the DMP, engage local stakeholders and develop linkages with the products and thematics of the wider Chichester district.

6.1 Support the formation of a Manhood Tourism Management Partnership which will work in collaboration with Visit Chichester and CDC to deliver the DMP.

One of the key goals of the STOMP Project is to stimulate and promote the formation of a Manhood Tourism Management Partnership (MTMP) which, without taking all the roles and responsibilities of a traditional Destination Management Organisation (DMO), could still take ownership of the management plan and act as the key stakeholder driving its implementation. Ideally this MTMP should be composed by, and be representative of, the key stakeholder groups currently active on the Manhood, namely the Manhood Peninsula Partnership, Selsey Town Council, East Wittering & Bracklesham Parish Council, and the Manhood Wildlife and Heritage Group.

6.2 Use the Manhood Tourism Management Partnership as a vehicle to promote and link the Manhood Peninsula tourism experiences with the products and thematics of the wider Chichester district, in particular Chichester City and the South Downs National Park.

Rather than going alone and acting in an isolated, silo-like manner, the MTP should align its activities with those of the Chichester district, ideally by reaching a hosting agreement with Visit Chichester, under which the visitor and business information for the Manhood Peninsula could be hosted as a separate mini-website embedded into the VC website. This association would also enable the MTP to collaborate and share learning with its nearest visitor destinations, Chichester and the South Downs National Park, in order to develop joint or interconnecting visitor experiences (NCTA, 2017a).

6.3 Establish the Manhood Tourism Management Partnership as a one-stop communication exchange to promote, seek and provide support between businesses in the peninsula and beyond.

The business survey indicated that many businesses wish to receive cooperation and support from fellow businesses, but they are unsure about how to achieve this. The MTP and its website could act as a free 'bartering' platform in which different businesses could offer or seek skills that are relevant to their operations and could benefit either themselves or other businesses, as well as a platform to share best practice across the sector (NCTA, 2017a).

6.4 Establish the Manhood Tourism Management Partnership as a one-stop communication exchange between local community organisations and individuals to express their views about tourism in the Manhood.

One of the current difficulties of the Manhood Peninsula tourism industry is that like in many other locations, the industry is composed of a myriad of generally small businesses who might not have the time or inclination to communicate salient issues to the relevant organisation. This could potentially be eliminated or at least short-circuited by the MTP acting in this representative role. Ideally, the MTP should also act as a 'spokesperson' for the Manhood, promoting the peninsula at every opportunity and acting as a provider of 'stories' for media content (NCTA, 2017a).

6.5 Establish the Manhood Tourism Management Partnership as the key agency to report and collect operational and decision-making information about the Manhood tourism industry.

The STOMP Project experienced first-hand the difficulties of capturing up-to-date and accurate information from local stakeholders and organisations. Although it wouldn't be reasonable for the MTP to take on this researching role directly, ideally it should aim to become a repository and curator of secondary tourism-related information produced by any other organisation.

Aim 6: Support the formation of a Manhood Tourism Management Partnership (MTMP) to deliver the DMP, engage local stakeholders and develop linkages with the products and thematics of the wider Chichester district.	Priority	Key Delivery Indicators
Action 6.1: Support the formation of a local Manhood Tourism Management Partnership (MTMP) which will work in collaboration with VisitChichester and CDC to deliver the DMP.		
<ul style="list-style-type: none"> Support Manhood Peninsula Partnership, VisitChichester, Selsey Town Council, East Wittering & Bracklesham Parish Council, and Manhood Wildlife and Heritage Group to formally establish the Manhood Tourism Management Partnership (MTMP) MTMP takes ownership of the Destination Management Plan (DMP) and act as key stakeholder for its implementation MTMP collaborates with VisitChichester and Chichester District Council to maximise resources and capacity for delivery of the DMP MTMP to encourage CDC and other local authorities, including Parish Councils, to embed DMP into their Local Plan, in particular in planning policies relating to tourism, the environment and the economy. 	<ul style="list-style-type: none"> High High High 	<ul style="list-style-type: none"> MTMP formally established MTMP coordinates and guides delivery MTMP, VC and CDC collaborate to deliver DM CDC and Parish Councils embed DMP into their planning process.
Action 6.2: Use the local tourism partnership as a vehicle to promote and link the Manhood Peninsula tourism experiences with the products and thematics of the wider Chichester district, in particular Chichester City and the South Downs National Park.		
<ul style="list-style-type: none"> MTMP collaborates with VisitChichester to develop the Manhood Peninsula tourism website and visitor guide as independent page hosted on VC website MTMP collaborates with VisitChichester, Goodwood and the South Downs National Park to develop interconnecting visitor experiences (linked routes and itineraries, collaboration between tourism providers linked via the 'Passport Experience Scheme') 	<ul style="list-style-type: none"> High Medium 	<ul style="list-style-type: none"> Manhood tourism website / visitor guide goes online Manhood tourism website / visitor guide links to products and experiences outside the Peninsula
Action: 6.3: Establish the local tourism partnership as a one-stop communication exchange to promote, seek and provide support between businesses in the Peninsula and beyond.		
<ul style="list-style-type: none"> MTMP collaborates with VisitChichester to develop the Manhood Peninsula tourism website and visitor guide as independent page hosted on VC website MTMP collaborates with VisitChichester, Goodwood and the South Downs National Park to develop interconnecting visitor experiences (linked routes and itineraries, collaboration between tourism providers linked via the 'Passport Experience Scheme') 	<ul style="list-style-type: none"> High Medium 	<ul style="list-style-type: none"> Manhood tourism website / visitor guide goes online Manhood tourism website / visitor guide links to products and experiences outside the Peninsula
Action: 6.4: Establish the local tourism partnership as a one-stop communication exchange between local community organisations and individuals to express their views about tourism in the Manhood.		
<ul style="list-style-type: none"> MTMP develops an open forum on business section of the Manhood Peninsula tourism website as key communication channel with local stakeholders MTMP monitors and reacts to forum information flow MTMP uses open forum as a consultation tool about tourism issues with local stakeholders 	<ul style="list-style-type: none"> Medium High Medium 	<ul style="list-style-type: none"> Forum is online MTMP reacts to forum information Forum used for consultation
Action: 6.5: Establish the local tourism partnership as the key agency to report and collect operational and decision-making information about the Manhood tourism industry.		
<ul style="list-style-type: none"> MTMP regularly monitor and collects data about tourism activity on the Manhood Peninsula MTMP acts as a repository of 3rd party-generated data and information about Manhood Peninsula and similar UK coastal rural areas 	<ul style="list-style-type: none"> Long Long 	<ul style="list-style-type: none"> Manhood tourism industry survey conducted bi-annually MTMP host 3rd party data and information on business website

6.4 Manhood Tourism Management Partnership (MTMP) creation

The formation of a local Manhood Tourism Management Partnership (MTMP) is essential not only for the delivery of Aim 6 of this DMP, but also for the coordination and delivery of the other aims and the majority of the specific actions contained in this document.

In order to have both legitimacy but also capacity for delivery, it is envisioned that local key institutional and community organisations should act as the core members of the MTMP. Given their long involvement with the formulation of policy and the delivery of actions in the Peninsula, the key stakeholders at the core of formally establishing the MTMP should be the Manhood Peninsula Partnership, Selsey Town Council, East Wittering & Bracklesham Parish Council, and the Manhood Wildlife and Heritage Group Partnership. In addition, Visit Chichester should also be part of the MTMP due to both its operational capacity and the natural positioning that its website provides to act as the online platform to host the business-related and promotional elements of this DMP.

Rather than acting as a micro-Destination Management Organisation for the peninsula, the MTMP should take the form of a partnership that coordinates and directs the actions of the various stakeholders with responsibility over the Manhood. The key aim of the MTMP should be to ensure that this strategy and its associated actions are delivered in a way that maximises the sustainable development of tourism and meets the requirements and best interests of the businesses and local communities of the Peninsula.

In order to maximise the responsiveness and flexibility of the MTMP, it would be desirable that the group of stakeholders at its core would delegate a directing role to one of its members, who could then act as the 'spokesperson' for the Partnership, but also consult with the other members before decisions are taken. Ideally, the MTMP should welcome any additional stakeholders interested in the development of tourism on the Manhood and in participating on the Partnership, by creating an 'advisory council' where any key decisions could be consulted with their members prior to their implementation.

The MTMP should act as the long-term overseer of this DMP, by ensuring that its actions are revised and adjusted to reflect changes of the situation on the ground, as well as to commission the development of a follow-up plan in the year 2024 that will continue the long-term actions of this DMP and take forward the aspirations of the Peninsula's stakeholders.

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