

Development and

Action Plan

2008 - 2012



**Destination
Worcestershire**

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Executive Summary

This plan sets out a programme of activity over the three financial years 2008/9 – 2010/11 for place marketing to be undertaken by Destination Worcestershire, the public / private partnership set up to market Worcestershire as a visitor destination.

The plan itself comprises an integrated, innovative and purposeful marketing communications exercise.

It seeks to set the work of Destination Worcestershire in a strategic context, providing a framework within which the involvement and commitment of public and private sector partners can be visualised and co-ordinated.

The plan identifies areas of activity which, through delivery at a local (or sub-regional) level, will also contribute to achievement of regional aims and objectives for tourism as an agent of economic improvement.

The resources both financial and human for Destination Worcestershire to undertake this activity are estimated, and potential sources identified.

Introduction

Purpose of this Action Plan

This plan has two principal purposes –

- To outline the intended areas of activity of Destination Worcestershire over the next three years
- To identify the resources required to achieve this programme of activity

This plan sets out a programme of destination marketing activities to be undertaken by Destination Worcestershire over the three financial years 2008/9, 2009/10, 2010/11. As such, it provides a financial and operational framework for continuing stakeholder support and financial commitment.

The principal public sector stakeholders comprise Worcestershire County Council and the district councils of Bromsgrove, Malvern Hills, Worcester City, Wychavon and Wyre Forest, together with the regional development agency represented by Tourism West Midlands.

Private sector stakeholders are the membership of around 500 local tourism enterprises who subscribe to the principles underpinning the partnership and purchase representation in the marketing opportunities.

At the core of the plan is an integrated, innovative and purposeful approach to destination development and marketing which seeks to achieve key performance indicators in the sustainable growth of the Worcestershire visitor economy, in the wider context of the West Midlands economy.

This three-year Action Plan signals the beginning of a dynamic development phase for Destination Worcestershire. The partnership has taken a number of years to formally develop from varied levels of

collaborative working, but from early indicators of operating effectiveness, such as the agreement to produce a single countywide visitor guide, we expect to take rapid strides to satisfy stakeholder expectations.

Achievement of this momentum will of course depend on the availability of adequate resources, and throughout the three-year plan period Local Authorities and TWM are being asked to provide 88% of partnership finances, with a further 12% coming from private sector and associated earned income streams.

Over the three years of this plan this represents a total of £531,100 of direct local authority contributions, plus support in kind of £621,000 and an estimated £155,000 of private sector / earned income, making a total of £1,307,100, with £609,566 of TWM funding being sought.

However since the public sector partners operate tourism development and information services in addition to those provided through Destination Worcestershire, the total estimated Local Authority support for tourism is actually some £4.65 million, thus every £1 of TWM funding is matched by £7.63 of monies derived from the local authorities, and the private sector.

As far as expenditure is concerned, the main cost centres represented in this plan comprise, business and leisure tourism development campaigns marketing, visitor servicing, quality and skills development, place branding, media relations, research, publications, the development and operation of databases, and servicing the national “England.net” marketing web presence. Local Authority support “in kind” at this stage in the development of Destination Worcestershire includes labour, and various support services overheads including premises.

Strategic Context

Significant changes took place at the end of the twentieth century to the management and delivery structure of public sector tourism authorities in the United Kingdom.

VisitBritain was created in 2003 with a marketing role for Britain and England, and responsibility for developing EnglandNet, a national electronic marketing tool.

Regional Development Agencies took strategic responsibility for tourism in their regions in April 2003. The Tourism & Leisure Cluster was one of ten priority clusters identified in the West Midlands Regional Economic Strategy.

The West Midlands Visitor Economy Strategy 2004 – 2010 sets out to empower self-defined sub-regional partnerships to manage and market their key destinations. A role which contributes to pride of place and distinctiveness, with product and infrastructure of a quality that continually exceeds expectations. It supports the Regional Spatial Strategy to develop urban and rural sustainable renaissance, as set out in the Regional Planning Guidance.

During 2007 the West Midlands Visitor Economic Strategy was reviewed. This review has been developed in parallel with a Tourism Marketing Strategy for the region and a Branding Strategy for the West Midlands. Developing these documents together has provided TWM with an opportunity to take a rounded approach that makes the connections between regional profile, investment in visitor destinations and visitor experiences, and visitor marketing.

The updated Visitor Economy Strategy (VES) provides a regional focus for tourism action over the next three years. It aims to ensure that action is developed around areas where there is demonstrable market growth opportunity and in a way that will bring benefits to the region, to visitor destinations, to businesses, to local communities and to the profile of tourism as an economic sector and as an employer. It sets out what needs to be done at a strategic level. A Delivery Plan is being produced as a separate document to set out how the strategy will be achieved.

The visitor economy makes a significant direct contribution to the regional economy through visitor spend. This spend creates demand for new and additional services that leads to the creation and growth of small businesses. It also helps support the high level of employment that the region enjoys.

Business and conference tourism is a particular strength. The West Midlands is recognised as the pre-eminent business tourism destination in Britain, outside of London.

The updated VES summarises the case for tourism therefore along these lines :

- Tourism is worth at least £6bn to the region and 115,000 jobs – but there is opportunity to grow further
- The Visitor Economy (VE) contributes positively to image and perceptions of the region
- The VE supports regeneration and can be a driver for inward investment
- The VE creates good places to be in – for residents and businesses
- The VE supports viability and vitality of cultural and leisure facilities that enhance quality of life.

However, the VES purports that to remain competitive and achieve its full potential the sector needs to raise its ambitions and focus on a small number of priorities.

United Kingdom Tourism Survey (UKTS) and International Passenger Survey (IPS) shows the West Midlands consistently at 6th or 7th place in the league table of domestic and overseas destinations. The target is for the region to retain its position as the premier destination for business tourism outside of London and for the region as a whole to move up to fourth place. That means jumping ahead of East Midlands and East of England.

To do that, the revised strategy proposes that the focus for the next three years (2008-10) will be:

- to deliver Birmingham as a premier European city break destination that celebrates its contemporary culture and further enhances its role as an international leader in the conference and exhibitions sector
- to capitalise on the region's world class business tourism venues and fully exploit the region's location and established high profile as a business destination
- to place contemporary culture and the cultural heritage of the West Midlands at the heart of the visitor experience and to use it to drive visitors to the region and to grow the short break market, capitalising on the opportunities of the Cultural Olympiad

- to deliver a high quality food and drink experience that captures the very best of the English countryside and for our shire towns to delight their visitors with a distinctive experience and a warm welcome
- to make the West Midlands a region of celebration throughout the year led by a high profile events and festivals programme that attracts visitors from across Britain.

This implies that TWM in implementing the VES will be prioritising action and determining where return on the region's collective investment will best deliver the vision.

The VES identifies that some of this investment will deliver early results for the region; whereas other projects may need to be supported now but may not deliver results for some years to come. It is acknowledged that these slow burners are as important as quick wins to deliver sustainability in the sector. The strategy is also about ensuring that the foundations on which sustainable growth depends are in place and are strong.

These foundations are about investing in market intelligence to inform decisions and the underpinning activity that delivers the quality of the visitor experience.

The strategic objectives for tourism set out in the original VES are about attracting:

- more visitors from outside the region
- more overnight visitors
- more business and high-value leisure visitors
- more private sector tourism investment.

enhancing the West Midlands for residents and visitors to create:

- 'liveable' and 'visitable' places
- world-class cultural/sport/leisure facilities
- high standards of quality
- avenues for learning, business support and careers
- jobs and economic benefit
- sustainable development (environmentally, socially, economically)
- local and regional pride.

supporting local businesses and cultural life by enhancing and promoting:

- the quality and quantity of authentic local products
- what is distinctive and unique about the region/sub-regions
- the multi-cultural experience of the region.

These objectives remain relevant three years into the delivery of the Visitor Economy Strategy but the review identifies that they need to be interpreted and delivered within the context of the new evolved West Midlands Economic Strategy. This will ensure the visitor economy remains tightly connected to wider economic priorities.

In this context the revised Visitor Economy Strategy identifies that Tourism is a key sector in the region's economy. It generates expenditure and jobs in its own right and it contributes to the wider development of the economy as a whole. Tourism can and should make a significant contribution to the delivery of the WMES objectives including:

- Image and Perceptions – tourism has a key role to play in communicating strong positive messages in the marketplace about the region and its assets; that requires strong leadership in the sector to back up strong leadership in the region
- Regeneration and Inward Investment – the visitor economy can support regeneration projects and be a key driver for inward investment
- Business Destinations – facilities for visitors are used by the business community too, whether at work or at play. They make an important contribution to choosing the West Midlands as the inward investment region of choice
- Quality of Life – the facilities, services and environments that visitors are looking for also provide local people with more choice and enrich the quality of life of local communities.

There are two particular factors that are recognised by the revised VES that impact on Destination Worcestershire.

These are firstly that the VES recognises that the West Midlands is a diverse region, and therefore that it is particularly important to be clear about the relative strengths and opportunities for tourism and to consider these spatially and thematically. This, argues the strategy, helps to deliver focus.

And secondly that the VES recognises that different visitor destinations are at differing stages of the destination lifecycle, and therefore present differing opportunities for the region to grow tourism and have different needs to deliver their potential.

On producing the Destination Worcestershire Action Plan we need to be aware that the approach of the Regional Visitor Economy Strategy is to go for growth and back the WMES by prioritising action that :

- grows the value of the visitor economy
- increases competitiveness in UK and international markets
- helps to strengthen the image and profile of the region and its appeal as a visitor destination.

If it meets these criteria, it is preferable that in addition it contributes to key crosscutting ambitions including:

- supporting inward investment and helping develop business destinations
- contributing to the growth of Gross Value Added (GVA) in the region – by retaining jobs, skilled employees and spend in the region and by sourcing local supplies and services to support economic self-sufficiency
- delivering sustainable communities and future growth.

Market Growth Opportunities

The VES identifies that there are some strong market growth opportunities within the region that can help deliver these priorities and which provide a good fit with what tourism and lifestyle trends tell us about what the market wants. These are the market growth opportunities that the West Midlands will focus on for the next three years.

Research undertaken by the Henley Centre says that, based on trends to date, the future of tourism will be strongly influenced by an experience economy and wellbeing. So the way in which the region prioritises investment and action must respond to these market needs. Critically it must deliver an authentic and distinctive experience so that destinations in the West Midlands stand out from the crowd.

Return on investment must be a driving force for prioritisation. This means there will be a strong regional focus around a small number of actions that will deliver benefits to the region overall.

These actions must be backed up by investment in visitor destinations where visitor activity takes place. Making the visitor economy work is about making places work.

The VES acknowledges that the market growth opportunities are at the heart of the approach for moving forward the strategy, but that not all of these opportunities offer potential for every visitor destination and some are more or less important in different locations. Each destination considering investment in one of the growth market opportunities needs to decide whether it is right for them. Partners are expected to go through a logical process to assess the nature

and scale of the opportunity, to match market opportunities to visitor destinations and to prioritise areas of delivery.

The review has revisited the five themes of the original Visitor Economy Strategy and assessed their potential as market growth opportunities for the region in the context of visitor trends, product strengths and opportunities and the current and emerging priorities for the region. This process has identified four market growth opportunities:

- Conferences and Exhibitions
- Culture
- Events and Festivals
- Food and Drink

The three leisure market opportunities (Culture, Events, Food and drink) are considered to be mutually reinforcing.

The review identifies priorities for investment for these opportunities at a regional and sub-regional level. The following criteria will be used to help determine future regional investment priorities, focusing on those destinations and areas of activity within each market growth area that have the potential to enhance the visitor economy by:

- significantly contributing to the enhanced image and profile of the West Midlands in the national and international marketplace
- delivering short breaks and added value day visits
- contributing to increased regional GVA
- establishing high quality sustainable leisure and business visitor destinations through place making activity and through improvements to the quality of life.

At a sub-regional level, partners are expected to identify activity that helps to reinforce the regional priorities by investing in the visitor experience of the market growth opportunities that have best market and product fit with their visitor destinations.

Local partners will use market growth opportunities as a focus for destination marketing. Therefore for clarity the VES review defines them as follows :

Conferences and Exhibitions

Focusing on the discretionary element of the meetings, conferences and exhibitions market because these are the areas where there is greatest potential

to influence performance and grow market share. This comprises national and international conferences and exhibitions including working with regional companies in the lead sector industries in the West Midlands.

Sub-regional priorities are expected to be :

- to encourage smaller venues to market collaboratively on a thematic basis to strengthen their voice in the marketplace
- to encourage businesses to invest in the range and quality of their facilities where required
- to encourage all of the sector to value customer service and to invest in staff skills.

Culture

- the performing arts – including dance and theatre
- museums and art galleries
- music, literature and film
- heritage sites
- historical associations – people, places, industries
- visitor attractions
- festivals and events
- the cultural identity and way of life of local communities – cuisine, customs and traditions, language, vernacular architecture
- locally distinctive food and drink.

Sub-regional priorities are expected to be :

- to raise the profile and visitor experience of shire towns as marketable destinations prioritising those towns with a distinctive heritage profile by virtue of their townscapes, significant historical buildings or associations and which also have visitor accommodation that enables them to grow the short break market
- to work with local partners to deliver a quality heritage experience, investing in the interpretation and presentation of local museums, heritage sites and historic townscapes and to use market segmentation work to guide the priorities for this work and ensure such investment is customer-led. In particular sub-regions will prioritise their creative industries where these have good fit with visitor market opportunities e.g. decorative glass, jewellery

- for local partnerships to use culture as one focus for destination marketing.

Events and festivals

The strategy focuses on consumer events and festivals, in particular those that have the potential to attract new visitors to the region, generate short breaks and which also positively add to the image and profile of the West Midlands region. Where possible these major events and festivals should reinforce other market growth opportunities. These include major indoor events targeting the public or which are open to them and held at the NEC and NIA.

The strategy also recognises that locally distinct events can enhance sense of place, sense of community and add value to the visitor experience. They create new opportunities for visitor spend particularly for shopping and for eating and drinking. Collectively they can strengthen the regional events and festivals profile.

Sub-regional priorities are expected to be :

- to work with event organisers to help realise the potential of events that reinforce local distinctiveness and other market growth opportunities and which add vibrancy to the destination
- to use these events in destination marketing to reinforce local distinctiveness
- to ensure that events organisers and participating businesses are customer focused and follow best practice in customer care and to incorporate their needs within business support and skills activity, recognising the importance of volunteers within this sector.

Food and Drink

The VES identifies the Food and Drink growth opportunity as being about the quality of the eating experience; the presentation of the food, the ambience of the eating out experience including genuine customer service. It may also be about local produce and the provenance of food. It is about the Michelin star restaurant, the gastro-pub, the traditional pub, tearooms, farmers markets speciality shops and different types of cuisine that reflect and reinforce local identity. It is about food and drink events and festivals. The West Midlands has a good product offer relative to many of its competitors.

Sub-regional priorities are expected to be :

- to work with local businesses to drive up quality, encourage use of local produce and enhance the customer service
- to invest in the presentation and marketing of farmers markets and food and drink events
- to use food and drink as one focus for destination marketing where it presents a strong and quality experience
- to support delivery of the food and drink priorities of the Rural Development Programme. These priorities are about direct marketing, distribution, more efficient supply chains and new product development
- to encourage all aspects of the food and drink sector that deal with consumers to value customer service and the skills of their staff and invest in them.

In addition to identifying these growth opportunities and defining roles and responsibilities in terms of developing activity around them, the Visitor Economy Strategy highlights two other strands of particular importance to developing the Destination Worcestershire Action Plan – Research and “Underpinning Activity”.

Research - regionally research will be undertaken to develop a deeper understanding of specific aspects of the visitor economy where a need is identified and to measure the economic impact of projects. Priority areas are identified as :

- Market segmentation – establish a more sophisticated and consistent approach to market segmentation. This will inform marketing and promotion and develop a deeper understanding of market needs
- Accommodation sector audit and review – to identify the gaps and opportunities in the accommodation sector that will influence the development of the short break and conference sector and identify investment priorities
- A cultural heritage investment framework – to make capital investment in cultural heritage across the region more strategic. Such a framework will not replace priorities of funding agencies, but guide them and applicants on what should be most beneficial to the area from a wider perspective
- Visitor economy skills and labour market research to fill knowledge gaps - undertaken in collaboration with regional skills partners.

The region will use the West Midlands Regional Observatory as a key consultation and delivery partner.

Underpinning Activity

The VES recognises that there is some activity that is undertaken by all destinations in the region that is essential to delivering an excellent experience everywhere, and is a critical part of delivering market growth opportunities. This is defined as “Underpinning Activity”, and it covers :

- Quality and customer service
- Skills and business development
- Visitor information
- ICT
- Sustainable tourism development

Quality is about ensuring an excellent visitor experience at every step in the visitor journey. This includes the experience of planning and booking a trip, the experience on arrival, during the visitor stay and on departure. It is also about the quality of places including the design and management of public spaces, street entertainment, shop front design and other public facilities. It is about place making and place management.

The West Midlands values quality. It will form part of the health check of the market growth opportunities and be central to skills, business development and visitor information actions.

Quality is also closely linked to continuous improvement. This requires having systems and procedures in place to monitor the delivery of services and provide feedback. The region, visitor partnerships and visitor destinations will identify means to measure quality of service that encourages investment in people and places.

At a regional level Tourism West Midlands will lead the skills agenda in co-operation with the Learning Skills Council (LSC) and other partners in the Sector Provider Network (SPN). Priorities are:

- to raise the profile of skills and training across the visitor economy
- to focus funding to address specific gaps in provision which are crucial to improving quality across the sector including training courses for SMEs and providing the public and voluntary sector and tourism partnerships with the skills to enable strategic leadership and manage effective sub-regional partnerships

- to review the Welcome Host family of courses and use the 2012 Olympics and Cultural Olympiad as an opportunity to raise the bar on customer service

At a sub-regional level destination partnerships will be expected to co-ordinate local level activity on skills. The region will provide a skills co-ordinator to work with each sub-region to help identify need, prioritise action and identify delivery funding.

It is recognised that there are a growing number of ways of communicating information to visitors, before, during and after their visit. The West Midlands recognises that regionally it is important to take a visitor focused approach to the delivery of information with a shared strategic vision that delivers a consistent quality of provision across the region.

As part of this strategic approach the sub-regions will invest in their DMS systems to ensure they realise their full potential and investigate the opportunities for economies of scale. Priority will be placed on safeguarding and investing in strategic and gateway Tourist Information Centres (TICs).

A key challenge for the strategy is to respond to the growing importance of new technology for planning and booking leisure and business visits. New technology offers a range of opportunities to communicate with customers at different stages of the visitor experience from planning a visit, through booking to the visitor experience and aftercare through customer relationship management (CRM).

Regionally the West Midlands recognises the challenge and opportunity for tourism of ICT at a strategic and operational level. It will provide direction to ensure the sector maximises returns from its investments in e-business infrastructure. It will aim to deliver an excellent standard of visitor information services, that uses technology to communicate with visitors and build destination loyalty. The region faces significant challenges to achieve this aim.

This strategy recognises that genuine progress requires more than just economic growth and should take into account the costs and impacts on personal and societal welfare and on the environment.

The Henley Centre identifies environmental impact as one of eight significant themes which could have an impact on domestic tourism by 2015. As climate change becomes 'best science', individuals and organisations are starting to move their behaviour to less damaging forms of consumption. It is not yet fully understood what impacts that might have for tourism. Potentially it presents opportunities and threats for the visitor economy in the West Midlands in the longer term. The accessibility of the region is an opportunity to promote sustainable travel, in particular for the conference and exhibition market, where

corporate decisions may be influenced by demonstrating environmental credentials. In the countryside encouraging sustainable growth is important to conserve special environments and protect sense of place.

The West Midlands will consider the environmental impact of its strategic decisions about the visitor economy and adopt UK best practice on environmental policy. In the next three years, the focus will be on encouraging businesses to adopt best environmental practice in the development and management of their businesses including encouraging the uptake of the Green Tourism Business Scheme and using local produce and local suppliers wherever possible. Local authorities will incorporate environmental considerations in undertaking their responsibilities for developing and managing the public realm and the countryside and landscapes.

The delivery of the visitor economy strategy will be informed by market intelligence and partners will collect data that enables the region to measure its achievement in a meaningful way.

The region will set up a process to interpret information for different audiences and communicate and share that information electronically. The research and intelligence programme will incorporate:

Key Performance Indicators (KPIs)

The region will monitor the following six areas.

KPI	Activity
Overall Performance of the Sector	<ul style="list-style-type: none"> • Value of tourism • Volume of tourism • Sector performance e.g. attractions, accommodation, conference market
Marketing and Perceptions	<ul style="list-style-type: none"> • Perceptions – linked to the regional perceptions indicator • Direct return on investment e.g. conversion rates
Quality	<ul style="list-style-type: none"> • Visitor satisfaction • Accreditation scheme – uptake
Sustainable Tourism	<ul style="list-style-type: none"> • Uptake on sourcing local produce and services • Uptake of accreditation scheme • Carbon footprint e.g. increase in use of sustainable transport during visit
Skills	<ul style="list-style-type: none"> • Skills levels and uptake of training • Visitor satisfaction
Business Support	<ul style="list-style-type: none"> • Numbers of business assists • Business competitiveness • Productivity

Sub-regional context & action planning

Destination Worcestershire was recognised as a sub-regional Destination Marketing Partnership on 18th July, 2006. With stakeholders from both the public and private sectors, a board of directors and a three-year initial commitment from local authorities to provide a base level of funding and resources.

The aim is to increase the opportunity for the Worcestershire Visitor economy to improve and thrive by providing professional leadership, expertise and coordination in the development of the tourism product and promotion, quality services to visitors and the wider tourism industry in Worcestershire.

The Partnership is initially based on public sector funds, but with the short-term goal of securing private sector involvement, first of people and second of income, in order to maximise the economic potential of the tourism sector in **Worcestershire**.

A Vision for Destination Worcestershire

By 2012 Worcestershire is firmly on the tourism map, recognised by a range of consumers as offering excellent day visits and short breaks.

The importance of tourism to the local economy and community wellbeing is recognised and strongly supported by the local authorities, tourism enterprises, and relevant public, private and voluntary bodies including any relevant strategies.

Championing Worcestershire as an integrated destination, is Destination Worcestershire, the independent public / private sector destination marketing partnership for the county.

Aims and objectives

In formulating the initial operational plan for Destination Worcestershire, a number of key objectives were outlined :

1. To promote and publicise the case for tourism in Worcestershire and the benefit that the industry brings to the area
2. To encourage membership, participation in the Partnership Board, its sub-groups and activities
3. To review the leisure and business marketplace, develop strategy, branding and themes for year-round visitors
4. To provide better use of limited resources by co-ordinating and avoiding duplication of individual, travel trade and business visitor marketing, information and booking facilities
5. To work with partners on policy and promotion e.g. VisitBritain, The Regional Development Agency (Advantage West Midlands), The Regional Centre for Tourism Business Support, VisitWorcester, local councils and Destination Partnerships
6. To promote quality standards, best practice, business support and workforce training in order to enhance the status of the industry as a whole, and Worcestershire in particular
7. To disseminate industry information, data and commission research
8. To promote the exchange of ideas, accessibility and sustainable development and optimise funding opportunities
9. To agree a rolling three year Action Plan and budget; evaluate and, if appropriate, establish a Company Limited by Guarantee.

Underlying Aims

Destination Worcestershire is a partnership, and it is proposed that as part of the above objectives local tourism enterprises and the local authorities should be engaged in the following underlying aims for tourism in Worcestershire :

- To provide all visitors to Worcestershire with a high quality, enjoyable and fulfilling experience
- To ensure that tourism meets its potential as a driver of the Worcestershire economy, bringing prosperity and jobs throughout the area
- To ensure local communities are not adversely affected by tourism
- To develop the appreciation of Worcestershire's distinctiveness as somewhere to live, work and visit
- To encourage tourism enterprises, their suppliers and customers to reduce the impact of tourism on the environment.

Strategic Priorities

Clearly Destination Worcestershire cannot meet all the aims and objectives immediately, therefore a number of **strategic priorities** have been identified for the next five years:

- Raising awareness of Worcestershire as a destination, and converting this into visits
- Strengthening the tourism offer of Worcestershire by creative product presentation and by encouraging effective networking and informal packaging between enterprise and other stakeholders
- Reducing seasonality by strengthening out of season offers, promotions and products
- Capitalising on Worcestershire's accessibility and the "attract and disperse" regional strategy
- Developing private sector support by engaging them in the marketing activities of Destination Worcestershire, building the membership offer and streamlining communication processes
- Ensuring that local authorities remain fully engaged as key players in Destination Worcestershire and as providers of certain tourism functions and initiatives at a local level, such as the TICs and local infrastructure.

Integrated quality management (IQM) of destinations

This is an approach to place making and destination management that has been articulated by the European Union, and taken up by a number of destinations throughout Europe, including in Exmoor, (seen by The Countryside Agency as a pilot for IQM in rural England) and in Wales.

The fundamental principles of IQM are closely related to the established aims of Destination Worcestershire, and comprise three components for the destination partnership :

1. Having mechanisms for everyone to work together to a strategy.
2. All stakeholders being concerned about delivering quality at all stages of the visitor experience. This is also referred to as the "visitor journey" and is the experience that anyone booking and subsequently visiting Worcestershire goes through from how they perceive us before visiting, through bookings; journey to the destination; welcome; information while here; the quality of all facilities, infrastructure and amenities; farewell and journey home; and after visit memories, not forgetting future contact and hopefully recommendation of the destination to others.
3. As a partnership being committed to monitoring, evaluation and improvement as an ongoing, and cyclical process. Probably the core processes of delivering quality: determining customer requirements; agreeing and maintaining standards; encouraging ongoing improvement; and providing mechanisms for feedback from customers, visitors, tourism enterprises and the community.

Because of the synergy of the principles of Integrated Quality Management of destinations with Destination Worcestershire's aims and objectives, it is proposed that Worcestershire should adopt this approach.

Action Planning

Delivering the vision, aims and objectives requires that they are incorporated into coherent areas of activity and a number of key tasks to be completed. These are presented in the following action plan in 10 areas of activity, which also relate to the Regional aims, Objectives and key performance indicators, and are as follows :

Establishment of DMP (*with appropriate and sufficient resources to deliver a corporate image, structure, location and range of “products” such as to deliver a step change in the promotion of Worcestershire as a tourism destination*)

Research (*Identify trends and opportunities for tourism in Worcestershire. Monitor and report on the economic impact of tourism across the county, and with research input from TWM place Worcestershire in a regional context. Evaluate the impact of Destination Worcestershire initiatives*)

Identity / Branding (*establish a clear identity for Worcestershire as a visitor destination that stimulates interest, and enables a range of products and experiences to link together. Manage “Destination Worcestershire and its products as a brand*)

Promotion and Marketing (*of Worcestershire as a leisure visitor and business tourism destination*)

Visitor Information (*Ensuring appropriate information is available to visitors in Worcestershire*)

Quality (*improve the quality of tourism amenities, facilities and services in Worcestershire*)

Workforce development (*encourage tourism enterprises to support and develop a skilled workforce*)

Product development (*encouraging development of a range of locally distinctive attractions, activities and events in line with Worcestershire brand values and market opportunities*)

Sustainability (*encourage tourism enterprises and visitors to minimise negative impacts on the environment and quality of life of Worcestershire
Encourage sustainable tourism development in Worcestershire*)

Communication (*encourage all tourism enterprises and stakeholders to participate in and support the promotion and management of Worcestershire as a destination and to share relevant knowledge and expertise*)

ACTION PLAN

This action plan has been prepared as a programme of activity for Destination Worcestershire (DW).

It is intended to respond to the areas of opportunity and concern that have previously been identified from consultation with Worcestershire's tourism stakeholders.

It seeks to address the agenda for Destination Marketing Partnerships (DMP) as set out by Tourism West Midlands / Advantage West Midlands (TWM / AWM) and their regional tourism branding / Visitor Economic Strategy proposals.

This is a three to five year action plan, and therefore quite general in terms of detail. Further detail will be developed by the DMP through a process of annual action plans / key tasks for individual members of staff and specific projects.

DMP ESTABLISHMENT and OPERATION

"Destination Worcestershire" (DW) needs establishing and operating as an entity, with appropriate and sufficient resources to deliver a corporate image, structure, location and range of "products" such as to deliver a step change in the promotion of Worcestershire as a tourism destination .

Key Task	Background	Delivery Mechanisms	Outcomes	Lead	08-09	09-10	10 -11
<i>Develop and Maintain the Destination Worcestershire business and action plans</i>	The DW business / action plans will be dynamic documents, changing through time to address opportunities and issues that arise. They will form the basis of the work streams for the staff. They will be supporting documents in resource bids to organisations such as the Regional Development Agency – Advantage West Midlands (AWM). They will seek to deliver economic development across Worcestershire through the delivery of a range of tourism development initiatives, including promotional support for local tourism enterprises.	Develop and agree plans that : Forecast future resource requirements Identify risks / opportunities Propose solutions Evaluate results Communicate / celebrate achievements.	Comprehensive plan outlining DW current and future activities for the guidance of staff and stakeholders. A document aligning DW aims and objectives with those of Advantage West Midlands / Tourism West Midlands. A document that forms the basis of funding applications. A document from which individual work plans can be created for staff.	DW Mgr	Launch	Review & update	Review & update
<i>Develop appropriate levels of financial resource to deliver the Destination Worcestershire action</i>	Currently the DMP operational budget is essentially the pre-existing WCC tourism budget with the addition of some district	Identify, bid for and acquire appropriate resources to deliver the initiatives identified in this action plan.	Generation of sufficient financial resources to complete the actions outlined in the plan through stakeholder contributions,	Mgr / Board	Initiate. Establish likely budgets	Review and refine. Identify new income	Review and refine. Identify new income

Key Task	Background	Delivery Mechanisms	Outcomes	Lead	08-09	09-10	10 -11
plan	<p>council contributions and income derived from the sale of advertising space in the main guides.</p> <p>In other DMP's this could represent less than a third of their budget, with significant additional contributions from the private sector and the regional development agency.</p> <p>Current levels of financial resource are inadequate to achieve the "step change" in developing Worcestershire as a tourism destination expected of DW</p>	<p>Identify and develop revenue stream opportunities.</p> <p>Establish Regional Development Agency (RDA) support mechanism for DMP's and agree scope / level of support for DW over a period of 3-5 years.</p> <p>Identify other resource opportunities such as Rural Development, Local Strategic Partnerships.</p> <p>Agree Service Level Agreements with local authority stakeholders (see below).</p>	<p>commercial activities, sponsorship and grants</p> <p>Potential shortfalls identified and delivery plans modified accordingly.</p> <p>Application made to appropriate schemes.</p> <p>On-going local authority funding agreed.</p>			income opportunities	income opportunities
Establish and maintain SLA's with stakeholders	<p>Service Level Agreements need to be established with all local authority partners.</p>	<p>Current and future levels of resource input to DW by local authorities formally agreed.</p>	<p>Service Level Agreements in line with the DW aims and objectives agreed with all stakeholders for the life of the plan (or an agreed period).</p>	Mgr / Board	Establish		
Determine the relationship with Conference Worcestershire	<p>Many DMP's have grown from or incorporated sub-regional "conference desks".</p> <p>The current structure for DW excludes the conference role. It is likely that there will be a great deal of overlap as far as those accommodation providers with conference facilities are concerned.</p> <p>Since the TWM VES specifically identifies "Business Tourism" as an</p>	<p>Review role and resources of Conference Worcestershire (CW)</p> <p>Determine future role of CW in the light of changing needs / procurement in the business tourism / conference sector "disintermediarisation".</p> <p>Establish with WCC potential SLA for including this service area to be part of / managed by DW.</p>	<p>Position established regarding CW – either CW remains stand alone, or is fully integrated in to DW as a single organisation</p>	RN / WCC (PEP)	Agree		

Key Task	Background	Delivery Mechanisms	Outcomes	Lead	08-09	09-10	10 -11
	activity, there would be an advantage in bringing CW into the DW fold.						
Establish staff structure related to DMP operations and required resources / capabilities	The DW staffing, with the exception of the manager, has arisen through secondment of existing local authority tourism related staff, rather than by recruiting to fill posts in a DMP structure.	Review DW staffing needs in relation to Action Plan delivery.	Effective DW staff structure implemented.	RN / WCC (PEP)	Review and implement	Review	Review
Research capacity to establish DMP as a stand alone operation	Many DMP's are companies limited by guarantee. There may be advantages to this in areas such as procurement and potentially grant aid, however these need to be clearly established and balanced against potential disadvantages.	Review options, financial and structural implications. Specialist business advice may be required to be bought in. TUPE implications etc need to be investigated.	Review completed and future options determined with resource implications.	Mgr / Board		£5000	Potentially implement
Review physical location of DMP offices	Many DMP's are either located in their own offices or co-located with organisations such as Chambers of Commerce. The current County Hall location has inadequate space to accommodate the current staff and does nothing to contribute to DW being viewed as anything other than a WCC service area. However there are financial and infrastructure support	Review capacity of WCC to adequately host DW. Review Pros / cons of alternative location (e.g: Financial). Review options for co-location (e.g: With Chamber) Identify resource implications of alternatives.	Review completed and future options determined with resource implications.	RN / WCC (PEP)	Initiate		

Key Task	Background	Delivery Mechanisms	Outcomes	Lead	08-09	09-10	10 -11
	benefits from this location at the present time, which in effect provide a hidden WCC subsidy.						
Review membership status	<p>Current DW “Membership” is free. Many DMP’s operate “paid membership” schemes.</p> <p>Clearly these generate an income, however they also require resources to manage them. Does DW gain benefit from having “members” if no subscription is involved?</p> <p>The Board is addressing the question of who should be allowed membership.</p>	Review options for membership in relation to potential income, member benefits, resources required to maintain and grow membership etc.	Review completed and future options determined with resource implications.	W.group	Initiate		
Initiate “Partnership Programme”, and review future potential	<p>“Member benefits” could include preferential pricing / service levels from selected suppliers of goods and services. Suppliers prepared to offer such benefits would be part of the DW Partnership Programme.</p> <p>Should be cost zero to DW with potential for income.</p>	<p>Potential suppliers identified by members and / or DW staff and an agreement made offering benefits to members.</p> <p>Member to member benefits could be included in the programme.</p>	<p>Appropriate partners added to the scheme</p> <p>Programme of benefits established.</p> <p>Improved networking / B2B trading.</p> <p>Potential commission for DW in later stages.</p>	RN	Initiate	Develop	Develop
Investigate opportunities for “sponsorship” and / or alternative support schemes	Other DMP’s, for example Nottingham, Birmingham have established successful sponsorship schemes which provide around a third of their operational funding.	<p>Research “corporate supporters networks” / “Ambassadors” / “sponsors” arrangements with other DMP’s.</p> <p>If appropriate prepare proposals for a Worcestershire scheme.</p>	Review completed and future options determined with resource implications.	DW Mgr / Board		Initiate	Develop

Key Task	Background	Delivery Mechanisms	Outcomes	Lead	08-09	09-10	10 -11
<i>Establish a “crisis management / response” plan</i>	<p>2007 has again seen unusual weather – the “summer floods” have a serious effect on tourism and the tourism industry in Worcestershire.</p> <p>It would be prudent to establish in broad terms how DW would respond in similar future circumstances.</p>	<p>Establish a working group to address issues such as media handling, liaison with WCC / regional authorities, districts.</p> <p>Produce outline plan for DW response.</p>	Crisis management plan.	RN /			

RESEARCH

*Identify trends and opportunities for tourism in Worcestershire. Monitor and report on the economic impact of tourism across the county, and with TWM place Worcestershire in a regional context. To evaluate the impact of Destination Worcestershire initiatives
(NB: "Research" also forms part of other sections of this plan e.g : Marketing)*

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
Research working group	Tourism research should be conducted to generate information that is useful to the DMP for the management of tourism, e.g: to contribute to knowledge about consumers and the operation of local tourism enterprises. As part of the "Challenge bid" process the working group was established.	Working group to : - identify information needs and cost effective ways of obtaining it. - Encourage and maintain active membership participation in surveys.	50% of DW membership actively engaged in contributing to surveys. Consumers engaged in surveys. Up to date and relevant information used by DW and local tourism enterprises in forward planning.	W. group	1000	1000	1000
visitor survey	Visitor profile and feedback is very important to marketing. It can also help with benchmarking Worcestershire against other destinations, and measuring the impact of tourism development initiatives.	Visitor surveys are costly – past surveys have therefore been biennial · Profile of visitors · Motivations for visit, · nature of visit to Worcestershire, spending etc. · Places visited and services used · Satisfaction/dissatisfaction.	Cycle established for conducting countywide visitor survey. Visitor survey commissioned.	W. Group /DWTOG		£20000	
Establish scope and frequency of existing data collection by DW stakeholders	Destination Worcestershire stakeholders such as District Councils will already collect some tourism related data.	Establish what is collected, how and when, and if countywide aggregation of this data would produce worthwhile results. (e.g: statistics from TIC's)	Data collection / survey programme implemented.	W. Group			
Worcestershire Market segmentation and perception	Who visits and how is Worcestershire perceived – see marketing section						

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
Establish scope and frequency of regional research proposals	Research on a wider geographical basis was previously conducted by the tourist board (HETB). There is a need to initially agree a regional programme of research, and subsequently establish links with this programme for Worcestershire.	Promote “bottom up” economic impact modelling (STEAM) as a regional standard. Participate in such surveys.	Regional Data collection / survey programme implemented.	AWM / TWM			
			DW established as stakeholder in regional research programme.	DW	£5000	5000	5000
Maintain / develop compatibility between local / regional / national data collection	Seek to ensure that research collected at a local level can be added to wider research programmes with the minimum of re-keying.	Work with data collectors to ensure DW data is collected and formatted such that it is compatible.	Locally collected data is compatible with wider research requirements and thus collected and entered once.	AWM			
Establish and record Key Performance Indicators (KPIs)	It is anticipated that Tourism West Midlands will establish some regional KPIs that DMP's will be expected to contribute to. Destination Worcestershire needs to establish it's own targets as part of the Action Plan.	Develop an appropriate range of performance indicators for Destination Worcestershire's operations, including stretch targets. (See last section of action plan).	Basket of KPI's operating.	RN	Establish	Maintain	Maintain
Embed evaluation in all DW initiatives	Destination Worcestershire needs to be able to report on the success of all its initiatives.	Ensure data collection and evaluation is built in to all initiatives.	All DW initiatives established with evaluation methods that contribute to KPI's.	DW Staff	Ongoing	Ongoing	Ongoing
Identify available product and market research and supplement as required	Research data is required to guide marketing and product development. This is often available through outside agencies such as VisitBritain (VB).	Identify sources of useful information, what is available, resource implications, gap analysis.	Links established to secure appropriate data. Potential subscription to appropriate sources of information e.g: Insights.	DW Staff	£1000	£1000	£1000

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
	Resources will be required for occasional dedicated research, for example on market segments or perceptions of Worcestershire.		DW programme of supplementary research established.	DW Staff	Ongoing	Ongoing	Ongoing

IDENTITY & BRANDING

To establish a clear identity for Worcestershire that stimulates interest, reflects and conveys its special qualities and enables a range of products and experiences to link together. Manage "Destination Worcestershire and its products as a brand.

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
Roll out and manage the Destination Worcestershire DMP Brand	<p>A logo has been developed for Destination Worcestershire, further work needs to be done to develop the DMP as a brand with appropriate values.</p> <p>In the short term the branding needs to be communicated to stakeholders, and their participation / adoption encouraged.</p>	<p>There is a need to provide "members" with information on how to employ elements of the brand, through:</p> <ul style="list-style-type: none"> · Brand guidelines, both hard copies and web versions · Access to artwork and elements of associated graphics in suitable formats e.g: "Buttons" to link websites, window stickers. 	<p>Programme of brand implemented inc communication programmes.</p> <p>Resource identified for managing / implementing DW branding on an on-going basis.</p>	RN / GR	£2000	£1000	£1000
	<p>Once established, the brand needs to be managed, including potential conflict with stakeholders own branding, VisitBritain branding etc.</p>	<p>There needs to be assigned within DW</p> <ul style="list-style-type: none"> -Responsibility and staff time to promote and monitor use of the brand to stakeholders - DW publications, communications, promotional materials etc need to employ and promote the branding - Stakeholders need to sign up / commit to using the branding. 	<p>DW Staff member established with brand management responsibility.</p>				
Create a brand identity for Worcestershire as a visitor destination	<p>Worcestershire as a brand needs to be defined.</p> <p>What visitors / potential visitors perceive as "Worcestershire" needs to be researched and then translated in to messages / actions / promotional material that will define and underpin "Worcestershire" as a recognisable and</p>	<p>Commission a brand development study to include:</p> <ul style="list-style-type: none"> · Research on how Worcestershire is perceived - Identification of Worcestershire values / product in relation to current and future market / lifestyle segmentation - Consultation to seek agreement over key messages / brand values to be employed · Identification / selection / 	<p>New Worcestershire brand developed.</p> <p>Programme of brand development implemented inc timetable for research, design, and communication programmes.</p>		£20000		

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
	valued tourism brand, and motivate people to visit and stay in the County.	commissioning of key images · Design of graphic devices and other communication media					
<i>Roll out then manage the Worcestershire brand</i>	The branding once established needs to be communicated to stakeholders. Once established, the Brand / branding elements needs to be managed.	There will be a need to provide information on how to employ elements of the brand, through: · Brand guidelines, both hard copies and web versions · Access to artwork and elements of associated graphics in suitable formats · Photo and image banks. There needs to be assigned within DW -Responsibility and staff time to promote and monitor use of the brand. - DW publications, communications, promotional materials etc need to employ and promote the branding - Stakeholders need to sign up / commit to using the branding	Programme developed for implementation of new branding. Materials to support brand developed. Guidelines for use of brand established. Branding materials and guidelines distributed to stakeholders as appropriate.	DW staff	4000	2000	2000

PROMOTION & MARKETING

Develop and implement a range of targeted promotions to raise awareness of Worcestershire as a destination, to attract new business, increase visitor spend and lengthen the season

To promote and publicise the case for tourism as a major economic driver in Worcestershire

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
<i>Develop and maintain the tourism marketing and communications working group</i>	This sub group of the Board brings a range of existing marketing expertise to the service of the DMP. It is made up of local authority officers with marketing experience and appropriate private sector representation.	Developing the marketing strategy and overseeing campaigns.	Group reviews and contributes to the development of marketing initiatives.	GR	Ongoing	Ongoing	Ongoing
<i>Prepare an initial marketing strategy/plan and subsequent annual plans</i>	This tourism action plan provides an initial framework for tourism marketing for Worcestershire. However, a detailed marketing strategy for Worcestershire is needed to set the course for the marketing of the destination and the work of the DMP. NB. This will require some of the branding work to be completed first.	<ul style="list-style-type: none"> - Consider issues of competitiveness and seasonality - Review opportunities for relating to TWM, Enjoy England and VisitBritain campaigns - Set the balance between awareness, response tactical/thematic marketing activities <p>Identify above the line promotional opportunities.</p> <ul style="list-style-type: none"> - Consider database/CRM promotional opportunities, including data sharing etc. - Relate the above to necessary marketing, including website and print - Relate the above to PR and travel trade liaison work, - Relate the above to exhibitions and events - Identify resource implications for response handling, booking, and product packaging 	<p>Marketing strategy and delivery plan established.</p> <p>Programme of above the line marketing established.</p> <p>Potential campaigns – Business Tourism, Festivals and Events, Food and Drink, On Your Doorstep, Days into Stays, Rural Worcestershire, Active Worcestershire.</p> <p>Promote opportunities for joint marketing to members.</p> <p>Establish resources required / mechanisms for response / CRM initiatives.</p>	DW Staff	Ongoing	Ongoing	Ongoing

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
		<p>· Seek to make the most, for Worcestershire, of the regional branding / brand cluster approach.</p> <p>Consider need for / resource implications of, external marketing / PR expertise.</p>					
<p>Further develop and promote a high quality Worcestershire website</p>	<p>A consumer orientated Worcestershire website is likely to be the central driver of future tourism marketing for Worcestershire.</p> <p>The website will be the primary communication tool to a range of audiences.</p> <p>Much promotional activity will be about driving potential visitors / consumers to the website.</p> <p>The job of the site is then to encourage conversion to bookings / visits through creative presentation of product, “virtual” packaging of different experiences and the provision of appropriate links.</p>	<p>Undertake (on-going) research into consumer trends in electronic media and relate this to a rolling programme of website maintenance and improvement.</p> <p>Optimise the website for effective search engine ranking.</p> <p>Employ RSS feeds to deliver a range of changing information e.g: weather.</p> <p>Maintain the current linking to EnglandNet.</p> <p>Develop links to emerging Regional portals and other appropriate sites.</p> <p>Seek to identify emerging trends / opportunities.</p> <p>Undertake the technical requirements for data owner online up dating (eg: attractions input directly their details).</p> <p>Embed the emerging Worcestershire branding in the website so that there is a consistent look and feel between the electronic media, “hard copy” materials and any promotional</p>	<p>Existing website revamped / updated.</p> <p>Areas of the site clearly defined for Consumer / Travel trade / Membership and appropriately designed.</p> <p>www.visitworcestershire highly ranked by major search engines.</p> <p>Good range of links to / from site.</p> <p>Increased number of unique visits, increased dwell time.</p> <p>Improved mechanisms for data capture.</p> <p>Provision of online booking and other services by third parties.</p>	ST	25000	10000	10000

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
		<p>offers.</p> <p>Develop the site to display tactical promotional offers.</p> <p>Develop the site to accommodate "Online booking" facilities through a third party provider.</p>					
Identify and secure resources for ongoing website development	The website will always be a dynamic element of the marketing mix, requiring ongoing resource support (personnel and financial) for updating and maintenance.	<p>Identify as a core cost.</p> <p>Investigate opportunities for revenue generation.</p>	Clearly identified costs / personnel implications for website.	DW Staff	Staff time	Staff time	Staff time
Develop appropriate techniques to drive people to the site	<p>In common with other marketing techniques, the website will only start to work after it has reached the potential consumer.</p> <p>Destination Worcestershire has to find and exploit effective means of attracting "hits" as the first part of this process.</p>	<p>Including:</p> <ul style="list-style-type: none"> · Search engine optimisation / meta tags · Use paid listing, such as sponsored links from Google · Maximising links to the site from other relevant sites. (NB: Issues relating to Quality). 	<p>www.visitworcestershire highly ranked by major search engines.</p> <p>Increased number of unique visits.</p> <p>Increased dwell time.</p>	DW Staff	Staff time	Staff time	Staff time
Retain visitors and encourage return visits	<ul style="list-style-type: none"> · Design retention and return features into the site and communication procedures so that The site will encourage e-visitors / potential consumers to linger on the DW site, explore the links, join the mailing list, bookmark the site. 	Include interactive mapping, down loads, sign up's, wallpaper etc.	<p>Increased number of unique visits.</p> <p>Increased dwell time.</p> <p>Effective data capture.</p>	DW / WCC Staff	Staff time	Staff time	Staff time
Target sections of the website specifically eg: Trade, Media, Members	To help make the main site accessible and attractive to leisure tourism consumers	Develop Micro sites for communication purposes with Travel Trade and the Membership	Migrate information specific to these interests to the micro sites.	DW Staff	Staff time	Staff time	Staff time

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
	features that can be specifically identified as of interest principally to the Travel Trade and / or DW Members will be moved to associated "micro sites".	Entry to the trade site from the main site would require provision of an email address, entry to the members section would be by member specific log on.	Develop micro site content to meet specialist requirements.				
Research revenue producing streams for website	Expanded entry or weblinks could potentially be charged for. As could banners or other forms of overt advertising. Online booking.	Research options / other DMP's experiences. Test value for money / income streams against consumer antagonism to, for example, banners.	Potential revenue streams identified and implemented.	DW Staff / Board	Staff time	Staff time	Staff time
Development of a full "Destination Management System"	A DMS can be defined as "the IT infrastructure used by a destination organisation for the collection, storage, manipulation and distribution of information in all its forms and for the transaction of reservations and other commercial activities." Many DMP's have invested in a full DMS with on line real time booking, and enhanced functionality with England.net etc. However there are significant set up and on-going maintenance costs for such systems, and the revenue generation capacity is not proven.	Review need / potential for a DMS, in particular : if you are going to do bookings, do you really, as a DMP, need to do these yourself? On the other hand if you are one step removed from direct bookings how can you build up a picture of your customer and exploit to the full CRM intelligence and capabilities? Existing advice from DMP's with DMS is "don't exaggerate the DMS income streams and do not understate the costs and ignore the merry go round way in which these will continue".	Full business case for DMS produced. Board decision made regarding need for DMS. If appropriate procurement process initiated.	DW Staff & Board	Build full DMS £500k - £1.5M Maintenance of a DMS ?£68,000 pa	Maintenance of a DMS ?£68,000 pa	Maintenance of a DMS ?£68,K pa
Facilitate on-line booking system trials	Rather than commit to a full DMS system it may be appropriate to "trial" stand	Identify useful stand alone add-ons to the website, establish trials.	Trials set up for appropriate applications.		£10000	£20000	

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
	alone applications such as "On-line booking". Provision needs to be made for any associated costs		Useful future website additions identified				
Maintain quality of electronic data held by DW and ensure compliance with legal requirements as well as compatibility with national tourism databases	<p>DW has a legal requirement to comply with legislation.</p> <p>It is important to maintain good quality data for effective CRM.</p> <p>England.net and other national tourism sites can only display DW sourced data if the correct fields are maintained.</p>	<p>Member of DW staff with role of "Data Steward".</p> <p>Ensure awareness and compliance with current legislation.</p> <p>Maintain DW data in compatible form for uploading to national databases.</p>	<p>Legally compliant data acquisition and storage.</p> <p>DW data available nationally and internationally.</p>	DW Staff	Staff time	Staff time	Staff time
Maintain and develop DW databases	<p>DW maintains a range of information that is used for various purposes from communication with members to forming the basis of publications, and web pages.</p> <p>To be reliably useful this data needs to be maintained, out of date information removed and new added.</p>	<p>Review material held on databases on a regular basis.</p> <p>Develop and maintain a retention / disposal policy.</p> <p>Seek to identify future information needs and Source appropriate material to populate appropriate databases to feed publications / electronic media.</p>	Useful information identified and captured in a accessible form and used to inform future marketing / customer relationship management.	DW Staff	Staff time	Staff time	Staff time
Maintain and update DW image library	<p>There is an existing WCC image library stored electronically that DW draws from and adds to for tourism publications both print and electronic.</p> <p>This needs to be maintained and updated.</p>	<p>Source / commission new images in line with new brand values to illustrate DW publications / media releases / electronic media.</p> <p>Identify areas where the current library is short of images.</p> <p>Identify "experiential" and / or lifestyle image / illustration requirements for marketing</p>	Updated image library with range of appropriate images for use in publications etc.	DW staff			

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
		campaigns.					
Review, Prepare and distribute appropriate destination print	Despite the increasing dominance of the website, print will still be important in delivering business to Worcestershire tourism enterprises.	Review current print including effectiveness, target markets, distribution in relation to DW and regional marketing strategies, branding, consumer trends. Identify areas for improvement. Produce promotional print strategy. Implement revised print strategy.	Refocus main visitor guide with more attention being paid to promoting themes and product clusters. Develop Attractions / Day visitor guide. Develop Events and Festivals guide. Consider production of product cluster specific guides / promotional print eg: Heritage Trails, Gardens etc. Implement effective evaluation methodology.	DW staff	£60K	£60K	£60k
Review distribution of print	Consider the effectiveness of current distribution methods / schedules in reaching target markets.	The distribution policy for the guide(s), including to TICs, will be reviewed within the marketing strategy Consider : Staff / consumer interaction Point of sale displays Non traditional distribution points e.g: Police stations Evaluation methodology	Production of distribution strategy including resource implications. Revised production quantities for main guides. More effective, targeted distribution.	DW Staff	Staff time	Staff time	Staff time
Develop appropriate advertising in line with Worcestershire branding	A new series of advertisements will need to be designed using the new branding / brand values.	Design / produce generic adverts. Generate lifestyle imagery for advertising purposes	Photo shoots carried out to produce appropriate images Series of adverts produced.		£16000		£3000
Mount an awareness campaign in UK markets	A new campaign should be mounted to raise awareness of Worcestershire in UK markets by purchasing and generating exposure of the	Focus on locations where the public are already looking for short break ideas / information, e.g: National media travel sections	A series of evocative display ads placed in appropriate publications. Targeted database marketing	DW Staff	£40000	£50000	£50000

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
	Worcestershire name and images associated with the new branding. Members of DW will have their own specific campaigns, this will be umbrella marketing, on a large scale and designed to generate awareness leading to enquiries and bookings.	and supplements Electronic media opportunities in partnership with Tourism West Midlands (Worcestershire brand alongside regional brand, attract and disperse) Enjoy England 'brand building' and 'awareness' activities Lead generation initiatives from competitions in targeted publications to "recruit a friend" pay back schemes.	campaigns. CRM based "recommend a friend" and "business for pleasure" incentive schemes.				
Develop as appropriate exhibition materials in line with Worcestershire branding	New exhibition materials will need to be designed for this campaign using the new branding / brand values.	Design / produce appropriate "skins" for exhibition systems.	Portable exhibition stands updated.	DW Staff	£6000		£6000
Investigate opportunities for targeted exhibition attendance	A number of DW members either attend exhibitions in their own right, or jointly. Local authorities have attended exhibitions in the past. Although resource intensive exhibition attendance could still be an effective method of raising awareness, and with appropriate partners, generating bookings, however a programme of exhibition attendance should be driven by and jointly funded by, stakeholders.	Research potential exhibitions. Seek stakeholder / member views on a range of consumer / trade exhibitions. Produce exhibition shortlist with resource implications / buy in opportunities.	If appropriate targeted list of potential exhibitions produced.	DW Staff	Staff time	Staff time	Staff time
If appropriate, implement attendance at selected exhibitions	Implement targeted exhibition attendance.	Determine level of support from members for attendance at short listed exhibitions. Assess viability / cost benefit. Establish space requirements.	An appropriate programme of exhibition attendance, supported by members, and generating increased awareness of Worcestershire, bookings and media coverage.	DW Staff	£5000	£10000	£10000

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
		<p>Book space.</p> <p>Manage programme of exhibition attendance, membership participation, including linked media / consumer / trade promotion.</p>					
Increase targeted PR	Linked to above, PR activity for Worcestershire should be stepped up, seeking stories to reinforce the brand images, and ways and means of placing these with specifically identified media to reach appropriate market segments.	<p>Encourage stakeholders to provide appropriate stories.</p> <p>Seek to establish working relationships with leading sub regional media.</p> <p>Investigate appointment of external expertise to :</p> <ul style="list-style-type: none"> - Identify appropriate and specific national media - Generate and place stories with targeted media. 	<p>Improved media exposure for Worcestershire as a visitor destination.</p> <p>Targeted media exposure for Worcestershire as a visitor destination in for example appropriate lifestyle publications.</p>	DW Staff	£10000	£10000	£10000
Identify appropriate media contacts for targeted familiarisation visits	There is a need to identify individuals within the travel and related media with whom it is worth developing a working relationship that will result in appropriate media coverage over the short, medium and longer terms. This is likely to involve familiarisation trips to Worcestershire.	<p>Appropriate contacts need to be identified by existing / past knowledge, and research.</p> <p>Familiarisation trips organised to meet specific requirements.</p>	Specific media contacts provided with familiarisation visit appropriate to their interests / media, resulting in media coverage for Worcestershire.	DW Staff / PR Agency	Staff time / member participation / £4000	Fam visit member participation / £5000	£5000
Undertake targeted and thematic promotions	In addition to the awareness campaign, tactical promotional activity will be undertaken to relate specific products and offers to carefully selected markets.	<p>Developing and managing a comprehensive Worcestershire consumer database, This database will be used for selected CRM activities.</p> <ul style="list-style-type: none"> - Developing specific product offers for the short break and 	<p>Programme of targeted promotions implemented. Eg:</p> <ul style="list-style-type: none"> ~ Business Tourism, ~ Festivals and Events, ~ Food & Drink, ~ On Your Doorstep, 	DW Staff	£10000	£15000	£15000

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
		<p>family holiday markets, to be promoted through a combination of direct mail and targeted above the line advertising.</p> <p>Autumn and spring breaks and associated theming will be developed.</p> <ul style="list-style-type: none"> · Encouraging networks of enterprises to develop product offers and packages related to specific themes, for promotion through direct mail, list purchase, PR and selected advertising. · Review past Worcestershire promotion at selected travel shows and other venues, and develop this as appropriate. - Link all the above theme and offer based promotion to the Tourism West Midlands brand clusters and associated marketing - particularly rural themes, walking and cycling, gardens, heritage. 	<p>~ Days into Stays, ~ Rural Tourism</p>				
<i>Increase exposure to overseas markets</i>	TWM is the lead body for overseas marketing	Participation in appropriate Tourism West Midlands led brand awareness activity.	<p>Participating where appropriate in media and travel trade familiarisation trips.</p> <ul style="list-style-type: none"> · Linking into overseas promotions and initiatives relating to specific themes relevant to the Worcestershire product. · Maximising links to the Worcestershire website from 	TWM	£5000	£5000	£5000

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
			overseas countries / Visit Britain / TWM portals.				
<i>Maintain effective group and travel trade liaison</i>	Group travel, especially coach tours, has traditionally been important for some industry segments in Worcestershire and is seen as an important target market.	Maintain a well targeted programme of direct contact with group purchasers, and carefully selected attendance at trade events. Develop trade media contacts	Programme of travel trade activities implemented	DW Staff	£5000	£8000	£8000

VISITOR INFORMATION

To provide in Worcestershire cost effective and accessible information where and when visitors need it, which stimulates them to explore Worcestershire and spend longer in the area

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
Develop a tourist information delivery strategy for Worcestershire	<p>A detailed strategy is needed that reviews the delivery of tourist information across Worcestershire and sets out a programme of action.</p> <p>This needs to address the issue that the DMP doesn't manage TICs.</p> <p>The strategy will look at the functioning of the TICs. This will build on the Worcestershire TICs Audit.</p> <p>A parallel part of the strategy will consider a wider range of tourist information delivery across Worcestershire and make recommendations for improvements and opportunities to pursue.</p> <p>The strategy should also consider the merits, potential and financial implications of TIC management coming under the DMP at some time in the future.</p>	<p>Prepare a strategy that will consider:</p> <ul style="list-style-type: none"> · The strategic location, role and performance of each TIC. · Greater coordination / supportive linkages between Worcestershire TICs, including reflecting the Worcestershire brand. · Staffing and skills issues, including future support needed. · Further centralised systems (such as call centres) that could free staff time. · Opportunities to improve footfall, income, and efficiency. · The application of information technology / Worcestershire DMS. · Potential for rationalising the TIC network if this is seen to be beneficial. 	<p>Tourist information strategy produced</p> <p>Efficiencies proposed for implementation by TIC providers / districts</p>	DWTOG		£5000	
Seek to develop level of service provided by TICs	Work through district councils with TICs to increase knowledge and	Seek to develop consistent level of knowledge across the TIC network through initiatives such	Improved level of service from TICs.	Districts	£2000	£2000	£2000

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
	confidence, guarantee quality, consistency and progress.	as fam trips, shared training opportunities, Welcome Host.	Consistent standard of information provision. Improved image of Worcestershire as a visitor destination.				
Investigate the establishment and operation of a Worcestershire call centre	This would provide a back up service to the website and promotional campaigns. Currently council tourism officers and TICs answer enquiries and “fulfil” information requests. Thus there are generally limited hours for “real time response” and basic answering machine outside office hours.	Investigate demand for improved service, and potential resource implications. It could be contracted out to a commercial delivery body, or a potential arm of a “One Stop Shop” operation so investigate costs. Potential for shared service with other destinations? Contribution to operation of a Worcestershire Call Centre?	Business case produced for Worcestershire call centre.	Externally facilitated?		£2000	
Improve / strengthen information material on Worcestershire	The main requirement of information material for Worcestershire is to give people a clear idea of what is in the area, including the location of attractions and also the main places for countryside access, walking etc. However current offerings are of variable quality, and distribution.	Evaluate results of Worcestershire Visitor Information Audit challenge bid in relation to: Leaflets TIPs, Tourism Associations, Local Authority TICs Independent TICs	Weaknesses identified. Improvement strategy developed and costed.	DWTOG			
Strengthen Worcestershire presence at gateways and through routes	Opportunities to provide a stronger presence for Worcestershire on the through routes should be investigated. People who travel these	This may involve: - Approaching significant visitor centre/retail outlets to host information points. - Increasing information provision at “services” locations (Evaluation of such initiatives is	Feasibility established, together with indicative costs / resource streams.	DW / WCC?		£25k ?	£10k?

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
	<p>routes are potential targets for return visits, stop-overs, short breaks.</p> <p>The presence of the “Angel of the North” or the “Willow Man” (on the M5) has provided an important visible statement for those areas. Is there potential for a similar Worcestershire image?,</p>	<p>essential).</p> <p>Seek to establish the concept of a large artwork in a prominent location as an element of medium to long term planning policy.</p>					
Improve tourism signposting	<p>Tourism signing in Worcestershire can be viewed as weak / needing improvement. Some areas of signage need reviewing in relation to WCC new guidelines, and DMP inspected only policies.</p> <p>It is important that the tourism implications of future individual signing applications are fully understood.</p> <p>Signing on the M5, and other through routes, needs to be as clear and evocative as possible.</p>	<p>Encourage ongoing signing review by the highways authorities including identification of signed locations that no longer meet inspection criteria</p> <p>Encourage evocative signing of gateways.</p> <p>Encourage provision of TIPs.</p> <p>Seek to enable traffic congestion signing around Worcester to be used to promote positive messages.</p>	Programme of signing improvement implemented.	DWTOG / WCC Highways		£5000	£5000
Maintain / develop an effective leaflet distribution system	<p>Distribution of promotional leaflets to accommodation and other venues throughout the area is an important mechanism for encouraging people to explore more and to stay longer.</p>	<p>Potential for a regular pre-season swap shop / On Your Doorstep (OYD) event should be looked at as part of the information strategy.</p> <p>Need for greater Worcestershire identity / branding in racking</p>	<p>Existing routes to end users reviewed.</p> <p>Potential future provision identified and costed.</p> <p>Dependent on above alternative distribution</p>	DW / WAS	£10000	£10000	£10000

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
	<p>Current mechanisms are numerous and overlapping.</p> <p>There may be an opportunity to coordinate this more effectively across Worcestershire.</p> <p>The effectiveness of commercial distribution services and other mechanisms, such as the libraries distribution and arts marketing distribution schemes needs clarifying.</p>	<p>Worcestershire Point of Sale should be considered.</p> <p>Investigate rationalisation of current systems.</p> <p>Investigate provision of a dedicated tourism service.</p>	<p>systems established (NB: Need to consider current arts distribution service, issues of County Hall storage etc, potential for DW distribution service v outside agencies, cost considerations).</p>				
Improve stakeholder information skills and knowledge	<p>Accommodation hosts and receptionists, together with other people who meet and receive visitors, are key players in the delivery of information. It is important that they have good knowledge about Worcestershire and how to put this across. Stakeholders need to be influenced to consider “the Worcestershire product” as one rather than individual businesses as “competition”.</p>	<ul style="list-style-type: none"> - Front desk reference packs - Appropriate training courses - Familiarisation trips - Regular communication through email and in other ways. - Access to the Destination Worcestershire website, members / trade websites, as appropriate. - OYD important for raising local stakeholder knowledge particularly for VFR (Visiting Friends & Relatives) market. - Encourage informal “packaging” of Worcestershire products by information providers. 	<p>Improved service for visitors.</p> <p>Greater level of multi-site / multi-venue visits.</p> <p>Higher level of visitor expenditure.</p>	DW	£2000	£5000	£5000

QUALITY

To improve the quality of tourism amenities, facilities and services in Worcestershire

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
Maximise participation in quality assurance schemes	<p>Worcestershire has already achieved a profile for quality assurance of accommodation, through operating an 'inspected only' policy for participation in marketing activities.</p> <p>There is a need for quality accreditation to be extended to tourism businesses other than accommodation, and for awareness raising about the quality schemes.</p>	<p>The proportion of inspected accommodation must be steadily increased.</p> <p>Encourage Districts and other stakeholders to promote participation in inspection schemes.</p> <p>Work with Quality @ Heart to offer accreditation to all tourism related businesses.</p> <p>Encourage participation in Visit Britain Attractions Quality scheme (VAQAS).</p>	<p>75% of Worcestershire accommodation members of a quality scheme by 2012, 90% by 2016.</p>	DW	£5000	£8000	£10000
Develop incentives and support for quality improvement	<p>Opportunities for financial assistance for quality improvement are limited in Worcestershire.</p>	<p>Consider a Worcestershire inspection incentive scheme, probably linked to second year participation in inspection.</p> <p>Investigate sources of support for participation in quality schemes.</p>	<p>Review of potential support completed</p> <p>Incentive scheme launched if viable</p>	DW Staff	£5000	£5000	£5000
Encourage all Destination Worcestershire stakeholders to operate the "Inspected only" policy	<p>For many years local authorities have been encouraged only to promote "inspected" accommodation. Inclusion of non inspected accommodation in district promotional material or on TIC "local accommodation" lists undermines the validity of the inspection schemes.</p>	<p>Seek agreement from all Districts to promote inspected only accommodation.</p> <p>Publicise criteria for promotion through DW.</p> <p>Seek to establish with tourism associations a commitment to move to an inspected only policy.</p> <p>Seek to establish what the</p>	<p>All stakeholders fully supporting Inspected only policy.</p>	DW Staff / DWTOG	Staff time	Staff time	Staff time

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
		national attitude to quality and promotion of quality schemes is likely to be, particularly in view of 2012.					
<i>Encourage all stakeholders to maintain and develop high quality facilities and infrastructure</i>	Although consumers perception of “high quality” varies and is linked to “value for money”, issues of quality are always high on their lists, and strongly influence satisfaction ratings, recommendation and willingness to return. A wide range of facilities and services from accommodation to public toilets, information to attractions can influence perceptions of quality	Encourage all stakeholders to review quality of provision and to build this into other service delivery plans e.g: Market towns development. National accreditation schemes eg: for attractions	Improved awareness amongst all stakeholders of the impact of poor quality at a local level on overall perception of Worcestershire as a destination. Greater participation in quality schemes Recognition of wider relationship to quality and perception in economic development / spatial strategies, and infrastructure development schemes.	DWTOG	Staff time	Staff time	Staff time
<i>Monitor and disseminate feedback on satisfaction from visitor, enterprise and community research</i>	A key check on quality is measurement of satisfaction/dissatisfaction by consumers.	Research systems for Visitor Feedback – “Trip Adviser”. Maintain and develop How’s business survey using “Zoomerang”. Visitor surveys.	Improved mechanisms for collecting visitor feedback. Raised awareness amongst DW stakeholders of quality issues and feedback.	DW Staff	£3000	£6000	£6000

WORKFORCE DEVELOPMENT

To encourage tourism enterprises to support and develop a skilled workforce

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
Consider establishing a tourism skills and business support working group	A number of organisations play a role in supporting and delivering training and business advice in Worcestershire.	A DW working group could bring together the main players including the Centre for Excellence in Tourism, Learning and Skills Council, and delivery providers (such as the colleges). This should include representatives of the private training sector.	Potentially greater co-ordination of training opportunities across Worcestershire.	?FE Colleges?	£1000	£1000	£1000
Co-ordinate delivery of training and business advice	There appears to be some confusion and uncertainty amongst enterprises regarding what is available and how to access it. Elements of training, if accredited, would contribute to achieving quality standards.	Facilitate communication of the range of available programmes and courses to DW membership. This potentially requires a specialist member of the DW team, or an appropriate partner organisation eg: H & W Chamber	Improved stakeholder awareness of training and business advice availability. Increased take up.	? Partner	£16000	£16000	£16000
Provide selected training events and opportunities	A number of DW events will effectively be "training" / development activities, even though part of other initiatives. Although notorious for saying they want training then not turning up, there may be small scale training opportunities that can be developed for SME's in the tourism sector.	Provide annual DW Forum. Operate familiarisation trips. Distribute reference materials. Establish programme of tourism enterprise focused training events e.g: PR & Marketing for small businesses. Merchandising, Business Planning.	Improved skills / knowledge amongst tourism / hospitality workforce.	DW Staff	£10000	£10000	£10000

PRODUCT

To strengthen the appeal of Worcestershire through encouraging development of a range of locally distinctive attractions, activities and events in line with Worcestershire brand values and market opportunities

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
Encourage investment in new product	Tourism growth and quality depends on ongoing investment.	Appropriate new developments should be encouraged, tourism should be central to plans to stimulate new inward investment to Worcestershire.	Tourism issues taken into account in spatial planning and in the determination of individual planning applications Appropriate development encouraged	DWTOG			
Develop an integrated rural tourism programme for Worcestershire	The traditional rural quality of Worcestershire is a key strength and is likely to be an aspect of the emerging Worcestershire brand.	A rural tourism programme, co-ordinated across Worcestershire, should be established, relating to the AWM sub brand cluster with associated marketing and PR support services.	Rural tourism development programme developed and implemented	DW	£5000	£50000	£50000
Maximise the tourism potential of walking and cycling trails	The number, quality and variety of walking and cycling trails is a strength of Worcestershire.	Opportunities should be pursued on a Worcestershire wide basis to strengthen the packaging and promotion of this activity area. Opportunities to strengthen and promote equestrian product should also be pursued.	Wider recognition of opportunities for walking / cycling in Worcestershire	?WCC	£5000	£5000	£5000
Raise the profile of events and festivals	Local festivals, carnivals and other events feature strongly in Worcestershire. Some have an existing wider profile, attractive to visitors from outside the region.	There is potential to raise awareness of these events as a comprehensive programme across Worcestershire, building on the promotion undertaken at a more local level. There may be potential for attracting major new events to the area. Audiences for some events are potential over night stays. – Links	Festivals and events promotional campaign. Raised awareness of individual events and of Worcestershire as a visitor destination. Increased visitor numbers / spend.	DW Staff	£60000	£60000	£60000

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
		to “Days into Stays” campaign through informal packaging					
Develop linked products around cultural and heritage themes and activities	A number of other product themes have potential to be pursued further in Worcestershire, as well as being linked to regional branding.	Historic heritage, Myths and legends. Gardens Arts and crafts Angling Inland waterways.	Raised awareness of individual events and of Worcestershire as a visitor destination. Increased visitor spend.	DWTOG	£10000	£10000	£10000
Develop local food and drink experiences and purchasing	Food/drink is recognised as one of the key drivers in AWM’s tourism strategy.	A number of potential opportunities including: · Ensuring good coverage of food and drink in mainstream promotion/information. · Encouraging tourism enterprises/caterers to source and promote more local foods, recipes etc. · Making more of the iconic food items associated with Worcestershire – notably sauce/asparagus & water. Eg: on pack promotion of Worcestershire, increased local use of local products. Promotion of existing food / drink related events and activities such as the Plum Festival. · Branding Worcestershire food items and encouraging purchasing by visitors.	Raised awareness of local food and drink products Linked promotion of Worcestershire with iconic local brands Increased use of local products by local businesses Reduced “food miles”	DWTOG	£10000	£10000	£10000
Encourage joint promotion / packaging between tourism businesses	The larger existing attractions form an important product grouping capable of generating visitors to Worcestershire in both the family and wider markets, including the travel trade.	Based on the TWM principles of “attract and disperse”, these businesses should be encouraged to promote links with each other and other Worcestershire tourism businesses.	Better distribution of visitors. Longer stays. Greater visitor spend.	DW Staff	£2000	£2000	£2000

SUSTAINABILITY

*To encourage tourism enterprises and visitors to minimise negative impacts on the environment,
Encourage sustainable tourism development in Worcestershire*

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
Encourage and support sound environmental management of tourism enterprises	Tourism enterprises can secure a number of advantages from improved environmental management including cost saving and better relations with increasingly environmentally conscious consumers.	Encourage accreditation through the Green Tourism Business Scheme. Recognise enterprises taking particular measures to address their environmental impact in marketing and information materials. Promote the use of materials from sustainable sources / biodegradable materials in Destination Worcestershire's own promotional material.	Take up of "Green Tourism" accreditation amongst local tourism businesses Reduced carbon footprint for local tourism enterprises	?WCC	£6000	£8000	£8000
Encourage and facilitate access by all groups in society	Access for all should be promoted as of right in Worcestershire, while also recognising that the disabled "tourism pound" is an important market.	Ensure accessibility is included in mainstream information - Promote take up of the National Accessible Scheme for accommodation.	Improved access to facilities and publications in line with national standards	DW / Tourism businesses	£1000	£1000	£1000
Encourage local community engagement in tourism	An important aspect of sustainability concerns impact on local communities.	Feedback on local resident reaction to tourism should be obtained from time to time.	Constructive Feedback	District Councils	£1000	£1000	£1000

COMMUNICATION

To encourage all tourism enterprises and stakeholders to participate in and support the promotion and management of Worcestershire as a destination and to share relevant knowledge and expertise

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
Develop and promote Destination Worcestershire membership scheme	Membership of Destination Worcestershire is currently free. There is a working group examining future development opportunities	Develop working group proposals for two levels of membership – Full available only to tourism enterprises with appropriate accreditation. Associate to the wider tourism community. · A promotional programme to enterprises – email, direct mail, appropriate advertising, PR, presentations, attendance at sector meetings. Maintaining contact with members – website, newsletter, etc. Holding an annual (or biannual) tourism forum for Worcestershire.	Promotional programme. Annual (or biannual) tourism forum. If it was decided to go over to paid membership : · Administration of subscriptions etc. · Member benefits	DW staff	£4000	£4000	£4000
Newsletter	A number of communication streams with stakeholders need to be developed. Currently a traditional paper based newsletter is produced twice a year. The intention is that a printed newsletter should be more widely available than one relying on electronic distribution, however rising print and distribution costs, and the fact that using traditional methods a significant proportion of the newsletter is “old news” suggests that an electronic format at a greater frequency could be more	Review future format of newsletter including purpose, contents and delivery methods.	Review completed and implemented.	DW staff	£2000	£2000	£2000

Key Task	Background	Delivery Methods	Outcomes	Lead	07-08	08-09	09-10
	effective.						
Website	The website will be an important communication tool with membership, stakeholders and consumers.	See "Promotion" for details.	(See "Promotion").	DW Staff			
Improve awareness of the contribution of tourism to the local economy	The DMP has an important advocacy role in promoting awareness of tourism as a major economic driver for Worcestershire.	Local PR. Participation in various working groups. Dissemination of research results. Evaluation of tourism development initiatives. Encouraging TWM to develop a regional "bottom up" tourism economic impact research programme (STEAM).	Increased awareness of the contribution of tourism to the local economy, wider understanding of tourism as an industry, continued support from Local Authorities / Regional Development Agency / local enterprises.	DWTOG			

Resources and risk management

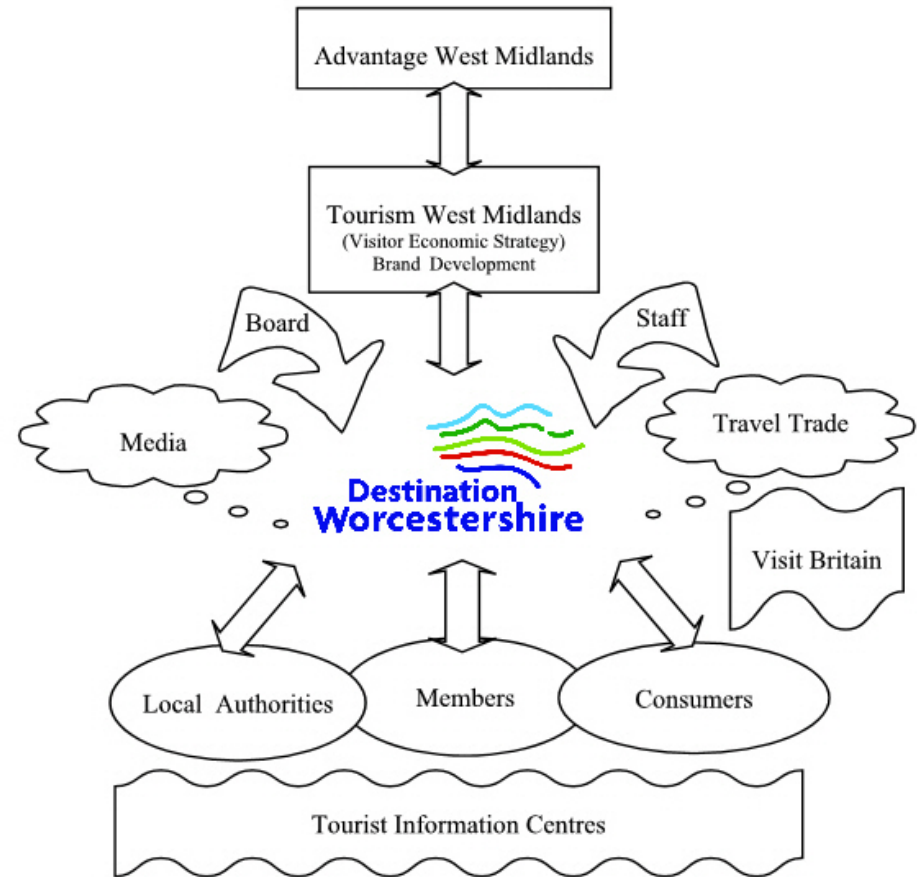
Stakeholders

Destination Worcestershire is a Public / Private Partnership. It is the preferred tourism development and marketing delivery mechanism of Worcestershire's local authorities, AWM / TWM, and the private sector.

The role of Destination Worcestershire is to ensure a coordinated approach to destination marketing across the county, encouraging consistency of message, best use of resources, and "joined up" thinking and working.

The diagram opposite seeks to summarise the relationship between these stakeholders.

The Board members and executive officers forming the Destination Worcestershire core, whilst "Top down", there are the regional strategic bodies, AWM and TWM. "Bottom up", there are the constituent local authorities (the County Council, City Council, and district authorities), and the local tourism enterprises eligible as members. Other relationships include : consumers (visitors), travel trade, media, the national tourism agencies, tourist information centres (not managed by Destination Worcestershire, and non member enterprises).



Resources required

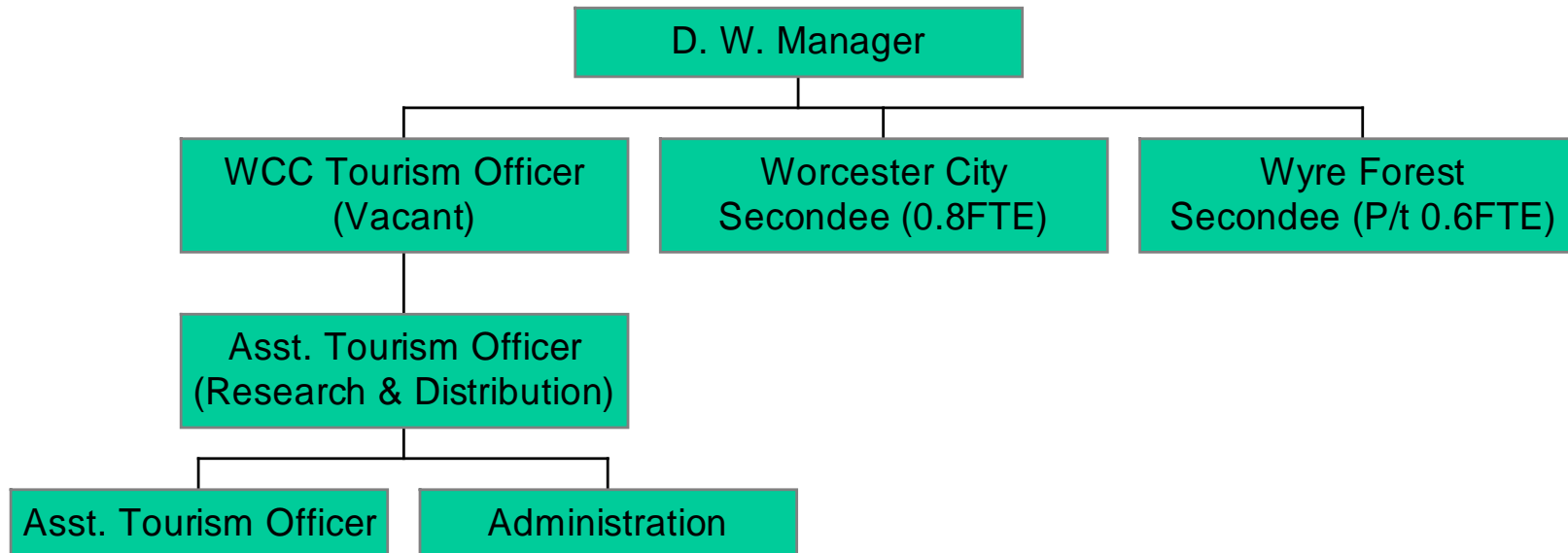
There are four principle sources of resources for Destination Worcestershire at present :

- Local Authorities
- The Regional Development Agency
- Private sector and charitable sector tourism enterprises
- Grant aid bodies

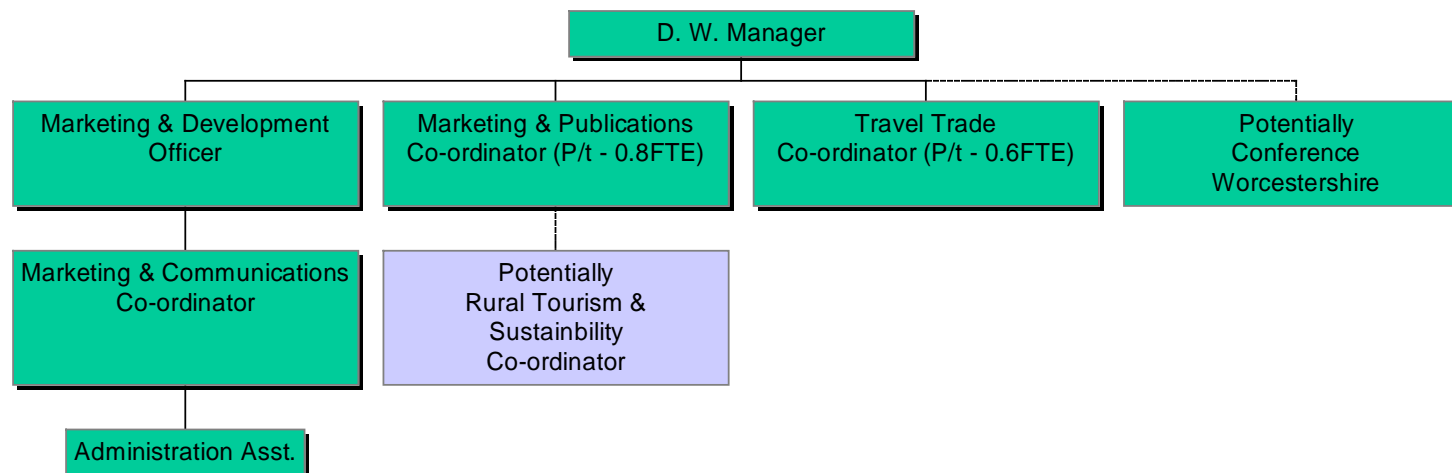
Principle resource requirements are personnel and financial

At this time in the development of Destination Worcestershire the majority of both resources are provided by the local authority partners. In respect of personnel the majority of the core staff are seconded from the County Council, Worcester City and Wyre Forest District councils. This does have an effect on the staff structure of the organisation.

Current Structure



Short term Organisational structure and staffing requirements



This structure broadly reflects the current situation although the current job titles have been modified to more accurately reflect the required functionality and the structure illustrates the possible addition of Conference Worcestershire. Although specific functions are highlighted in the job titles the team is small and it is expected that staff will actually take on a number of roles, particularly given the cyclical and “peaks and troughs” nature of tourism marketing.

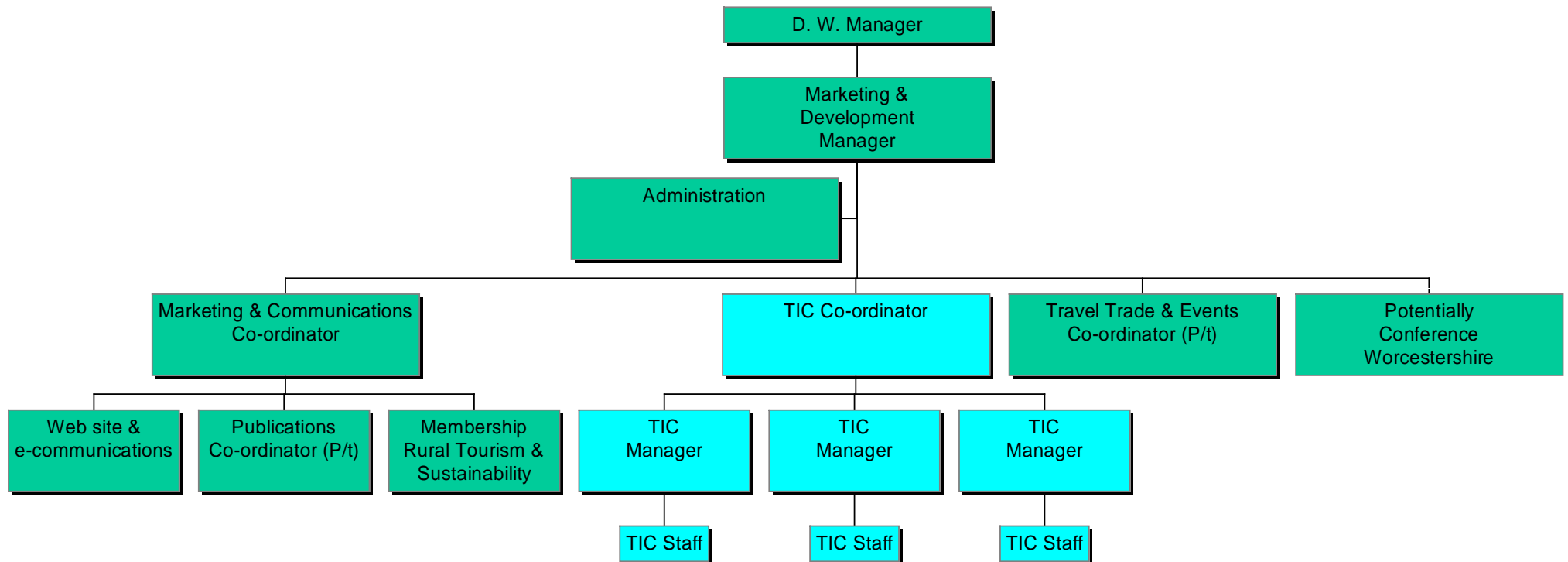
Emphasis is placed on the need to develop more effective relationships with the travel trade and with the membership, and that to do this requires staff time. A core function is marketing in broad terms and the production of key publications. It is anticipated that there will be some amalgamation of current functions so that the production and distribution of publications comes under one person’s control.

Consideration is being given to the rural nature of Worcestershire and the structure illustrates the potential inclusion of a role to concentrate on development in this area and the co-ordination of sustainable tourism initiatives. The addition of this post would be subject to a successful bid for funding for such a development programme.

Medium term and addressing Integrated Quality Management

Looking ahead then one area of concern in terms of delivering an integrated quality service is the delivery of information services largely to visitors who have arrived in the destination. In Worcestershire there are a wide variety of staffed facilities undertaking this role, and the action plan has identified the need for a review of these services.

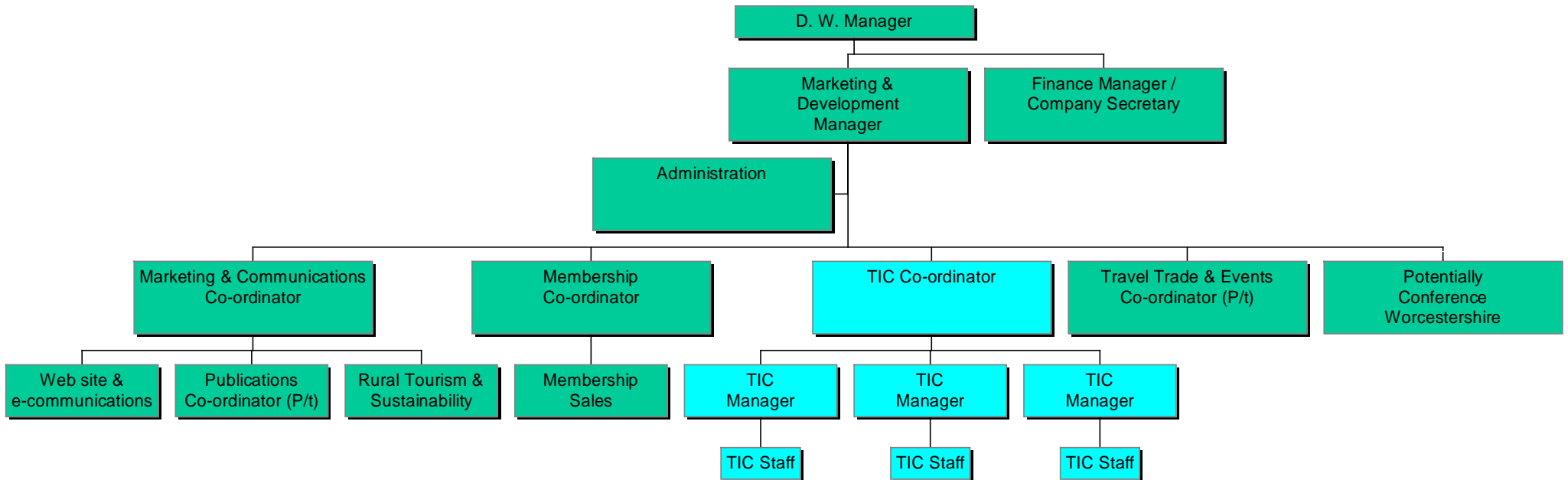
Some other DMP's have either had, or subsequently adopted, tourist information centres into their structure thus ensuring integration of marketing and information services. This is not currently proposed for Worcestershire, but a possible structure for the DMP in that case is illustrated below. There are obviously a number of implications of such a proposal, principally the direct financial cost of providing this service, and the staff resources. In the event that TIC management became part of DW, then a structure along the lines of the following is expected :



A possible stand alone / Company limited by guarantee structure

The third staffing scenario relevant to the three year plus life of this plan is the creation of Destination Worcestershire as a stand alone company limited by guarantee rather than the current local authority hosted public / private partnership. There are significant financial, personnel and legal implications to such a structural change, however many other DMP's take this form.

Logically some of the additional resources required by a stand alone company would be outsourced, (eg: Personnel) and co-location with a similar organisation such as the Chamber of Commerce and / or "Visit Worcester" would also encourage cost reduction through shared resources.



These staff structures are intended to illustrate potential options based on the fact that currently a number of staff are seconded to the operation of Destination Worcestershire from three of the local authority partners. The incorporation of Conference Worcestershire into the Destination Worcestershire framework assumes recognition of the important and linked role of business tourism with leisure tourism in economic development. The illustration of Tourist Information Centre incorporation into the structure is based on patterns established by other DMP's seeking an integrated quality management approach, but would obviously be dependent on both rationalisation of the TIC network and full cost support.

Expenditure budget

The budget figures in the action plan indicate:

- An annual cost estimate of £269,500 rising to £327,500 excluding staff and establishment costs, and costs associated with developing a full DMS system.

These figures are based on continued WCC provision of below the line support in the form of accommodation, staff, administrative support and other overheads. A total annual budget for the DMP, especially if it is to become a stand alone organisation will however need to include such personnel, office expenses and overheads.

It should also be pointed out that the strategy assumes that the TICs will continue to be supported financially by the local authorities, (although potential structures including TICs in the DW structure are provided for illustrative purposes) and do not come under the management of DW, although the action plan includes a review and co-ordination which may lead to some savings in net cost, and / or change of operational management.

- The figures do not include Conference Worcestershire with a currently estimate annual cost (including staff and support, but excluding income) of £36,000

Meeting the financial challenge

The approach in this document has been to determine a strategy and priorities for action and then to identify the approximate resources that would be needed to carry it out. This sets a target and a challenge for winning the necessary financial resources. Some opportunities that present themselves could include:

- **Reviewing the support for tourism by Worcestershire County Council.**
The County Council in 2007/8 provides seconded staff, accommodation and support services not currently costed into the DMP finances, as well as the core financial resources that currently provide for operational expenditure.

There are a number of aspects of this current support that need review in particular the accommodation provision which is far from ideal for an outward facing public / private partnership, and the question of the relationship of "Conference Worcestershire" to the DMP.

It would be desirable that Destination Worcestershire should have its own accommodation and that Conference Worcestershire became an integral part of the operation, however this will require WCC to review the level and nature of support for the DMP.

- **Agreeing annual revenue support from each local authority.**
In the formation of Destination Worcestershire it was recognised that local district councils would make some savings by rationalising the production of tourism literature and associated promotion. This led to agreement by the Chief Executive officers of a level of support for the DMP.

The formalisation of this is still outstanding with some authorities despite the best efforts of the county council and consultants.

An initial attempt to determine the human and financial resources devoted to tourism by the individual authorities was undertaken as part of the development of the proposal for a Worcestershire DMP. This indicated a total financial support for tourism of around £1.50m. (See table below) The reallocation of a proportion of these resources to the work of the DMP clearly provides a key opportunity to meet the resource requirement indicated in this plan. The initial agreement of the Chief Executives set the level of support each authority can give to the DMO, including direct financial support, in-kind contribution and secondment of staff resources, however there is potentially a need to review this and to set a formula for determining a fair division of support from each local authority, in the light of population size and the volume and value of tourism in each area.

*Expenditure on tourism by local authorities - Central Support and Tourist Information Centres (£000)
- including below the line costs*

<i>Authority</i>	<i>Employee costs</i>	<i>Premises</i>	<i>Supplies and services</i>	<i>Marketing</i>	<i>Support costs</i>	<i>Conf. Worcs.</i>	<i>Income</i>	<i>Total</i>
Worcestershire CC	£114.1	£5.3	£136.6	£133.7	£77.7	£36.0	-£162.7	£340.7
Bromsgrove	£58.5	£6.8	£3.8	£18.3	£12.5			£100
Malvern Hills	£160.0	£51.0	£64.0	£39.0	£80.0			£394
Redditch	£28.6	£9.8	£7.1	£0.0	£19.1			£65
Worcester	£163.2	£18.0	£15.7	£57.3	£68.0			£322
Wychavon*	£51.4	na	£10.6	£28.9	£20.3			£111
Wyre Forest	£89.5	£4.8	£6.8	£21.1	£46.7			£169
<i>Total</i>	<i>£665.30</i>	<i>£95.70</i>	<i>£244.60</i>	<i>£298.30</i>	<i>£324.30</i>	<i>£36.0</i>	<i>-£162.70</i>	<i>£1,502</i>

- **Secondment of staff.**

A proportion of the manpower required is provided through secondment from the existing body of district council tourism officers. In particular Worcester City is providing one officer four days a week, and Wyre Forest one officer for an average of two and a half days per week.

Worcester City Council has indicated that when the individual member of staff retires, which is likely to be in financial year 2010/11, they will convert this secondment into equivalent financial support of the DMP.

- **Seeking increased income from the private sector.**

Income from the private sector buying into promotional activity has already been included in the estimates, and opportunities to increase this level of income need to be further explored. One of the driving forces behind provision of “on-line booking” being the generation of income from sales commission.

Income might be raised in other ways, as other DMP’s such as Nottinghamshire have demonstrated, such as larger local enterprises becoming financial champions/sponsors of the DMP and Worcestershire brand, though the potential for this in Worcestershire currently appears limited. Another alternative could be a paid core membership scheme.

Such a membership scheme would need careful consideration. Paid membership of the former Heart of England Tourist Board was established, then abolished, and then reintroduced, thus creating a somewhat confused and possibly devalued attitude to such schemes amongst local tourism enterprises. There would need to be a clear set of “member benefits” that were clearly of value to potential members, and a significant proportion of the income from membership would inevitably be spent on developing, maintaining and servicing the membership.

The total annual income from membership would therefore need to be sufficient to make the charging of a fee worthwhile. Assuming an average membership subscription of £7.50 per month or £90 per annum, and

membership of 300 would generate an annual income of £27,000. With 600 members this would rise to £54,000, however at £50 per year (just over £4.00 a month) the figure for 300 members is £15,000 and for 600 members £30,000.

A range of membership subscription charges would need to be devised, with a particular need to offer an attractive price for very small enterprises. It will be important to look in more detail at the implications of paid membership. It is critically important that potential members of the DMP are not put off by the price associated with membership.

- **Seeking funding from AWM and TWM for the under pinning costs.**
Although these two bodies have indicated that they are not in a position to provide revenue support to the DMPs when they are up and running, the Visitor Economic Strategy has identified support for “underpinning activities”.

The action plan outlined in this document whilst intended to deliver a programme of tourism and economic development for Worcestershire clearly interlocks with the known regional development aims and objectives in these areas with priorities in developing Business Tourism, the largely rural economy of Worcestershire, Festivals and Events, Food and Drink, the Cultural Heritage of the county, and developing the tourism workforce skills and abilities. Our strategic priorities and integrated quality management approach we also believe are closely aligned to the regional vision and Key Performance Indicators.

Given the existing local authority and private sector support over the three years of this action plan for Destination Worcestershire of approximately £4.65M it is considered that a bid for £610,000 from AWM / TWM for the three year period would be appropriate, representing a leverage factor of at least £7.6 : £1. In the event that significant private sector contributions could be generated, then this leverage would improve further.

Key Performance Indicators / Growth and sustainability targets

Growth targets for staying visitors:

- Nights: from base of 4M in 2004 to 4.8M in 2012 (20% growth).
- Spending: from base of £137m 2004 to £171m in 2012 (25% growth real terms).

Participation:

In 2007 there are 356 accommodation / attractions members of Destination Worcestershire from around 854 accommodation and attraction enterprises (other enterprises unknown), which is a participation rate of 41.7%.

- Target for membership of Destination Worcestershire in 2012 – 580 (68% of current accommodation/attraction numbers)

Quality

- Percentage of serviced accommodation achieving quality inspection accreditation from 50% of Worcs accommodation by 2012, to 75% by 2016
- Percentage of attractions achieving quality inspection accreditation from a base of 90 of which 10% are accredited in 2007 to 50% in 2012
- Number of tourism enterprises participating in “Quality at Heart” initiative from nn% in 2003 to nn% in 2012

Satisfaction with overall quality of visit:

We are currently unable to measure this factor, however the action plan makes provision for introducing satisfaction measurement. Suggested KPI's would be :

- From base of nn% scoring ‘Very high’ (200?) to nn% scoring ‘Very high’ (2012) 8% improvement
- From base of nn% scoring ‘High or very high’ (200?) to nn% scoring ‘High or very high’ (2012) 6% improvement

Sustainability:

- Average bed occupancy of accommodation from 40% in 2006 to 50% in 2012 (10% improvement)
- Percentage of visitors arriving by private car / motorcycle, from 84% in 2005 to 74% in 2012. (12% decrease)
- Percentage of quality inspected businesses also undertaking accredited environmental management (Green Tourism Scheme) – to be 35% by 2012

Risk management

Risk falls into those of a global or national economic nature over which Destination Worcestershire has no control, such as :

- UK house prices record their sharpest month-on-month drop for twelve years
- UK consumer confidence falls sharply in November
- Bank of England lowers UK base rates by ¼% to 5.5%
- UK unemployment falls to a 32-year low
- CBI downgrades its economic growth forecast for the UK in 2008 to 2%
- There were 104.3m overnight trips made in the UK by UK residents between January and October 2007, a fall of -1% from the same period in 2006. During this time there were 339m bed nights recorded, down -1%. Domestic overnight trips were worth £18.2bn to the UK economy during Jan-Oct 2007, up +2% from the same nine months in 2006. Trips taken for business purposes reversed the overall decline in trip volume, whilst those undertaken for a pure holiday remained flat. (VisitBritain Feb 2008)
- Room occupancy across UK serviced accommodation was 67% in October 2007, up 2% from the same month in 2006. Bedspace occupancy was 50%, also 2% higher than October 2006. When compared with October 2006, occupancy levels in hotels rose while those in bed and breakfast establishments fell. In guest
- houses bedspace occupancy rose slightly, while room occupancy fell by a small amount.

Environmental issues which similarly Destination Worcestershire has no control over, but can potentially have crisis plans for, such as :

- Foot and Mouth
- Avian flu
- Flooding

To local and regional issues over which Destination Worcestershire should at least have some influence, such as :

- Changes in regional structure for tourism development
- Changes in local authority priorities / support for DMP
- Failure of DMP to gain / maintain financial support from Regional Development agency

It is, therefore, intended that a prudent approach is taken to all proposed DMP activities that takes full consideration (as far as is possible) of current market and macro economic trends, and is pitched accordingly. DMP staff will use available research and when appropriate external consultancy to determine likely future trends, and will seek to establish new opportunities for marketing Worcestershire as a visitor destination.

The action plan outlined above already takes into account the need to establish service level agreements with stakeholders such as the local authorities on a rolling three year programme. The programme of activities proposed exceeds current known financial commitments from existing stakeholders and, therefore, critical to the ability of Destination Worcestershire to deliver this programme is financial support from Tourism West Midlands / Advantage West Midlands. In the event that this support is not forthcoming then it will be necessary to significantly scale back proposed activities in line with committed financial support, principally from the County Council and districts.

It is important to be aware of the timescale of tourism development and marketing initiatives. Thus for example confirmation of three year support for this plan at the beginning of the financial year 2008/9 will in the main influence activities for the 2009/10 calendar year since bookings for the 2008/9 year were require in the 2007 calendar year. Further delay in resource confirmation will affect planning for the 2009/10 period.

