



**A DESTINATION MANAGEMENT PLAN FOR
SHAKESPEARE'S ENGLAND REGION
2015 – 2025 [updated in 2018]**

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Foreword from Jonathan Browning, Chair of the Coventry and Warwickshire Local Enterprise Partnership

Tourism is a vital part of the economy in Coventry and Warwickshire. We enjoy rich cultural and tourism assets which employ more than 40,000 people across the region.

The number of businesses which benefit from the culture and tourism sector is certain to rise over the next few years. Coventry's successful bid to be UK City of Culture in 2021, and the Commonwealth Games in Birmingham in 2022, will raise the area's profile on a national and international level, providing a major boost to the whole region.

Winning the UK City of Culture crown from Hull was partly due to the fantastic partnerships which were formed throughout the process. Partnerships are also key to the success of Shakespeare's England Destination Management Organisation. It is great to see how key partners, businesses, stakeholders and individuals throughout the area are working together through the DMO to strengthen and vary the attractions of the region for visitors and investors alike.

This updated Destination Management Plan brings fresh focus and clear direction on the action we need to take to develop and manage the growth of our visitor economy. It also highlights what has been achieved in the past two years, with the backing of key strategic partners and stakeholders across the region. By continuing to work together to implement this plan, public and private sector alike will reap the benefits of the exciting opportunities which are on the horizon.

Introducing the concept of the Destination Management Plan

A Destination Management Plan (DMP) is the shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying clear actions that they will take and the apportionment of resources.

VisitBritain state that great destinations are great places to live and work as well as to visit. If they are well managed, they are more likely to generate 'wise growth' in their visitor economy, maximising the benefits of that growth in long term, additional income and jobs.

The best-managed destinations can also attract new investment, keep value-added jobs, bring in new talent and stimulate innovation maximising the benefits of that growth in long term, additional income and jobs. The best-managed destinations can also attract new investment, keep value-added jobs, bring in new talent and stimulate innovation.

Because every destination has different challenges, opportunities and stakeholders to work with, there can be no one size fits all for destination management.

Creating a strategic vision and joint plan, or Destination Management Plan (DMP), can help unite organisations, acting as a shared statement of intent to manage, develop and promote a destination over a specific period of time. A DMP identifies the roles of the different stakeholders, sets out clear actions and allocates resources.

What this means for Shakespeare's England Region

Tourism is one of the key drivers of economic growth to the South Warwickshire economy and surrounding areas. The 9.3 million tourism trips to the area account for a total value of tourism to the local business turnover of £664 million, which supports 11,848 jobs.

These jobs breakdown as 9,312 direct tourism related jobs and an additional 2,536 non-tourism jobs dependent on the multiplier spend from tourism.

With so many individuals, SMEs, public and private sector bodies involved in some aspect of tourism across the area including the marketing, management and development of the area's visitor economy it is important that there is a focused plan with clear priorities. This DMP will focus effort, reduce duplication and maximise investment in the right areas, bringing independent and individual partners together to benefit and develop the visitor economy. The DMP is a shared statement of intent to manage and develop the tourism to the region over the next 10 years, articulating the roles of the different stakeholders and identifying clear actions that they will take and the apportionment of resources. Its specific focus is around the south of the county but also includes the important tourism businesses in the surrounding areas too.

Although Shakespeare's England's board has taken the lead on this plan and have worked with a range of stakeholders, individuals, businesses and business groups to assess the opportunities which face the destination in its development and the barriers which may be faced, this is not a plan for the Destination Management Organisation (DMO) it is a plan for the whole area to bring together skills and resources to the benefit of all.

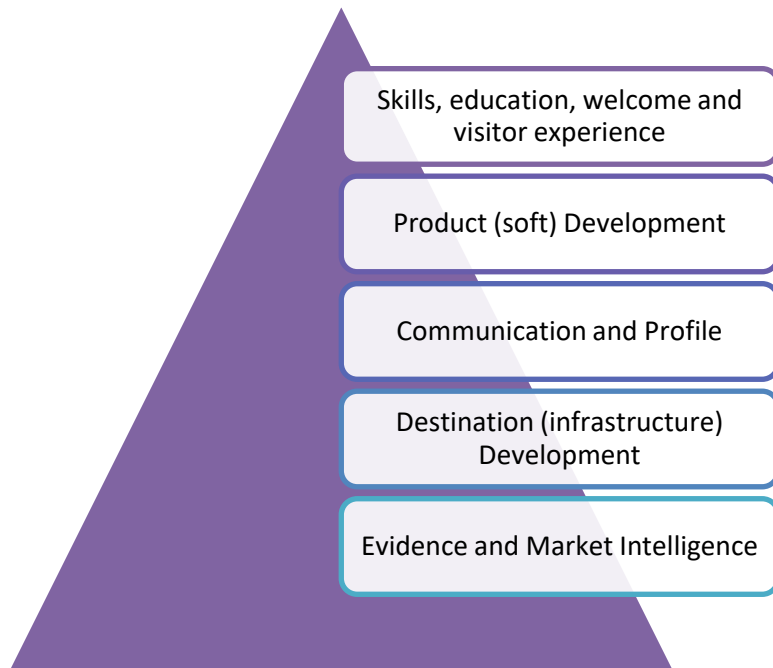
This plan has the backing and support of key strategic partners across the region including: **Royal Shakespeare Company, Shakespeare Birthplace Trust, Birmingham Airport, Bicester Village, Warwick Castle, English Heritage, Shakespeare's England DMO membership, Eden Hotel Group, Warwick District Council, Stratford-on-Avon District Council, Warwickshire County Council, Coventry and Warwickshire Local Enterprise Partnership (CWLEP).**

The priorities for action which have emerged from this plan will capitalise on those opportunities, provide solutions to any barriers and are supported across the region by the DMO - Shakespeare's England, the industry and private and public partners alike.

Each of the priorities set the scene for implementation across the DMP. These can be undertaken in tandem and although some rely on the delivery of other priorities, much can be started as soon as possible. However, it is important that these priorities are connected,

and not delivered in isolation as there is a clear connection between each one in their implementation.

Outline of priorities for action for Shakespeare’s England region:



PRIORITY ONE: Evidence and market intelligence – understanding of the destination, current position and opportunities. This includes industry trends, research and VisitBritain overseas market development enabling us to **establish** what markets provide the best opportunities to increase volume and value of visitors.

PRIORITY TWO: Destination (infrastructure) development – the strategic direction and focus for key infrastructure development opportunities, which includes signage, transport and connectivity.

PRIORITY THREE: Communication and profile – communication of location and wider offer, pinpointing position in the UK and profile as a destination of international importance. This includes joined up and co-ordinated marketing, sales channels and PR.

PRIORITY FOUR: Product (soft) development – actions needed to develop new products and offers to attract new markets and extend the dwell time/return propensity of existing visitors. This includes packaged, bookable product and itineraries.

PRIORITY FIVE: Skills, education, welcome and visitor experience – developing businesses, careers and people working in, and wishing to enter, the industry. Improve the welcome provided to visitors, the information they receive and the overall experience they have.

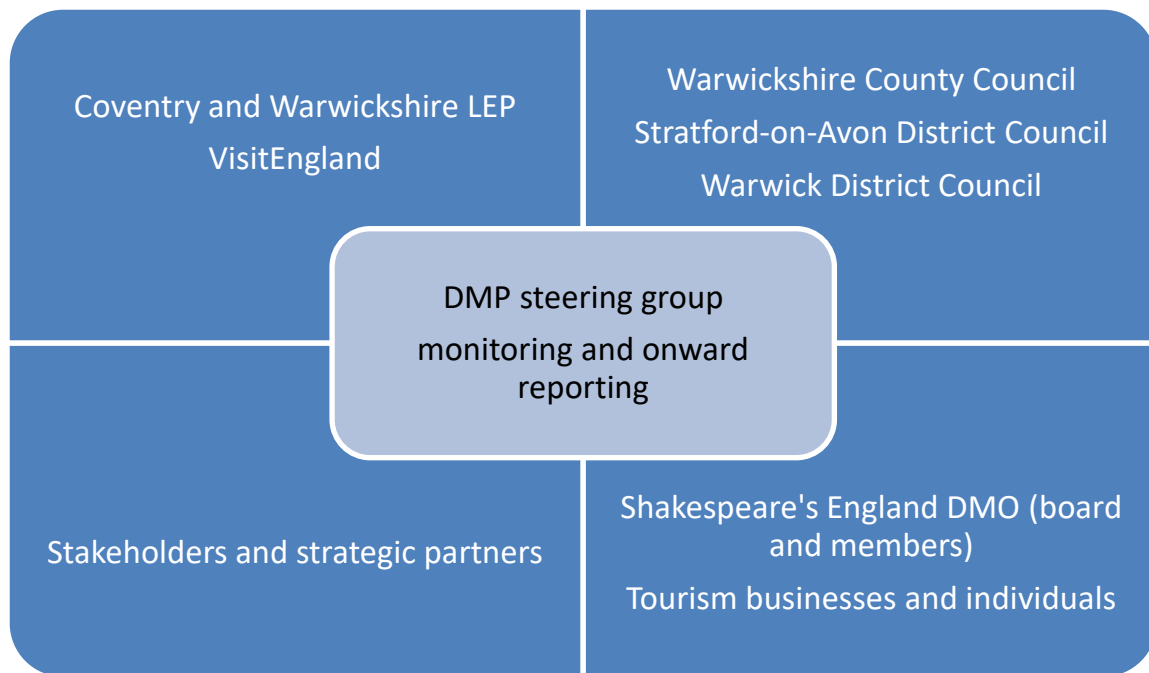
It is clear that Shakespeare's England is a leading visitor destination and brand. Marketing and promoting the destination will ensure that it is front of mind for visitors choosing their next day visit, short break or longer holiday. However, a DMP will ensure that the destination and its businesses are improved and developed in the round, which will lead to improved infrastructure and skills, increased jobs and economic impact and a more sustainable future for the destination, its visitor economy and the wider supply chain it supports; benefiting businesses and visitors alike.

How this will be monitored and measured

Each of the priorities will have a nominated lead, they will work to develop a focused and measurable action plan for each priority and identify the key individuals and organisations who will be accountable and responsible for their delivery.

These leads will form a steering group (DMP Steering group), which will meet quarterly, under the direction of the **Chairperson, Philippa Rawlinson (Director of Operations and Marketing, The Shakespeare Birthplace Trust)**, where the actions and progress will be reported.

These reports/outcomes will be made available to all partners and will form part of the visitor economy reporting for the CWLEP.



1. National context

Tourism in Britain – both inbound, outbound and domestic – is built around a unique and world-beating experience. From ancient heritage to diverse and spectacular landscapes to world renowned product and service, Britain consistently finds itself amongst the most desirable destinations anywhere in the world.

Tourism is an industry that delivers jobs and economic growth across the English regions - generating £106 billion a year and employing over two million people, with a strong domestic market. Tourism is a vital sector within the British economy accounting for 3.1 million jobs, 9.6% of all employment, £126.9bn and 9% of GDP.

Tourism Action Plan

In 2016, the UK Government published the Tourism Action Plan and update on the five point plan. The plan includes a series of new initiatives and measures to help Britain out-compete other major tourism destinations, welcoming more visitors than ever before and see more staycations as Brits holiday at home.

The new initiatives

- Making travel easier with a new GREAT tourism rail offer, including five new easy to book rail itineraries to help tourists seamlessly travel around the UK.
- Addressing the industry's seasonal nature through a flexible apprenticeship scheme that allows training to be completed over 16-18 months rather than 12, with breaks included.
- Cutting red tape with sensible regulation by changing licensing to allow B&Bs to offer a welcome drink, and modifying vehicle licensing will allow B&B owners to pick up visitors from train stations.

The Tourism Action plan sets out how the Government is delivering on its priorities

- The tourism landscape – including the restructuring of VisitBritain and VisitEngland and the announcement of the £40 million Discover England Fund

- Skills – boosting apprenticeships and attracting more people to careers in tourism
- Common sense regulations – examining the scope for deregulation
- Transport – making it easier for visitors to explore by rail, bus and coach
- A GREAT welcome – driving continuous improvements in the visa service

A sector deal for UK tourism

Government plans for an Industrial Strategy and calls for sectors to pitch for a deal is a one-off opportunity for tourism to be recognised as an industry of the future, competing globally and backed by Government.

As part of this industry-led process, the government stipulated that those sectors with the broadest reach, and ability to speak with “one voice” are the likeliest to achieve a sector deal. The Tourism Industry Council signed off on the following priorities:

- A 10-year tourism and hospitality skills campaign to boost recruitment, skills and long-term careers providing the industry with the workforce it needs;
- Boosting productivity by extending the tourism season year-round and increasing global market share in the business visits and events sector;
- Improve connections to increase inbound visits from more markets by 2030 by making it easier for overseas and domestic visitors to not only travel to the UK but explore more of it;
- Creating ‘tourism zones’ to build quality tourism products that meet visitors needs and expectations, extending the tourism season and fixing localised transport issues to improve the visitor experience.

VisitBritain/VisitEngland’s **A Strategic Framework for Tourism 2010-2020** sets out 4 key priorities:

- 1. To increase England’s share of global visitor markets.**
- 2. To offer visitors compelling destinations of distinction.**
- 3. To champion a successful, thriving tourism industry.**
- 4. To facilitate greater engagement between the visitor and the experience.**

Both Warwick and Stratford-on-Avon are considered as two of England's best known destinations, via visitor numbers and consumer perceptions.

The **Discover England Fund** seeks to deliver world-class products. Responding to consumer needs and market opportunities. Driving growth in international tourism and benefiting the domestic market. The three-year £40million Discover England Fund, announced by Government in 2015, will ensure that England stays competitive in the rapidly growing global tourism industry, by offering world-class English tourism products to the right customers at the right time.

The fund supports the growth of one of England's most successful export industries, inbound tourism. More and more destinations recognise the strong growth potential of inbound tourism so that our customers from traditional markets see new places to explore, while the strongest growth comes from markets that do not know much about England and may have different expectations.

- London continues to have global appeal and be an easy sell, but visitors should be encouraged to explore all of England and experience the wealth of attractions on offer – at the moment 54% of international visitor spend is in London
- Transport connections don't make this exploration easy
- Customers expect to book online, use distributors and comparison websites, and see availability even at short notice

The Discover England Fund will tackle these challenges head on.

Regional Context

Coventry and Warwickshire Local Enterprise Partnership

The Coventry and Warwickshire Local Enterprise Partnership (CWLEP) continues to be the driving force that ensures private and public sector organisations work together to drive growth and create jobs across the area.

Since it was set-up in 2011, more than £450 million of Government and European funding have been managed to contribute to projects to implement the area's Strategic Economic Plan (SEP) and help Coventry and Warwickshire reach its economic potential. The CWLEP published its updated SEP in 2016 to highlight the progress that has been made, to provide the facilities to lead to further growth and deliver a pipeline of projects to enable this growth.

The SEP is centred on five strategic pillars to focus on investment and the CWLEP's clear priorities which include growing the strategically important sector of culture and tourism in alignment with the West Midlands Combined Authority and Midlands Engine.

This is reflected in the work of the CWLEP's Culture and Tourism Business Group which meets regularly to provide a strategic overview of the sector, to facilitate growth and ensure the sector continues to improve. This work is more important than ever to make the most of the opportunities that are already arising from Coventry's successful bid to be UK City of Culture in 2021 and the benefits for Coventry and Warwickshire from staging at least two sports when Birmingham hosts the Commonwealth Games in 2022.

CWLEP continues to support the ambitions of cultural and touristic assets in the area which includes backing local cultural community activities as well as high-profile events that raise the visibility of Coventry and Warwickshire on a national and global scale.

It also recognises the complementary rural and urban culture and tourism offers across

Coventry and Warwickshire because in addition to Shakespeare's England, Coventry city centre contains a number of high-profile and internationally renowned visitor attractions such as the Cathedral, Transport Museum and Herbert Art Gallery & Museum while Nuneaton is the birthplace of the writer George Eliot and Rugby (where the sport of Rugby Football originated) also both offer stronger tourism potential than is currently being fulfilled.

CWLEP is clear that a healthy cultural life is essential, and that tourism activity contributes to the positive economic performance, social environment and wider health and wellbeing of our sub-region. This underlines the importance of having a strong and varied tourism offer for visitors and to attract inward investors.

Transport and infrastructure is another huge area for the CWLEP which also impacts on culture and tourism since substantial investment in roads and public transport make it easier for tourists to travel around the county as well as improve journey times to support employees and attract highly skilled people to the region.

The CWLEP has identified significant sums from the Government's Local Growth Fund to help towards major transport and infrastructure schemes including Kenilworth Railway Station, Coventry Railway Station and Warwick town centre which have a positive knock-on effect in the culture and tourism sector. Partnership working is key as has been proved in the CWLEP helping to attract global and national companies and events to the area which all help towards providing a vibrant culture and tourism sector.

Warwickshire County Council

Warwickshire Visitor Economy Framework 2013-2018

Tourism makes a key economic contribution to the Warwickshire economy and the quality of life for the county's resident population. In 2015, the sector supported just under 19,000 jobs, generating some 15 million visits and business turnover in excess of £1 billion for Warwickshire.

The county has assets with national and international visitor appeal and is a popular destination for day visiting, and indicators suggest opportunities for significant future growth.

The aim of the Warwickshire Visitor Economy Framework is to guide public sector investment and collaborative partnership action to support the growth of the visitor economy and to increase its contribution to economic prosperity, employment and quality of life.

Warwickshire, as a whole, is not a coherent destination or 'brand' - it is a collection of different visitor products, experiences and Nationally recognised tourism destination brands, including Stratford-on-Avon, Warwick and Royal Leamington Spa, that visitors are accessing in lots of different ways. Delivery needs to recognise this – a 'one size fits all' approach will not be effective.

Warwickshire County Council's policy seeks to complement the aims of the Visitor Economy Framework and Destination Management Plans. There are three key priorities:

- Creating compelling places to visit
- Building private sector marketing capacity
- Extending the benefits of tourism

The **Visitor Economy Framework** sets out six Action Programmes designed to address the Strategic Priorities. These are:

Destination Development Programmes for Stratford-upon-Avon, Warwick and Royal Leamington Spa: Recognising the wide range of organisations involved in the delivery of the visitor experience in each town and the need to bring them together behind a shared vision.

Gateways to the Countryside: Developing the rural tourism product and infrastructure for outdoor activities in order to extend the benefits of tourism beyond the county's best known destinations.

Destination Marketing: Providing a single co-ordinated marketing programme under the leadership of the Shakespeare’s England DMO and focusing on value-added promotional activities .

Tactical Marketing: A programme to develop private sector led tactical marketing campaigns to drive business to certain types of tourism businesses and/or boost off-peak demand, which would complement and add value to the destination marketing programme.

Digital Marketing Skills: Helping tourism operators to fully embrace digital marketing by providing them with the knowledge and skills that they need to market their businesses in the digital age.

Advocacy and Intelligence: Ensuring that there is good tourism intelligence so that the benefits and importance of tourism as an economic sector in the county can be fully appreciated – which can be used to make the case for investment in the other action programmes.

Critically the strategy recognises the importance of **clarifying the roles and responsibilities** of the different organisations in the delivery of the Visitor Economy to maximise the effectiveness of resources and reduce duplication.

A key challenge is to generate business at off peak periods – the ‘shoulder’ months of spring and autumn but also weekdays (in South Warwickshire) and weekends (in North Warwickshire).

The private sector is beginning to recognise that it will need to take the lead on collaborative marketing in the future.

1. District Context

The value and importance of tourism at district level is not equal across the county. The greatest value is in Stratford-on-Avon and Warwick District– and this is reflected in their strategic policy documents.

Stratford-on-Avon District

Stratford-upon-Avon, the birthplace of William Shakespeare is the gateway and its surrounding historic towns and countryside is a world class destination. Internationally renowned for its iconic Royal Shakespeare Company and five beautifully preserved Tudor homes and gardens, all directly linked with William Shakespeare and his family.

There is something to suit all needs and budgets - from unique attractions, historic buildings, stately homes, idyllic villages, health spas, golf, leisure, cycle ways, vineyards, canals, undulating countryside and winding rivers.

A wealth of local producers, independent retailers and artisans offer unique brands, flavours, products and crafts for the discerning visitor. Festivals celebrating the history, culture and traditions of the destination take place throughout the year

Visitor surveys undertaken in Stratford-upon-Avon, Alcester, Shipston on Stour and Southam (2017) show that an average of 62% of visitors are day visitors (with a dwell time between 1.55hrs to 2.58hrs), and 16% overnight stays on average to each town (an average of 4.3 nights). In all surveys, an average of 2/3rd of respondents suggested that the overall offer met their requirements, those suggesting improvements mentioned car parking and toilets, more shopping and markets, and more places to eat and drink.

Stratford District Council recognises the importance of the provision of quality visitor information to ensure that visitors to the area have access to information which will provide them with the best possible experience during their visit. The Council manages and operates the Visitor Information Service for Stratford-upon-Avon from a gateway site into

the town. This will be supported by digital technology so that visitors can access the information in a manner which is best for them.

The **Stratford-on-Avon Core Strategy** provides the strategic context for development decisions up to the year 2031 – and helps to promote economic prosperity in accordance with the Council’s Business and Enterprise Strategy and the CWLEP Strategic Economic Plan (SEP).

Around 5.7 million people, with a spend of £394m, visit the District each year, with Stratford-upon-Avon, the Shakespeare Birthplace Trust and the Royal Shakespeare Company being of international significance. This provides significant economic benefits but also major challenges in managing the 3.9 million or so visitors that come to the town each year, while also retaining the character of the town and the quality of life for its residents. Tourism is one of the main sources of employment in the District with over 12,000 jobs supporting the industry.

Most of the District to the north of Stratford-upon-Avon lies within the West Midlands Green Belt. The Cotswolds Area of Outstanding Natural Beauty extends into the Southern fringes of the District. The countryside is considered to be a major asset and supports a wide range of active and passive recreation pursuits, including an extensive rights of way network, golf courses and equestrian activities.

The heritage and built historic environment of the District is very highly valued and contributes significantly to the identity and character of the area. It also plays a key role in attracting visitors and tourists. There are over 3000 Listed Buildings within the District, as well as 75 Conservation Areas covering the centres of Stratford-upon-Avon, the smaller market towns and many traditional villages. There is a wide range of valuable ecological sites across the District, with nearly 40 Sites of Special Scientific Interest and four Local Nature Reserves.

The Stratford District Council Corporate Strategy (2015-2019) sets out a priority to ‘maximise the benefit of the local tourism industry including support for the local Destination Management Organisation, Shakespeare’s England.’

This is further underpinned by the Council’s Tourism vision that *‘Stratford District to be not just a leading brand within the UK, but a truly World Class Destination, renowned for the quality and depth of its visitor experience across its extensive built and cultural heritage, rural setting and landscape, and in the welcome and atmosphere it offers. Underpinning this ‘must see’ experience, Stratford will be an exemplar of co-ordinated and focused destination management, working effectively in partnership to improve the performance of the visitor economies and generate wider local benefits across the District to all who live, work and visit.’*

It is clear that Stratford-upon-Avon itself represents a huge opportunity to be the gateway to discover not only Stratford-upon-Avon and Shakespeare’s England but also the surrounding hidden gems in the historical towns and villages of Stratford-on-Avon District. The Council recognises that Stratford-on-Avon must strive to manage and implement tourism consistently and effectively, with the private sector taking a greater role in balance to the diminished funding available in the public sector.

This is particularly relevant in relation to:

- It is critical that the location and nature of development does not compromise the valuable historic and natural assets of the District. Priority will be given to protecting and enhancing the wide range of historic and cultural assets that contribute to the character and identity of the District with any developments designed to maximise the benefits to local communities.
- Local distinctiveness – there is a need to protect the distinctive character of the market towns, villages and hamlets, including their settings, townscapes, streets, spaces and built form.
- Rural nature of area means lots of cars leading to congestion in e.g. Stratford-upon-Avon at peak times – affecting quality of experiences for residents and visitors.

- Important to support the growth and improvement of existing attractions and to encourage new attractions and disperse them throughout the District, in order to support the local economy and to provide the opportunity for local communities to enjoy the benefits that are derived.
- Stratford-on-Avon represents a huge opportunity as the key gateway to discover not only the town but also the surrounding attractions in the rest of the District and thereby maximise opportunities to increase the number of overnight stays, length of visitor stay and visitor spend.
- Tourism is crucial to the local economy and is facing significant challenges with ever increasing competition.

There are also tourism objectives for the **towns and villages** in the district recognising the differences in the type, scale and quality of their tourism offer and the different challenges and issues that they face:

- The huge numbers of visitors places a massive burden on the fabric and infrastructure of such a small town, which creates tension between meeting the needs of local residents and the expectations of the visitors. This pressure manifests itself in the central area in particular, where there is a considerable conflict between pedestrians and vehicles. This affects the quality of the visitor experience and undermines the historic character of the town centre.
- Specific aspects of the town's infrastructure and services are under heavy pressure and are reaching capacity thresholds. This is the case with traffic on the road network, particularly during the morning and afternoon peaks and on certain days during the year such as Bank Holidays, when queuing and delays on routes into the town centre are considerable. Traffic causes adverse environmental impacts on various parts of the town due to noise, air quality and visual intrusion.

Warwick District Council

The **Warwick District Council Tourism Strategy** developed in 2011 (and due for renewal in 2018) is a strategic document which provides direction and management options for the tourism service, including an assessment of partner roles and partnership opportunities.

A key principle is that the strategy recognises that some things they can do alone and some need to be done in **partnership** with others. In particular it identifies Stratford-upon-Avon District Council, Warwick Town Council and Warwickshire County Council (which runs museums and country parks) as key partners.

Tourism is a major economic driver in the district with 3.58m trips a year generate more than £270m and over 4,638 jobs and attracts both UK and overseas visitors. Warwick has high brand awareness in the West Midlands region (3rd behind Stratford and Birmingham) with Warwick Castle being an attraction with particularly high recognition.

The strategy highlights a number of weaknesses in current provision/policy.

- **Strategy and leadership:** There is a need for a vision, key objectives and targets, and an understanding of what needs to be done to achieve success. Businesses need to be able to engage with the process and there is a need to **define the roles** of specific partners and levels of appropriate intervention
- **Business advice:** How are business advice/start up queries handled
- **Resources and partnerships:** With stretched resources there is a need to strengthen local partnerships with the private sector and key players within the County and also further afield (e.g. Oxford) to facilitate joint work and cost-sharing.
- **Marketing:** a strategy is necessary to ensure a more coordinated approach to activity and targeting audiences: the website/data management **is** a critical issue – with an absolute requirement that information is accurate and kept up to date. The need for print needs to be defined and the issue of Warwick branding addressed
- **Market intelligence and performance monitoring.**
- **Rural tourism:** ensuring the benefits of tourism are spread across rural areas and not just focused on the three towns.
- **TICs:** Understanding their roles, function and rationale for service provision

There are **7 guiding principles** within the strategy

- **Sustainable growth:** which is better than the national average and mindful of environmental impact
- **Value not volume:** marketing campaigns encourage visitors to stay overnight, stay longer, spend more, and to return
- **A distinctive offer:** investing in a “sense of place”
- **An inspiring message:** backing a coherent identity which builds on acknowledged market strengths
- **A strong partnership approach:** which avoids duplication and clarifies roles
- **Local ownership:** initiatives have the widespread backing of business communities
- **Quality experience:** offering excellent, easily-accessible information and joining up services to make high-quality, memorable experiences.

To achieve the vision, the strategy recommends a focus on **4 priorities**

1. **Marketing:** the destination to deliver sustainable growth
2. **Place shaping:** to create a distinctive destination experience
3. **Business engagement:** to strengthen industry-led co-ordination and advocacy
4. **Visitor services:** to enhance the quality of visitor information and welcome

Volume and value

Key volume and value statistics are derived from the Research Solutions ‘Shakespeare’s England Tourism Economic Impact’ report 2016 (TEIA). This includes a breakdown down from national level data (Great Britain Tourism Survey and International Passenger Survey) and jobs and income data from the Annual Survey of Hours and Earnings, and at local level from the occupancy survey.

- 9.3 million trips were taken in Shakespeare’s England – 8.4 million day trips and 0.9 million overnight visits.¹
- Visitors spent £516 million in the area, which is an average of £43 million spent in the local economy **each month**.
- Overnight trips account for a total of 2.6 million nights in the area. These overnight visits generated £189 million, compared with £327 million from day trips.
- **The 9.3 million trips account for a total value of tourism to the local business turnover of £664 million, which supports 11,848 jobs. These jobs breakdown as 9,312 direct tourism related jobs and an additional 2,536 non-tourism jobs dependant on the multiplier spend from tourism.**

The recent TEIA study for Stratford-on-Avon District showed that 5.8 million trips were undertaken in the area (5.2 million day trips and .6 million overnight visits). These trips account for a total value of tourism to local business turnover of £394 million, and support c. 7,382 jobs both for local residents and for those living nearby. Approximately, 5,875 direct tourism jobs are supported with an additional 1,507 non-tourism jobs dependent on the multiplier spend from tourism.

¹ Key volume and value statistics are derived from the Research Solutions ‘Shakespeare’s England Tourism Economic Impact’ report 2016 (TEIA).

The recent TEIA study for Warwick District showed that 3.6 million trips were undertaken in the area (3.2 million day trips and 0.4 overnight visits). These trips account for a total value of tourism to local business turnover of £272 million, and support c.4,638 jobs both for local residents and for those living nearby. Approximately, 3,600 direct tourism jobs are supported with an additional 1,037 non-tourism jobs dependent on the multiplier spend from tourism.

This is further underpinned by data from the Coventry and Warwickshire LEP, which reports that 40,000 people are employed in culture and tourism (CWLEP figures) across the entire LEP area. The total business turnover generated in Warwickshire as a result of tourism is estimated to be £971,315,000 or, turnover of just under £1 billion, and supported 17,228 jobs. (Warwickshire Tourism Impact Report 2012). The importance of the links to the cultural sector and the impact on the visitor economy is clearly identified in the infographic below:



DESTINATION AUDIT (Strengths and weaknesses)

Detailed discussions, workshops and one to one meetings with stakeholders, industry partners and public sector bodies held in 2014/5 helped to shaped a view of the strengths of the region, the opportunities presented and any issues or barriers to realising these aspirations. This was then further refined during a 3 year review in 2018.

It remains crucial that this destination management plan provides the framework to coral the strengths, identify the realistic opportunities (in the short, medium and long term) and maximise these priorities to raise the game for Shakespeare’s England region.

LOCATION AND TRANSPORTATION

Strengths	The region has a central location in the country with some good infrastructure links; these include Birmingham Airport (a great gateway to the region), good rail links to London and North and the proximity to Birmingham, Coventry and the Cotswolds and good motorway links from key catchment areas.
Issues to consider	<p>The DMO brand name (Shakespeare’s England) does not reflect the geographical location of the area that it covers.</p> <p>The ability to pinpoint where the region is in the UK and its make up is an issue. Clarity is needed to give a geographical location and a description of what experiences there are, where they are located and how easy they are to find. There is a need to better understand the ‘place’ which is labelled Shakespeare’s England, give it a clearer sense of identity and a sense of place, connect it better and define what it means.</p> <p>This presents two issues 1) consumers do not appreciate the specific location of the destination and this therefore makes it difficult to research a trip, and 2) new members perceive the DMO to favour Stratford-Upon-Avon and it therefore lacks relevance to their business.</p> <p>There is a need to communicate the location better to unlock potential of visitors from London/South East (domestic) and also those who are in London (overseas) and exploring England.</p> <p>Transportation to, and across the region, is an issue. The link from the airport to the region needs strengthening; the airport is a great connection but it is an issue to connect the region with ‘Birmingham’</p>

	<p>as the two products are so different. The airport provides a gateway, but the name Birmingham Airport does not connect to the product Shakespeare's England.</p> <p>There is no direct bus, coach or train service from Birmingham Airport to Stratford-upon-Avon or Warwick.</p>
Opportunities	<p>Opportunities exist to make more use of England's Heartland in connection with Birmingham and Birmingham Airport (there is a question about whether the airport name should have a wider geographical recognition)</p> <p>There needs to be better communication of how to explore the area from Warwick Parkway Station and other mainline stations as this is perceived as an issue.</p>

POSITION AND PROFILE

Strengths	<p>Shakespeare's England is seen as a world class destination with a very strong tourism offer and a number of attributes which other tourism destinations do not have. This presents a strong foundation on which to build and grow the visitor economy.</p> <p>The region benefits from a strong brand presence with domestic and international recognition.</p> <ul style="list-style-type: none"> - Shakespeare is a globally recognised icon of the literary world. His connection to the region is critical to Warwickshire's success in the visitor economy. - Stratford-Upon-Avon, Warwick and Royal Leamington Spa are key national destinations. <p>Shakespeare's England region has strong links with Coventry City of Culture 2021, as well as the Birmingham 2022 Commonwealth Games.</p> <p>The Shakespeare's England website offers a contemporary and direct route to all target markets. The new sites features enhanced functionality and opens up numerous new opportunities moving forward.</p>
Issues to consider	<p>The destination is not communicating the current offer effectively enough. The destination is 'timid' from a national perspective – there is more potential for the destination to make more of an impact regionally, nationally and internationally.</p> <p>Other regions are becoming more sophisticated in their approach to tourism marketing and we must seek to continuously improve our output to remain competitive.</p>

	The region is not seen as a long holiday option, it is day visits and short breaks, and possibly a touring base for the region and Cotswolds. Whilst positive that certain attractions are part of days out from London tours, it does not mean that visitors are staying longer or exploring the area.
Opportunities	<p>Whilst Shakespeare is an important attractor brand and a critical factor for growth, messaging must be balanced with additional reasons to visit. This will ensure awareness of the breadth of offer in the region, and consequently encouraging longer overnight stays or visits from consumers who lack interest in literature.</p> <p>Warwick and Royal Leamington Spa need to better communicate their offer, and their historical significance. Royal Leamington Spa is a beautiful old regency town, but does not have the same reputation/profile as Cheltenham and Bath, more could be done to make these connections.</p>

DESTINATION DEVELOPMENT

Strengths	There are a number of new developments, such as JLR resort at Gaydon and Genting Casino at the NEC site. These provide the potential for new strategic partners, who will be looking to be part of the regional profile. There is a clear opportunity to sweat the 'world class' asset to attract similar world class, or high profile, organisations.
Issues to consider	<p>The overall visitor experience should be developed across the region, which includes its streetscape, infrastructure and ambition. Shakespeare's England is a region of iconic attractions, however, the destination towns do not reflect that iconic status and should raise their games to mirror the reputation/gravitas of the attractions in their areas.</p> <p>It appears that there could often be complacency about the Shakespeare/RSC/Warwick Castle/Iconic attractions connection, and little appetite or perceived need to make improvements, just 'piggy backing' or depending on the success and profile which these icons bring.</p> <p>Parking is expensive and not joined up – each local area with own fees and not a consistent purchase price for a visitor touring the area.</p> <p>Public realm, the look and feel of the towns (street scape), should be more consistent and viewed in a whole to develop a 'sense of place' wherever a visitor is within the region. For example, consistent welcome signage and finger posts. In addition, the movement of visitors from major attractions to the town centres must be improved with better pathways and signage.</p>

Opportunities	There is an opportunity to build places within Shakespeare’s England with national and international appeal – world class destinations, to complement the iconic attractions located within them. Using the strengths of anniversaries and major events with international and national appeal, as well as development proposals such as the Shakespeare Birthplace Trust ambitions for Henley Street.
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PARTNERSHIPS

Strengths	<p>Shakespeare’s England has established a credible and active DMO with an effective, high profile and highly engaged board and membership base. The board members are clearly working for the good of the region and not putting their individual organisations first.</p> <p>The region is a partner with several Discover England projects and part of the Visit Britain gateway project.</p> <p>The DMO is able to work with a range of partners, destinations and DMOs in the area – which is a strength for building the destination offer, and also an opportunity to help near areas, such as the Cotswolds, to be defined in relation to their connection to the Shakespeare/Stratford-Upon-Avon product.</p>
Issues to consider	<p>The (destination) strategic position, focus and evidence should be clearer and more joined up, to really set the scene for what the visitor economy means to the region and what the opportunities are.</p> <ul style="list-style-type: none"> - There is too much dilution via too many strategies and disparate volume/value figures does not present a hard hitting and consistent picture. - It is perceived that there are ‘lots of fingers in lots of pies’ and that a trick is being missed in using/briefing those partners who have the ears of major players who could benefit the region. <p>Shakespeare’s England must act like a big global travel brand with small brand resources and budgets. The destination has all of the ingredients for a great visitor destination, the issue is bringing it all together in one offer and communicating that offer effectively.</p> <p>There is a need to raise the profile of Shakespeare’s England DMO in towns/areas outside of Stratford-on-Avon to ensure that all potential partners and businesses are clear about what the DMO delivers, and also what else is on offer across the region.</p> <p>This also translates into a need for the board/DMO to be recognised as the power base for the visitor economy in the region, and for it to have more high profile strategic connections and linkages.</p>

	<p>The board should be in a position to develop strong links with powerful organisations such as JLR and provide the rationale for why these organisations would want to be connected to/patrons of Shakespeare’s England.</p>
Opportunities	<p>Due to the strong board of Shakespeare’s England DMO, there is an opportunity for other ‘key players’ to make a connection with the region, via one focal point. The region is fortunate that the key players have come together as part of this board/organisation and this should be maximised further.</p> <p>There is an opportunity to appoint a senior and influential person to act as an ambassador or spokesperson for the visitor economy, armed with the facts about the importance of the visitor economy and what needs to be done, what the priorities are and how this can be funded/supported.</p> <p>The opportunities to connect to the work of the 2 BIDs in the region, as well as other BIDs including the Rugby BID, could be strengthened so that their work and the work of Shakespeare’s England DMO complement each other.</p>

PRODUCT (accommodation, retail, attractions)

Strengths	<p>Shakespeare’s England is rich in art and culture, has a wealth of cultural and heritage attractions and experiences – not least Warwick Castle, Kenilworth Castle, RSC, Shakespeare’s Birthplace Trust, and unique events and festivals delivered on an annual basis.</p> <p>There is a good standard of accommodation across the region from large branded 4* to independents and self-catering, there are also facilities for walkers and niche markets.</p> <p>The supporting product (Retail/Eating out/local produce) is very strong with a variety of independent and specialist shops (e.g. saddlery), in Stratford-Upon-Avon, Warwick and Royal Leamington Spa.</p> <p>There are a number of high quality restaurants and dining pubs, the quality of food offer has improved and there is a growing artisan community.</p> <p>There is a strong retail and high street offer, and huge variety of retail which touches all price points – lots of independent shops (from craft to independent boutiques) and also linked to Bicester Village and its appeal.</p> <p>The region benefits from attractive countryside towns (Alcester,</p>
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	<p>Shipston, Henley) and quintessentially English rural countryside, as well as its riverside location (River Avon) and canals. This is further underpinned by its location close to the Cotswolds.</p> <p>Rural activities and the rural product is strong, this includes water-based activities, walking and cycling. This is supported by well maintained canal towpaths, as well as canal side attractions and marinas, walking and cycle ways. Additionally, the rural product, such as the waterways also supports local industries – such as local pubs – which are located along the waterways.</p> <p>In general, there is a vibrant offer, for the younger market (18-30), in Royal Leamington Spa.</p>
Issues to consider	<p>There is a perceived dominance of Shakespeare and Stratford-upon-Avon in activity (Stratford-upon-Avon seen as a ‘bubble’); there needs to be more understanding from businesses in all towns about the fact that they are part of a region and what part they play, and with the local population in terms of economic impact and supply chain support (Visitors are sometimes perceived as a nuisance).</p> <p>Whilst the destination is home to cultural icons, there must be a better connection between culture and tourism, a clearer cultural identity to maximise the value of culture.</p> <p>It is felt that there is a lack of quality hotels to again, mirror the world class attractions.</p> <p>There is also little ‘night-time’ economy in the towns, again, which is in conflict with the evening appeal presented by the theatre and other evening events or late openings of attractions. The towns do not feel like they are ‘buzzing’ centres, and therefore, do not provide the reason to stay on, thus reinforcing the day visit market rather than developing the overnight/weekend break opportunity. This also has impact as it does not attract the younger (18-30) market</p> <p>The waterside and rivers are not maximised, both as attractions and as a mode for moving visitors around the region. Potentially the canals and waterways are not considered as an attractor by visitors to the area in comparison with other areas (such as Norfolk) which are known for their canal holidays.</p>
Opportunities	<p>Make closer links between all towns and cities in the region in terms of attracting and dispersing the younger (18-30) market.</p> <p>Discover England projects (waterways, literature)</p> <p>The rise of digital gives us not only a range of wider platforms to promote the DMO but it also presents us with different ways to</p>

	<p>create product and engage with our visitors.</p> <p>The shift in consumer behaviour from retail to more of a leisure/experiential focus affords the DMP greater scope, again, to develop new offerings that more closely match what people are looking for. Embracing this as we move forward will ensure that the DMO remains current in its appeal.</p>
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SKILLS, QUALITY AND WELCOME

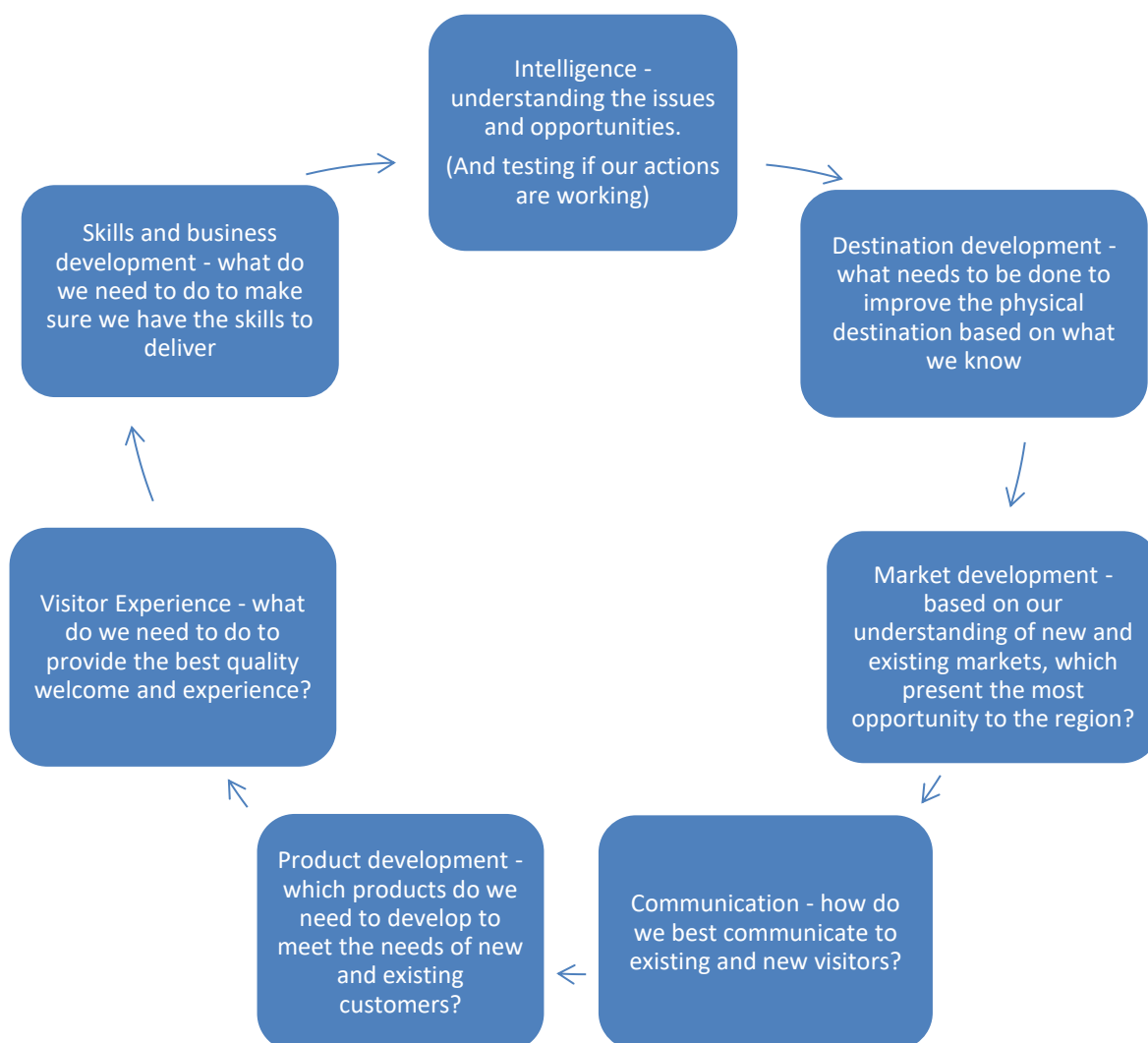
Strengths	<p>The importance of great customer service and welcome is recognised by all partners as being fundamental to the destination. The quality of welcome across the region is of a good standard and provides the foundations on which to build exceptional customer service and welcome.</p> <p>Great education and skills opportunities, linked to great employment opportunities across a wide spectrum in the region/sector.</p> <p>The DMO has been awarded a grant for skills activity to build links between education and the visitor economy sector.</p>
Issues to consider	<p>Overall welcome and destination understanding can be patchy – welcome must be improved at key touch points and the visitors should be able to access information in the easiest possible way. There is also an issue with unconnected visitor information provision and general product knowledge, and the potential for disconnect and duplication of effort with competing on-line offerings.</p> <p>The impact of Brexit on recruitment. Already there is a decrease on applications for certain roles from those within the EU and, if the current income threshold remains the same for applying for a visa, we may face a shortfall in the employment once the UK has left the EU.</p>
Opportunities	The hospitality means business project.

PRIORITIES AND ACTIONS

The information gathered through assessing the strengths, issues, barriers and opportunities presented to the Shakespeare's England region gives a clear direction to this DMP and sets out a route map for priorities and action.

Each of the priorities set the scene for implementation across the DMP.

These can be undertaken in tandem and although some rely on the delivery of other priorities, much can be started as soon as possible.



It is important that these priorities are connected, and not delivered in isolation as there is a clear connection between each one in their implementation. For example, on both a macro level:



And a micro level between individual actions:



The following section outlines the headline priorities for action, and the lead for each area. The detail of the framework for action is outlined in ANNEX ONE, however, it will be the role of the priority lead to develop a focused action plan to realise the aspirations of each priority.

PRIORITY ONE: Evidence and market intelligence

This priority underpins much of understanding of the destination, where we are and what our opportunities are. It also outlines how we decide what markets provide our best opportunities to increase volume and value of visitors.

Research and intelligence must be consistent and collected across the region, turning this intelligence into the evidence will be crucial to underpin and give a rationale to identified development opportunities and potential funding bids. Similarly, this intelligence will be fundamental in focusing future work, in understanding and identifying growth potential, target markets and inward investment. There must also be a mechanism to bring together public and private sector, including members, VisitEngland, VisitBritain, Warwickshire County Council Economists and the LEP to ensure the coordination of this information.

Shakespeare's England region has a broad appeal and attracts a wide range of visitors, across a wide range of markets. It will be crucial to develop new markets which provide opportunities for the best growth, to assess the offer of the destination in terms of its product market fit, its appeal to new markets, and the process of how we can develop the product to appeal to their needs.

LEAD: Suzee Laxton and Kerry Radden

Consistently record evidence and intelligence for the visitor economy
Gather, share data and utilise data

Understand the visitor offer, experience and profile

Develop research projects
Feasibility studies

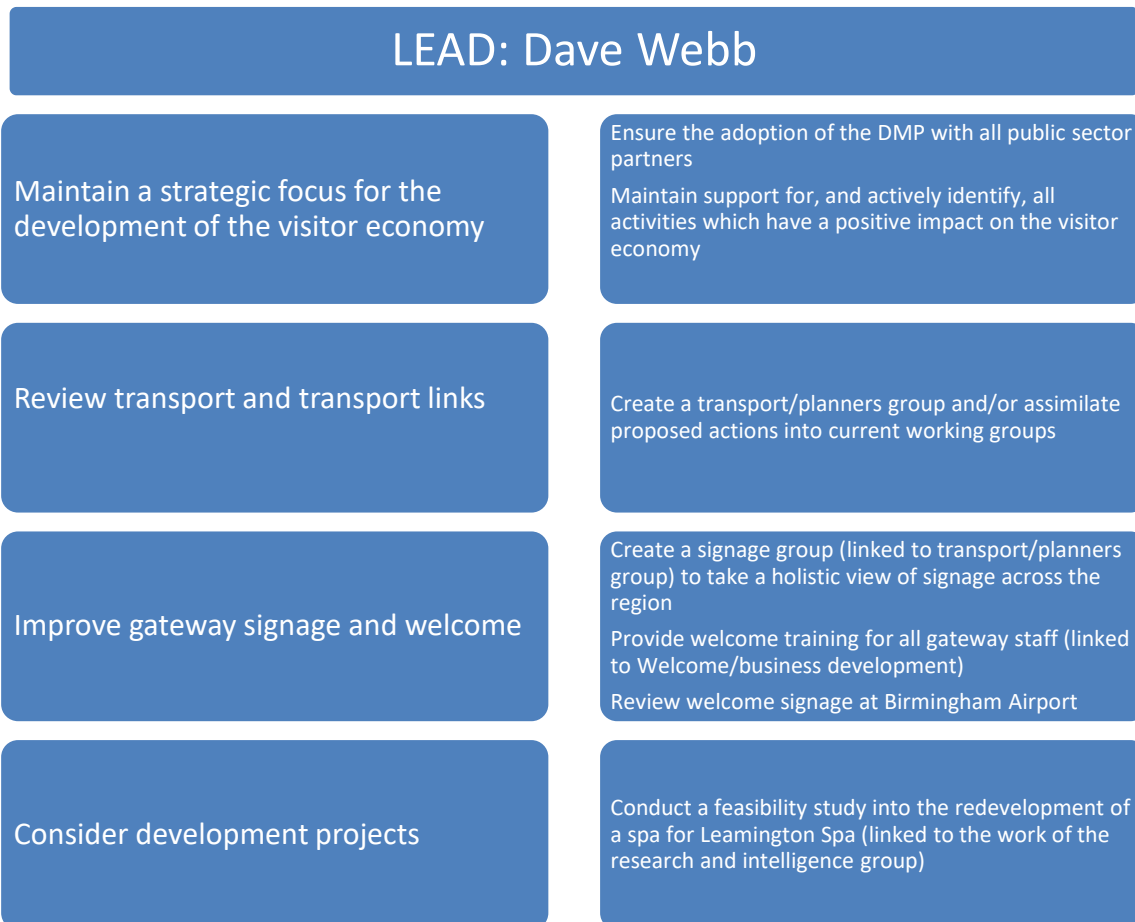
Review accommodation needs/potential across the CWLEP region

Scope opportunities in new markets
Use evidence base to be clear about new markets and their potential

•Scope opportunities to develop business tourism

PRIORITY TWO: Destination (infrastructure) development

In terms of physical destination development, this priority provides the focus for key infrastructure development opportunities (from signage to scoping new developments) and the strategic direction and connectivity required to implement the identified needs.



PRIORITY THREE: Communication and profile

This priority focuses on the need for Shakespeare’s England region to better communicate its location and wider offer, pinpointing its position in the UK and its profile as a destination of international importance. It provides opportunities for closer joint working on digital platforms and focused, joined up branding.



PRIORITY FOUR: Product (soft) development

Opportunities for product development have been identified and products have been developed; this priority outlines the key actions needed to develop new products and offers to attract new markets and extend the dwell time/return propensity of existing visitors.

LEAD: Helen Peters and Debbie Beardall

Maximise the cultural economy and the value of culture to the region

Develop the theme of creativity across the region
Use major events in 2021 and 2022 as a catalyst to highlight

Profile and promote anniversaries and major events and festivals

Set up a shared platform for collating event information and market to visitors and potential visitors

Develop opportunities for joint promotions and ticketing

Promote Explorer Pass by Shakespeare's England
Expand joint attraction and hotel package option

Develop packages/itineraries for tour companies

Active Involvement in 4 VE Discover England Fund projects
Extend and build on DEF projects post completion

Improve product knowledge of providers

Develop Ambassador Tours accross region
Expand use of SE Trade Pass accross region

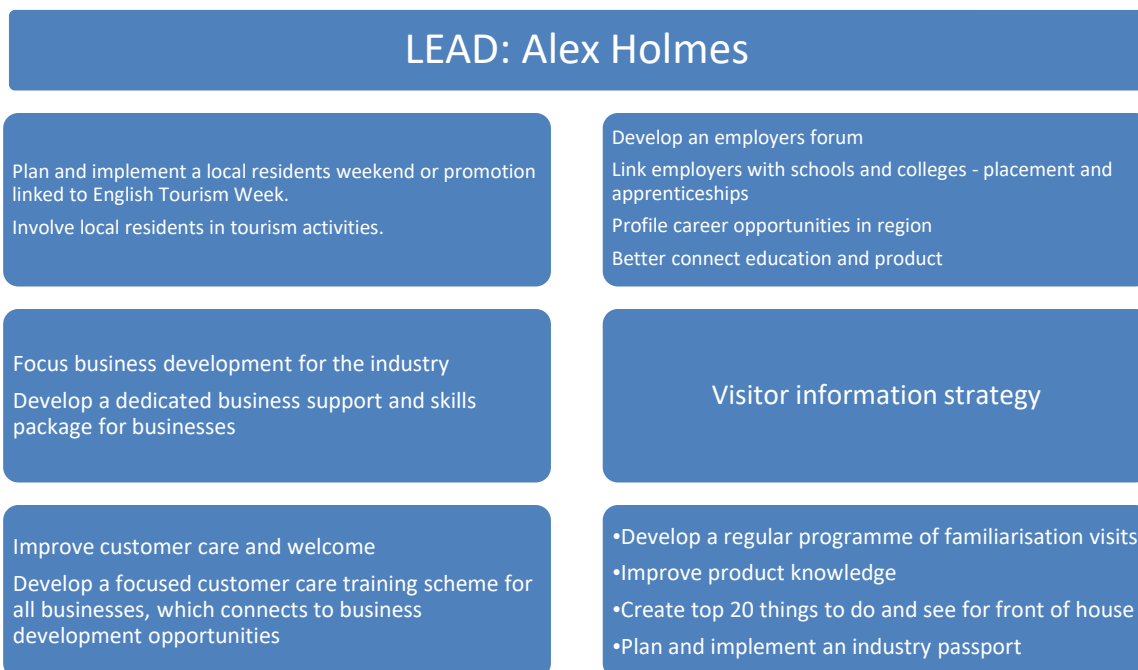
Develop opportunities for local resident involvement and advocacy in visitor economy

Develop local residents promotion to encourage visits and raise awareness in conjunction with ETW

PRIORITY FIVE: Skills, education, welcome and visitor experience

The development of careers and people working in the industry has been identified as a priority – the actions in this area will focus on skills, business development, apprenticeships and better working relationships between employers and education.

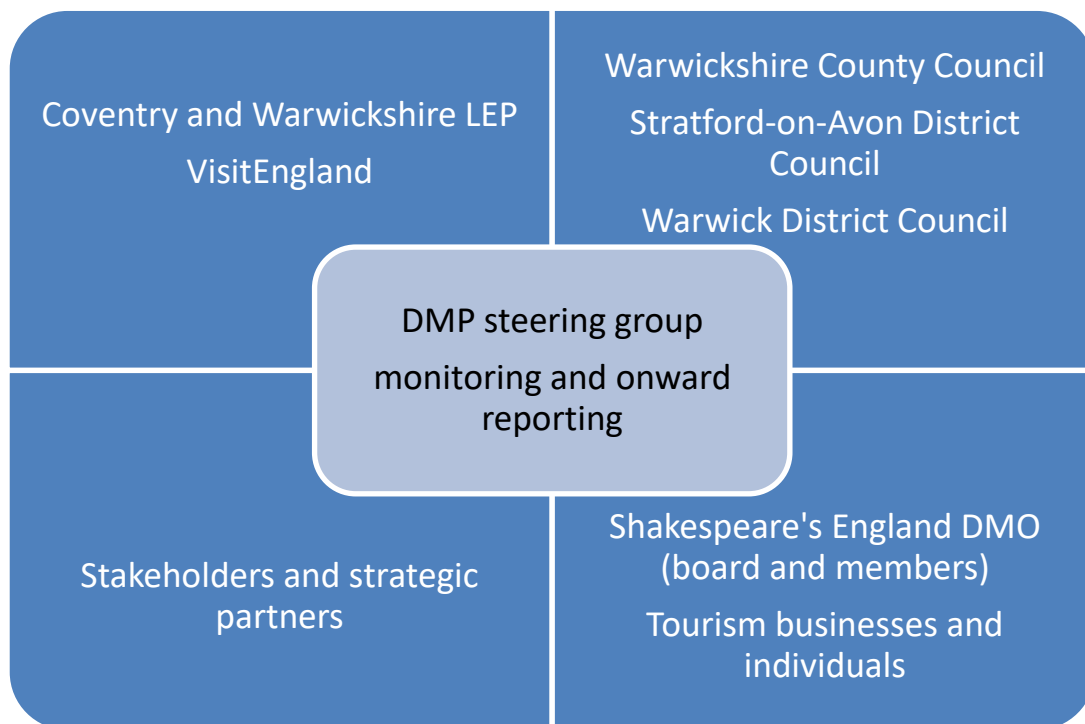
There is an identified need to improve the welcome provided to visitors, from on-line information at the start of their journey to the overall experience they have in the region during their stay. This would include the welcome from businesses and local residents alike to joint-tickets, packages and special promotions. This priority focuses efforts around this theme.



ANNEX ONE: PRIORITIES AND ACTIONS – A FRAMEWORK FOR ACTION

The following section outlines a **framework** for action under each priority. These actions will be formalised by the relevant action group, and monitored/measured by the identified leads. The outcomes will be reported via the DMP steering group to the identified strategic partners and business groups, using the model outlined and described:

The DMP steering group will chaired by Philippa Rawlinson, (Director of Operations and Marketing, The Shakespeare Birthplace Trust) philippa.rawlinson@shakespeare.org.uk



PRIORITY ONE: Evidence and market intelligence

This priority underpins much of understanding of the destination, where we are and what our opportunities are. It also outlines how we decide what markets provide our best opportunities to increase volume and value of visitors.

ACTION	PROJECT/DETAIL	LEAD
The visitor and visitor experience	Benchmark against other regions/UK-wide data Determine the visitor profile Map the visitor offering Understand the visitor experience	SL
The product	Use benchmark data to identify strengths to further harness or areas for improvement. Create a research programme of mapping the available accommodation stock across the SE region. Commission a feasibility study to review the type and quality of existing accommodation along with consumer trends/demand. Utilise the feasibility to determine: <ol style="list-style-type: none"> 1. Regional inward investment strategy for hotel providers; and 2. Education potential for existing accommodation providers on opportunities for growth; Identify: attraction/cultural/leisure/event/outside spaces/retail heat maps <i>(**This study could possibly cover the entire CWLEP boundary and be a wider project)</i>	LEP / SL
Business Tourism	Scope new opportunities to develop Business tourism, which includes the incentive travel sector, and leads to a clear business tourism strategy for the region. Understand the existing MICE offering for business tourists.	SL
New market development	Identify new and emerging markets and explore potential for visitor growth opportunities within them.	SL
Record intelligence in	Develop further research programme:	SL

<p>relation to the economic impact of the visitor economy</p>	<ol style="list-style-type: none"> 1. Business Performance – quarterly online member survey 2. Volume & Value – an annual report in line with TEIA enabling comparison annually and to national benchmarks 3. Attractions & Hotels – continuous member and customer feedback with quarterly reports 4. Market Review – bi-annual desk research review of the market <p>Use data from DMO research programme to benchmark against the QES data collated on a regional level. Utilise knowledge and approach from the DMO Research Programme to define and inform a DMP-wide Research Programme. This may necessitate a mapping exercise between the 2 respective research programmes. Once finalised, funding will need to be sought from relevant partners.</p>	
<p>Sharing knowledge and expert commentary</p>	<p>Use data from DMO research programme to benchmark against the QES data collated on a regional level. This will provide a comparison on how the tourism sector performs against others within the region.</p> <p>To create a clear plan for the dissemination and communication of data and information to support the needs of the DMP, its partners and SE.</p> <p>Create and share annual strategies (in line with calendar year) on:</p> <ol style="list-style-type: none"> 1. Leisure tourism 2. Business tourism 	<p>SL / HP</p>
<p>Carry out ad-hoc research projects as determined by other DMP leads.</p>	<p>Utilise knowledge and approach from the DMO Research Programme to define and inform a DMP-wide Research Programme. This may necessitate a mapping exercise between the 2 respective research programmes. Once finalised, funding will need to be sought from relevant partners.</p>	<p>SL / KR</p>

PRIORITY TWO: Destination (infrastructure) development

In terms of physical destination development, this priority provides the focus for key infrastructure development opportunities (from signage to scoping new developments) and the strategic direction and connectivity required to implement the identified needs.

ACTION	PROJECT/DETAIL	LEAD
Strategic focus for the development of the Visitor Economy	<p>Ensure adoption and relevance of the DMP and its use as a framework for visitor economy development in the region; considering implications and impact of developments the visitor economy.</p> <p>Ensure all local government partners support activities which will have a positive impact on the visitor economy</p>	
Review transport and transport links, to the region and across the region	<p>Make and maintain connections with all planners/transport groups led by the local authorities, and particularly consider key issues raised in relation to transport:</p> <ul style="list-style-type: none"> ▪ Review public transport routes in and to the region ▪ Better traffic management systems in the main towns, particularly Stratford-upon-Avon and the need for a ring road ▪ Direct train from NEC/Birmingham Airport to Stratford-upon-Avon, and a fast train from Birmingham for the day visitor market. ▪ Direct train between London/Stratford-upon-Avon ▪ Develop safer cycling routes around the towns, and work to attract cyclists ▪ Review transport options to key employment hubs and for staff working in the industry. ▪ Improve promotion for park and ride scheme 	
Improve gateway welcome and signage	<p>Make and maintain connections with all bodies involved in signs and signage to take a holistic view of signage across the region, and particularly review welcome signage and brown signage.</p> <p>Seek to develop a shared TOR for signage which includes:</p> <ul style="list-style-type: none"> ▪ A joined up signage strategy for Shakespeare's England region, to include welcome and brown signage which will 	

	<p>result in consistent signage, both welcome, directional (from spine roads) and in destination</p> <ul style="list-style-type: none"> ▪ Station improvement to reflect the brand, and clear signage to relevant town. Consider developing a 'friends of' community scheme with local stations to improve welcome (floral baskets etc.) and tourist information point or information board on arrival. ▪ Make more of the gateway opportunities to profile location and offer through consistent welcome signs (picture signs) - Pinpoint location on maps and signs ▪ Develop maps and clear information at entrance points and in key towns, including stations and improved signage and information at terminus stations and feeder stations. ▪ Ensure clarity in welcome signage (How do you know you are there (links to signage and consistent street scene, branding)) 	
<p>Redevelop a Spa in Royal Leamington Spa</p>	<p>Key project to conduct a feasibility study into the redevelopment of the 'spa' for Royal Leamington Spa.</p>	

PRIORITY THREE: Communication and profile

This priority defines a shared Shakespeare’s England vision, mission, positioning, purpose, values and message hierarchy to ensure all marketing communications reflect the destination and brand.

It focuses on the need for Shakespeare’s England region to better communicate its location, breadth of offer and its profile as a destination of international importance. It encourages closer partnership working between members and third party organisations and ensures a commercial focus on selling bookable product.

ACTION	PROJECT/DETAIL	LEAD
Embed the Brand DNA	<p>Ensure the below are consistently delivered through all marketing communications.</p> <p>Vision / What – To ensure Shakespeare’s England is a thriving visitor destination with national and international appeal.</p> <p>Mission / How – We will attract visitors domestically and from all over the world, to Warwickshire and the surrounding area.</p> <p>Purpose / Why – To inspire travellers with the unexpected treasures of Warwickshire.</p> <p>Positioning – Storyteller. All the world is our stage!</p> <p>Brand Values</p> <ul style="list-style-type: none"> ▪ Credible – <i>world class cultural sites and attractions</i> ▪ Welcoming – <i>open to everyone from everywhere</i> ▪ Captivating – <i>telling great stories in a thoroughly modern way</i> ▪ Discovery – <i>unexpected treasures around every corner</i> 	
Communicate the destination location message	Ensure the agreed Shakespeare’s England Message Hierarchy is followed in all marketing communications.	
Communicate the destination breadth of offer	<p>Ensure the 4 hero product themes below are communicated.</p> <ol style="list-style-type: none"> 1. Literature 	

message	<p>2. Heritage and Culture</p> <p>3. Local Produce</p> <p>4. Outdoor Activities</p>	
Drive Visitor Pass sales and Short Break Stays	Develop and implement a structured marketing campaign to deliver agreed Visitor Pass and Short Break (Play, Stay & Explore) sales targets.	
Co-ordinate industry marketing activities	<p>Share insight and co-ordinate activities for the benefit of the region.</p> <p>This should include, but is not limited to; sharing research, trading insights, digital / social media activity, events, media planning and PR.</p>	
Develop joint promotions and partnerships	<p>Actively support joint working with industry and regional tourism organisations.</p> <ul style="list-style-type: none"> ▪ Waterways & Canals Bid ▪ English Heritage Cities Bid ▪ London & Cultural England Bid ▪ England's Heartland (Gateway Campaign) ▪ Culture Coventry ▪ Commonwealth Games 2022 	
Enhance the corporate profile of the visitor economy	<p>Actively promote the work of key partners within the visitor economy and activities delivered in respect of the DMP to the industry, public and private sector business leaders.</p> <ul style="list-style-type: none"> ▪ Issue regular co-ordinated business and performance updates stakeholders via all communication routes ▪ Ensure Shakespeare's England (team, board members and DMP steering group) are engaged with third party organisations and that they actively promote key successes and outcomes 	

PRIORITY FOUR: Product (soft) development

Opportunities for product development have been identified; this priority outlines the key actions needed to develop new products and offers to attract new markets and extend the dwell time/return propensity of existing visitors.

ACTION	PROJECT/DETAIL	LEAD
Maximise the cultural economy and the value of culture to the region	Work closely with CWLEP, Coventry City Council and WMGC to ensure DMP region receives maximum exposure during forthcoming high profile events, most importantly City of Culture 2021 and Commonwealth Games 2022.	HP / DB
Profile and promote anniversaries and major events, and improve events and festivals information and promotion	Set up means to collate DMP regions' events, festivals, etc. information. Develop strategy to communicate this information to visitors and potential visitors working with Priority 3.	HP / DB
Developing packages/itineraries for tour companies	Working with VE on 4 Discover England Fund Projects that SE is included in (2017-2019). To be marketed by SE, participating attractions as well as by VE/VB. Further review and develop these itineraries/packages post 2019 to include new attractions and make improvements	HP / DB
Develop opportunities for joint promotions and ticketing	Working with Priority 3, develop a strategy to market and sell the Explorer Pass. Continue to develop attraction/packages such as Stay, Play & Explore	HP / DB
Make recommendations to improve visitor offer	Using insight from Priority 1 identify gaps, requirements and areas for improvement in the visitor offer. Use this intelligence to communicate issues to partners and work together to create solutions	HP / DB
Improve product knowledge across the visitor economy with providers	Working with Stratforward's Town Hosts Ambassador Tours and other similar best practice schemes already in place in DMP region, develop a programme of familiarisation visits to all key attractions and events for all visitor facing staff. Using the existing SE Trade Pass, allowing free familiarisation visits for DMO members to DMO attractions, plan to extend its use and	HP / DB

	<p>acceptance across the DMP region.</p> <p>Create a top 20 must do list for all hotels/front house staff to refer to</p>	
<p>Develop opportunities for local resident involvement in the visitor economy, consider volunteer and champions programmes</p>	<p>Develop and implement a local resident's weekend or promotion, which will encourage local people to visit local attractions and increase their awareness of what is on offer (for VFR development) – to coincide with English Tourism Week 2019.</p>	<p>HP / DB</p>

PRIORITY FIVE: Skills, education, welcome and visitor experience

The development of careers and people working in the industry has been identified as a priority – the actions in this area will focus on skills, business development, apprenticeships and better working relationships between employers and education. There is an identified need to improve the welcome provided to visitors.

ACTION	PROJECT/DETAIL	LEAD
Implement the Hospitality Means Business project	<p>Link employers with schools/colleges in discussion about needs – placement and apprenticeship and future employment. This should include Stratford College, Warwick University, Coventry University, Warwick school, Warwickshire College and others</p> <p>Profile career/employment/skills opportunities in the region – from universities to apprenticeships</p> <p>Ensure a better understanding of how education connects to the product and to servicing the product.</p>	MM
Improve customer care and welcome (particularly gateway welcome training)	<p>Develop a focused customer care training scheme for all businesses in the region, which focuses on welcome and customer service improvements, linked to key touch points. Connected to overall business development action</p> <p>Provide welcome training for all station staff (bus and train) – see welcome/business development section.</p>	AH
Business Development for the tourism industry	<p>Dedicated business support and skills packages for businesses. This should include:</p> <ul style="list-style-type: none"> ▪ Service, welcome and customer care; accreditation scheme and badge across region similar to ‘world host’ ▪ Business development opportunities (business profitability improvement) ▪ Business planning ▪ Contingency planning ▪ HR, Law and H&S procedures ▪ Social media, digital and marketing training and development 	AH / HP

	<i>*this project can potentially cover the wider CWLEP area</i>	
Visitor information strategy	<p>Work with the LEP to commission a comprehensive visitor information strategy to review the needs for visitor information across the region and to consider joined up working, new technologies and management structures for delivery, and which particularly considers:</p> <ul style="list-style-type: none"> ▪ TICs and visitor information services ▪ Digital opportunities ▪ Partnership opportunities ▪ In destination visitor information <p><i>*this action should link to the work of the signage group and visitor welcome activity</i></p>	DW / AH /SL