

**WARWICK DISTRICT TOURISM STRATEGY
2012/13 ACTION PLAN**

A. Marketing the destination to deliver sustainable growth

Ref	Action	Rationale	Target/success criteria		Progress
A1	<p>Agree a Destination Management Organisation structure and appoint a Destination Manager to develop a medium term marketing strategy for Warwick District. If necessary, in advance of DMO implementation, utilise the TISG to develop a short term plan that targets:</p> <ol style="list-style-type: none"> 1. Day visitors 2. UK short breaks 3. Overseas visitors 4. Business tourism 	Ensure coherent plan for marketing	<p>2013 Marketing Plan to be in place by July 2012</p> <p>Destination Management Organisation in place by Dec 2012</p>		<p>Marketing Audit complete</p> <p>Joint Place Brand Place with Stratford – Shakespeare’s England (subject to approval from partners)</p> <p>Discover Warwick – domestic area marketing</p> <p>Overseas targeting (eg: China/Japan) seek to work with Cotswolds/Oxfordshire</p> <p>Part of English Heritage Cities - USA</p> <p>Coventry and Warwickshire Conferences</p> <p>Warwick – strong heritage brand. Sublime RLS – strong with cosmopolitans</p> <p>Subject to DMO work & delivery</p>
A2	Integrate town centre promotions and inward investment marketing	To create a sense of place and coherent message	Revised inward investment promotional material by September 2012		Revised Inward Investment Material being developed for BCSC Conference (September)
A3	Rationalise print and websites to present a single, cohesive	To create a sense of place and coherent	By April 2013		Web tenders developed.

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	proposition for the area which has the backing of all private and public partners	message			Stratford offered use of their website as alternative platform.
A4	Targeted distribution of an A4 guide to sell the destination, featuring all key attractions and an accommodation listing	Main fulfilment piece for domestic short break market.	Effective distribution of 10,000 guides by March 2013		Accommodation Guide developed – final sign off shortly
A5	Publish e-brochure (online version of A4)	Cost-effective way of extending reach	20,000 page views/downloads		Awaiting web development
A6	Build interim Discover-Warwick website	Urgent priority for online presence	100,000 unique visitors in year 1		Issues with chosen route. A3 (above) now preferred route.
A7	Produce District Summer Events Guide	Raise awareness of key cultural & sporting events	10,000 distributed		Summer Events Guide Produced. Autumn/Winter Events Guide in preparation
A8	Develop a customer database	To encourage repeat visits	1,000 new contacts by March 2013		Web & partners will be main route for gathering data. Purchase of 'starter' database a possibility
A9	Print and distribute town guides/leaflets to assist in way finding, promotion.	To reinforce key attributes & messages by town	50,000 distributed for each town		Leamington: co-funding with BID Leamington Kenilworth K leaflet: Done Warwick: leaflets done.
A10	Gather market intelligence – 2011 Economic Impact Study	Understand the economic impact of Tourism	Completed by May 2012		WCC not running 2011 EIS – WDC talking to Coventry about inclusion in theirs
A11	Send E-newsletters to local tourism contacts database	Improve industry liaison/engagement	Monthly e-news		On hold pending news re: DMO & product

Ref	Action	Rationale	Target/success criteria		Progress
					development
A12	Communicate VE/VB marketing opportunities to local trade	Economies of scale Marketing reach	Monthly e-news		As above
A13	Support tourism network events: (Hoteliers, B&B/Guest Houses, and attractions)	Industry coordination	3 events per sector		September – first event

B. Place shaping: to create a distinctive destination experience

Ref	Action	Rationale	Target/success criteria		
B1	Integrate “place shaping” into Jobs, Skills and Economy Delivery Plan to enhance the distinctiveness of the District’s visitor offer and target investment which strengthens the District’s unique “sense of place”	Creating a distinctive visitor offer which differentiates Warwick District from other destinations.	Delivery Plan finalised as per Local Plan timetable		JSE delivery plan under development. Investment targeting already underway with key partners and TCDOs
B3	Build on local events and festivals to reinforce Warwick’s identity as a Festival Town	Play to key strengths & financially support key festivals: Warwick Folk Festival, Warwick Words	Agree annual event programme and monitor numbers/satisfaction levels		Warwick FF supported. Warwick Words Supported Other events supported through TCDOs (eg: Thai Festival, Classic Car Rally) and Arts Officers
B4	Develop town centre management initiatives which	To support each town’s development	Annual programme co-		TCDOs reconsidering each town management initiative

	celebrate local distinctiveness	& reinforce its USP.	ordinated through TCMs		set up
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C: Business engagement: to strengthen industry-led co-ordination and advocacy

Ref	Action	Rationale	Target/success criteria		
C1	Establish a Tourism Industry Steering Group for the district	Follows best practice that an industry led group should be industry supported	Completed		Done. Work to widen group and engagement underway.
C2	Carry out an options appraisal with the Warwick District Tourism Industry Group to develop an organisational model for a sustainable private sector led DMO for Warwick District	Mirrors the work of the Stratford District Tourism Steering Group and will enable an assessment as to whether there are any areas of commonality for joint working	DMO structure in place for Dec 2012		Underway.
C3	Appoint a local industry champion to lead the implementation of a 3-year Destination Management Plan co-ordinating and focusing the work of all key partners	Industry to represent the tourism industry	Completed		Tim Harrison Jones, GM of Warwick Castle as champion. Good level of input and challenge. Key to delivering DMO.
C4	Exploit town centre partnerships and BIDs to engage local tourism businesses and encourage the	To build strong local networks that will support the towns, the wider tourism	Separate stakeholder groups in place for each town by July 2012		Not yet complete. First engagement will be Autumn 2012 as part of DMO process.

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	formation of peer support networks and tourism associations	initiative and each other.			
C5	Work with CWLEP and other partners to support the development of key skills needed by tourism businesses and to promote tourism as a career	Key areas of work such as skills development is best co-ordinated and driven at a sub-regional level	Engagement with employers to agree what is needed by Dec 2012		Part of JSE delivery plan. Joint work with college as part of visitor services review

D: Visitor Services: to enhance the quality of visitor information and welcome

Ref	Action	Rationale	Target/success criteria		
D1	Complete options appraisal with Visitor Services Review Working Group to ensure the right mix of information services, taking account of new business models and alternative delivery channels.	To ensure the most cost effective delivery of visitor services within the district & to challenge current methods of delivery	Recommendations to March 2012 Executive Implementation through 2012/13		September Executive decision
D2	Review the tourism budget to recognise the importance of Warwick as the District's premier visitor information hub	Warwick is one of Visit England's 39 "attract brands" and draws a wide range of visitors	Proposals to March 2012 Executive Review for 2012/13 budget setting		As above
D4	Co-ordinate local visitor	To devolve	Ongoing		On-going. TC initiatives will

	management projects through Town Centre Management and BID initiatives	ownership to the most appropriate level & keep industry buy-in			evolve. Areas of work: Web development, way finding, app development and leaflets .
D5	Extend visitor information services by working with local tourism operators	To ensure visitor services are as widely accessible to visitors & to extend their reach beyond the two TICs	Ongoing and part of D1 above		As above D1

Key:		
BID:	Business Improvement District	
CWLEP:	Coventry and Warwickshire Local Enterprise Partnership	
DMO:	Destination Management Organisation	
LAs:	Local Authorities	
TCMs:	Town Centre Managers	
TISG:	Warwick District Tourism Industry Steering Group (representatives of the tourism industry)	
VB:	Visit Britain	
VE:	Visit England	
Warwicks College:	Warwickshire College	
WCC:	Warwickshire County Council	
WDC:	Warwick District Council	
WTC:	Warwick Town Council	