

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

A. Marketing the destination to deliver sustainable growth

Ref	Action	Rationale	Target/success criteria
A1	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: <ol style="list-style-type: none"> 1. Day visitors 2. UK short breaks 3. Overseas visitors 4. Business tourism 	Ensure coherent plan for marketing	2013 Marketing Plan to be in place by July 2012 Destination Management Organisation in place by Dec 2012
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
A3	Rationalise print and websites to present a single, cohesive proposition for the area which has the backing of all private and public partners	To create a sense of place and coherent message	By April 2013
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
A5	Publish e-brochure (online version of A4)	Cost-effective way of extending reach	20,000 page views/downloads
A6	Build interim Discover-Warwick website	Urgent priority for online presence	100,000 unique visitors in year 1
A7	Produce District Summer Events Guide	Raise awareness of key cultural & sporting events	10,000 distributed
A8	Develop a customer database	To encourage repeat visits	1,000 new contacts by March

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			2013
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
A10	Gather market intelligence – 2011 Economic Impact Study	Understand the economic impact of Tourism	Completed by May 2012
A11	Send E-newsletters to local tourism contacts database	Improve industry liaison/engagement	Monthly e-news
A12	Communicate VE/VB marketing opportunities to local trade	Economies of scale Marketing reach	Monthly e-news
A13	Support tourism network events: (Hoteliers, B&B/Guest Houses, and attractions)	Industry coordination	3 events per sector

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
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
B4	Develop town centre management initiatives which celebrate local distinctiveness	To support each towns development & reinforce its USP.	Annual programme co-ordinated through TCMs

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
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
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
C4	Exploit town centre partnerships and BIDs to engage local tourism businesses and encourage the formation of peer support networks and tourism associations	To build strong local networks that will support the towns, the wider tourism initiative and each other.	Separate stakeholder groups in place for each town by July 2012
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

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
D2	Review the tourism budget to recognise the importance of Warwick as the District's premier visitor information hub	Warwick is one of Visit Englands 39 "attract brands" and draws a wide range of visitors	Proposals to March 2012 Executive Review for 2012/13 budget setting
D4	Co-ordinate local visitor management projects through Town Centre Management and BID initiatives	To devolve ownership to the most appropriate level & keep industry buy-in	Ongoing
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

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