

Leamington Action Plan

Following the audits and workshop below are the suggested actions, Leamington consider undertaking within the next 18 months - 2 years. These are not designed to be "set in stone" and should be flexible as time and needs move on. Deadlines and responsibilities have been purposefully left blank to allow that flexibility.

All actions listed here are important and desired by stakeholders in Leamington, however there is always a competition for resources and time. Therefore each action is given a priority rating to help assess which are vital if resources become stretched. *** denotes the highest priority.

A few specific notes on delivery of specific actions are included at the end of the document

Priority 1 - Direction and coordination

Project	Description	Priority	Deadline	Cost	Responsibility
1.1	Understanding Leamington				
1.1.1	Compile a product audit of the destination's assets, so that everyone knows what Leamington has to offer Section 4 pages 5-8 of COOL toolkit has tips	***		Low	
1.1.2	Alongside the audit build full contacts database. Encourage opt in so this data can be shared amongst stakeholders	***		Low	
1.1.3	Compile an audit of destination marketing materials within the destination catchment area (websites & leaflets etc) - who publishes / what they say etc	***		Low	
1.2	Understand the Audience				
1.2.1	Collate data and insight from Leamington Stakeholders to build a more solid picture of who the key visitor groups are and their behaviours	***		Low	
1.2.2	Using the data look through Section1 page 19-25 of COOL toolkit to profile the audiences and complete an audience map elaborating on the needs and the values and messages Leamington should be communicating to each	***		Low	
1.2.3	Consider simple focus groups/qualitative surveys with key audience segments to ascertain needs, motivations and awareness of Leamington	**		Low-Med	

1.2.4	Undertake a footfall survey throughout the town centre, establishing key dwell points, preferred user routes and flows	**		Med
1.2.5	Consider a 200 sample visitor survey to gain solid firsthand data on perceptions and behaviour within the destination	**		Med
1.3	Coordinating activity			
1.3.1	Create/build an overarching steering group to own this action plan, to monitor progress and oversee the various delivery bodies etc. Should be based around BID and WDC but have wider membership from stakeholders as well (10 members max is workable). Pages 14-18 Section 3 of the COOL Toolkit has some tips if needed	***		Low
1.3.2	Make an initial approach to all stakeholders in Leamington and surrounding area, informing them of the completion of the audits/identity and new plans for activity - engage them in delivery of actions where possible	***		Low
1.3.3	Use email newsletter to send a quarterly B2B update on activity and show results/impacts	***		Low
1.3.4	Develop twice yearly networking events for wider stakeholders to network and interact face-to-face. Invite key local experts to speak on aspects of Leamington to help familiarise with facets of the destination	**		Low-Med
1.3.5	Encourage familiarisation trips between businesses to improve local knowledge and interaction	**		Low
1.3.6	Develop local awards for stakeholders; in particular consider customer service and quality of welcome as well as community involvement and environmental preservation.	*		Med
1.4	Ongoing Measurement			
1.4.1	Repeat mystery visit/marketing assessments on a regular basis (say annual intervals). See note below	***		Low
1.4.2	Develop a standard form for use by local businesses and event organisers to encourage visitor feedback	***		Low
1.4.3	Set up a method to collate and share ongoing occupancy, visitor numbers, visitor demographics results from businesses	***		Low
1.4.4	Undertake business surveys to benchmark performance/measure success	***		Low

Priority 2 - Strengthening and balancing marketing of the destination

Project	Description	Priority	Deadline	Cost	Responsibility
2.1	Spread usage of the brand				
2.1.1	Create a brand toolkit for others to use. Include sample copy (various uses), image library, visual style guide, tone of voice and experience examples, notes on audiences etc see note below	***		Low	
2.1.2	Clarify the usage of Leamington sub-brands e.g. Love Leam, decide who, what and where it is used and create a short guidance document as part of the brand toolkit to share with others encouraging consistency.	***		Low	
2.1.3	Undertake a dedicated campaign via email, social media, networking events etc to re-launch the brand, showcase how to use it and encourage take-up by Leamington stakeholders	***		Low	
2.1.4	Review business take-up of the brand identity after 6 months -if low then ask if further support etc required	***		Low	
2.1.5	Visitor focus groups to assess recognition and response to brand identity	*		Low-Med	
2.2	Website Improvements				
2.2.1	Using info gained in priority 1 above, plan visitor journeys through the website - entry points, vital information, useful information, calls to action etc Section 2 pages 13-15 of COOL toolkit can help	***		Low	
2.2.2	Review current website based on the above, alongside Google Analytics data and plan priority of content and where each should sit to make the journeys as simple as possible	***		Low	
2.2.3	Realign based on the above (e.g. unclutter homepage to ensure important aspects really shine, Move "20 things to do" and "history" into Visiting Section on website, compress some information, ensure outbound links on "places around Leamington" pages, make destination and heritage visible alongside the retail element etc).	***		Med	
2.2.4	Debug and check website regularly; ensure 301 redirects for any renamed or	***		Low	

	moved pages, use w3 link checker to test for broken links etc			
2.2.5	Address site speed issues, consider; compressing images, deleting and removing old news and unused plugins etc, implementing caching plugins (e.g. W3 Total cache), or asynchronous CSS and javascript loaders, using a CDN or service like Cloudflare , or moving the site to a faster server dedicated to Wordpress	***		Med
2.2.6	Make TIC contact information more visible or make that the standard content point for the website (and fix the mail link in the header)	***		Low
2.2.7	Collect all relevant Leamington publications as .pdf files (lightweight enough to view on mobile) and place in single library together on website as central repository for info (e.g. walks guides, parking leaflet, shopping leaflet etc)	***		Low
2.2.8	Review and prioritise SEO based on the audience you desire and new content being written/reviewed for the website. Section 2 pages 17-18 of COOL Toolkit has some good pointers. Focus some effort on non-Leamington keyphrases.	***		Low-Med
2.2.9	Test keyword searches and ensure popular landing pages are optimised as potential front doors (check analytics to see visitor flows and dropoffs)	***		Low
2.3	Links and referrals			
2.3.1	Research and review Leamington content on key 3rd party marketing channels (e.g. Shakespeare's England, VisitEngland, Daysoutwiththekids, VirtualTourist, Visit Coventry & Warwickshire etc etc).	***		Low
2.3.2	Create a pack of sample content, images and clear instructions on linking back and provide/lobby to all third party providers. Consider developing experience or story driven content (Vintage Leamington is a good start) as hooks to get others interested.	***		Low
2.3.3	Continue to monitor 3rd party details going forward, updating as needed and continuing to seek out new avenues to promote the destination	***		Low
2.3.4	Use brand tools (above) to help encourage all businesses to provide visible reciprocal links to the website	***		Low
2.4	Social media			
2.4.1	Plan a yearly social media content calendar in advance so you have a basic	***		Low

	raft of content and things to talk about that covers all the bases of the destination offer.			
2.4.2	Make closer links with Leamington History Society, and use some of their historical articles to broaden social media content	**		Low
2.4.3	Encourage more interaction over social media, competitions / open ended content / user generated content etc	**		Low
2.4.4	Research and seek out "influencers" in specific fields who can help you reach your core audiences. Target these people proactively to gain their support. Tools like Followerwonk can help.	**		Low-Med
2.4.5	Consider reducing the daily post count on Facebook/Twitter for a week or two and test engagement (conversions, shares and likes) by monitoring statistics. Also split test posting times throughout the day.	***		Low
2.4.6	Make Youtube a core part of the social media plan, upload experience showcase videos (ones that point the camera at the potential customers point of view rather than documentary style - a visit to the Pump Rooms from a child's point of view, floating down the Leam on a canoe, getting a spa treatment, taking part in the food festival, sunset drinks outside a picturesque venue etc...	**		Med
2.5	Itineraries & Trails			
2.5.1	Plan a range of themed itineraries interpreting differing facets of Leamington for the visitor. Section 4 pages 19-23 of COOL Toolkit has a step by step guide - do this in a workshop setting with businesses and other local experts. Produce an initial series of 4 - consider; vintage, heritage, romantic, families or similar as the themes. Create as online pdfs and provide to businesses for self printing	***		Low-Med
2.5.2	Research any existing walking trails or self guided experiences and bring together on the website or if possible encourage reprinting in hard copy	***		Low
2.5.3	Develop a children's treasure trail for Leamington - make available online and in self-print hard copy	*		Med
2.5.4	Look into potential of using Geocaching as an experience vehicle (dedicated Leamington caches, incl. offers, prizes and clues etc).	*		Low

Priority 3 - Improving the experience

Project	Description	Priority	Deadline	Cost	Responsibility
3.1	Cleanliness				
3.1.1	Clean gateway signs! Or replace with something reflecting the place (and using the brand)	***		Med	
3.1.2	Increase street cleaning outside of main town centre (the Parade) - especially Old Town and other problem spots (e.g. Chandos St car park)	***		Med	
3.1.3	Work with WCC to look at ways to reduce roadside litter on key approach routes	**		Low-Med	
3.1.4	Develop a centralised reporting and monitoring process for cleanliness (single point of contact with powers and contacts to delegate solutions onward)	***		Low-Med	
3.1.5	Consider running volunteer litter picks (OK to incentivise them - subsidised parking works well) or institute street wardens for specific areas.	**		Low	
3.1.6	Maintain dialogue and pressure on proposals to improve and develop the Old Town	**		Low	
3.1.7	Consider instituting local awards in Leamington - best shop front, best town centre floral display etc (anything to encourage more pride and participation in maintaining the appearance).	*		Med	
3.2	Signage & Wayfinding				
3.2.1	Agree and identify exact points for signage system (e.g. monolith or fingerposts) at junctions of Parade/Warwick St, outside Pump Rooms and junction of Parade/Regent St.	***		Low	
3.2.2	Cost and obtain 3 quotes for design and installation of signage system before opening dialogue with WCC and other essential stakeholders	***		Med-High	

	(easier with all the facts in place)			
3.2.3	Review current fingerposts and revise to avoid duplication (pump rooms/ museum etc) or redundancy (toilets at Packington Place) as well as maintain and repair (broken one at Chandos St carpark).	***		Med-High
3.2.4	Check fingerposts regularly so they are pointing in the right direction	***		Low
3.2.5	Review parking signs and provide long stay/short stay as a differentiator rather than just name of car park	**		Med
3.2.6	Evaluate current provision and cost options for better onward signage from car parks esp. outlying ones	**		Med
3.2.7	Consider way marking specific walking routes around the town with small marker discs or other physical elements	*		Med
3.3	Information & Interpretation			
3.3.1	Create a dedicated Leamington information point at the Royal Priors, showcasing the wider town, stocking publications (if possible) but at minimum an information/interpretational panel	***		Med
3.3.2	Provide information and destination maps at all arrival points (in addition to main car parks): <ul style="list-style-type: none"> — Bus stops — Coach stops — Station 	***		Med
3.3.3	Audit current information provision across the town, identify venues that currently stock publications and others with potential to. Ensure focus is on Leamington and local Warwickshire information	***		Low
3.3.4	Centralise coordination of publication distribution (make businesses responsible for supplying stocks however) and/or arrange regular leaflet drops/exchanges to ensure all easily accessible across the town	***		Low
3.3.5	Amend and current maps to include important info e.g. locations of old town information panels, which streets are retail areas (especially independent shopping hubs)	**		Med
3.3.6	Upgrade old interpretation boards and redesign with Leamington brand. Consider if new sites are needed.	**		Med-High

3.3.7	Cost options of providing out-of-hours information at TiC via screen in window or at other coordinated venues	**		Med
3.3.8	Look into options for creating tear-off map pads or other counter-top/Point of sale information which can be held throughout the destination	**		Med
3.3.9	Work with All Saints Church to improve interpretation inside the building (leaflet, panels etc) - make it a heritage experience	**		Low-Med
3.3.10	Develop "bedroom browser" packs of existing publications and information that can be placed in all accommodation providers	**		Med
3.4	Parking & Facilities			
3.4.1	Continue to lobby/pressure WDC to simplify the parking fee structure and move towards a more consistent model that doesn't require a leaflet to explain	***		Low
3.4.2	Lobby WDC to explore options for card payments for parking throughout the town	***		Low-Med
3.4.3	Lobby WDC to Standardise evening and Sunday parking incentives across town centre carparks	***		Low
3.4.4	Standardise public toilet opening hours across town and consider extending to 8pm in summer	***		Med
3.4.5	Look into options to extend TIC opening hours	***		Med
3.5	Extending the offer			
3.5.1	Investigate and support propositions for the establishment of any kind of Spa experience or business - these should be championed and encouraged to choose Leamington as a base	***		Low
3.5.2	Audit and maintain a current database of all events occurring in Leamington throughout the year (incl contact details)	***		Low
3.5.3	Encourage owners within Leamington to open gardens for NGS days and properties for Heritage open days	***		Low
3.5.4	For each existing key event consider ways of providing an element of experience year-round (self guided trails, bookable experiences etc)	**		Med
3.5.5	Encourage groups and organisations within Leamington to provide	**		Low

	ancillary and supporting activities during key event periods (e.g. food festival) to bolster offer - particularly focussing activities in the 5-7pm timeslot to create animation early evening				
3.5.6	Piggyback events in surrounding and wider areas and create Leamington dedicated content and activities (small scale but using the wider event as a marketing hook).	**		Med	
3.5.7	Explore option for events or animation occurring in and around the Parade in the evening - night markets, sol et lumiere, art at night, ghost walks etc	**		Med	

Notes

Action 1.4.1 - Marketing audits & Mystery Visits

The marketing audit is a dedicated tool designed to critically look at and understand how a destination as a whole is presenting itself to the outside world. Repeating the audit on a regular basis is useful for both assessing change and improvements but also in looking holistically at the place from a visitors perspective. We would recommend completing these annually and the attached proforma outlines the criteria and questions you should look for and attempt to answer.

For scoring we apply the following; A=10 B=6 C=3 D=0, the mark can then be taken up or down at reviewers discretion based on the situation. For example the website fulfils all the key criteria but has some other glaring errors outside the scope of the criteria, it would then be marked down from 10 to say 7, reflecting that it meets the basic points but needs further work.

The mystery visit tool is a widely used snapshot tool to assess en-situ experience for a destination and to audit the details and specifics that make the difference between a great visit and a distinctly average one. Again we would recommend repeating this on an annual basis in multiple locations throughout the destination, and is particularly effective if conducted by someone without thorough knowledge of the place (find some willing volunteers or tourism students to help!). The attached proforma again outlines the criteria and questions you should look for and attempt to answer.

For scoring we apply the following; A=10 B=6 C=3 D=0, the mark can then be taken up or down at reviewers discretion based on the situation. For example the toilets are very clean and all facilities working however signage to them is very poor, it would then be marked down from 10 to say 8, reflecting that it meets the basic points but needs further work.

Action 2.1.1 - Developing a brand toolkit

The story/themes and visual identity essentially cover the basics of what the brand is and help any stakeholder or business to pick it up and use it, however to really encourage them to use as part of their own marketing activities we should consider adding a few other simple tools and resources to make life easier for them by following these steps:

1. Write up the brand using as plain and simple a language as possible (jargon and being overly wordy will put people off) and create as a 2 page pdf file. Include a short introduction explaining what it is, who it is for and how it should be used (an encapsulation of the destination, to be used by all businesses and to provide context and background to their marketing in a consistent manner).
2. Provide the visual identity to make it simple for others to use. Include:
 - a. The logo in web quality formats (jpeg, png etc), including greyscale, colour reversed, with transparent background options at varying sizes (e.g. 200px wide, 500px wide, 1000px wide)
 - b. The logo in print quality formats (jpeg, tiff, eps etc), including greyscale, colour reversed, with transparent background options all at 300dpi in CMYK
 - c. Outline the fonts and typefaces used and how they should be used (which for headings and which for body text)
 - d. Outline the colour palette with RGB, CMYK and Hex data so others can use the exact colours
 - e. Create web buttons and banners of varying sizes that can easily be dropped into businesses websites
3. Draft a few sample introductory pieces of copy for Leamington:
 - a. A longer piece (4 paragraphs maximum) that introduces, explains and describes the place as a whole
 - b. A shorter (1 paragraph long) piece that serves as a quick introduction or elevator pitch
4. Create a few guidelines on how the brand should be implemented:
 - a. Write 3-4 bullet points around tone of voice (how we should talk about Leamington - e.g. friendly, knowledgeable, authoritative?)
 - b. Make suggestions for types of image/video to be used, if not from main image library (emphasise quality above all)
 - c. Encourage usage of the web address wherever possible
 - d. Create tools such as; web buttons, web banners, social media skins etc

5. Provide some specific detail and pointers on the key audiences and how the brand could be tailored and refined to appeal specifically to each. To do so, set up an audience map (see [COOL toolkit section 1 pages 23 & 24](#)). Again don't over think this, it's just a tool to help make the whole brand relevant to the specific people and just requires you to put yourself in their shoes and ask;
 - a. Who are they - their characteristics and behaviours
 - b. What they want - the things that motivate them
 - c. What we have that will specifically appeal to them
 - d. What they will get from us - then benefits and "what's in it for them"
 - e. A few key messages for each (1-2 sentences) that can be used to appeal directly to them and encapsulate the thinking in points a-d
6. Place all this information together somewhere visible and then share with key stakeholders.