Telford & Wrekin, Shropshire
Destination Management Plan 2014-2017

Telford Tourism Partnership

Priority Number	Action	Yr1	Yr 2 & 3	Delivery Partners and Resources	Indicative £Costs Yr1	Performance Indicators
1: Solving the identity crisis – positioning Telford as a credible destination for leisure and business	**Improve the Image and Perceptions of Telford and Wrekin**			ALL		
1.1 **Set up cross-sector Task Group**	▪ Develop agreed suite of **shared images and key messages** accompanying branding - to present the destination as a whole ▪ **Share PR resource** to maximise opportunities and extend the 'reach' of destination stories ▪ Consider re-launching as **Telford-upon-Severn** for leisure markets & to position **geographically** ▪ Use 'Shropshire' as a 'softening agent' locator, 'Telford–Under-Wrekin' for walking, cycling, countryside products/visitor segments ▪ Prepare new photographic portfolio '*The Best of T & W*'… covering wider product for use free of charge ▪ Produce new destination DVD/YouTube/online film for travel trade, inward investment, business partners, LEP,PR, corporate, PCOs & VE/VB link ▪ Positive Testimonials/interesting people from the area/famous achievements Top Ten facts you never knew about Telford & Wrekin	*Photos needed seasonal and calendar-related Spring photo-graphs 2014*		TTP/T & W/education Inward investment Task Group Town Centre Marketing Group T & WC & commercial partners Elected members Universities Colleges Shropshire Photographic Societies		Clarity of AREA OFFER Positive external media coverage Improved perceptions of area and products or both leisure and business tourism Strengthened visibility of visitor economy across other sectors eg Chamber, Inward investment
1.2	▪ Pilot projects to test image & perception actions					

2: Create an integrated marketing and PR plan	Increase the power of promotion through joint resourcing and shared activity Target priority markets and segments e.g. day/staying visitors, group travel					
2.1 **Marketing & PR** **Task & Finish Group**	▪ Ensure Marketing and PR Group avoids parochialism, political interference or vested interest. ▪ Encourage all operators and providers to use **key messages** and imagery and avoid duplication ▪ Integrate approach editorial coverage on and offline ▪ Explore income generation opportunities: new products, website advertising, commercial sponsorship, affinity deals or sponsored media - working with other well known Telford brands e.g. AGA, Golden Bear, Smartwater, Merrythought, HAU, IGMT etc - ring fence for marketing ▪ Help & inform tourism groups in Wellington & Newport on marketing their identities, events & marketing and external funding ▪ Facilitate use of shared quality imagery and clear propositions, across all networks as per above**:** ▪ Leisure Tourism to consider assessment of impact of 2012 & 2013 print in report, then review print v online investment plus imagery, purpose & product ▪ Business Tourism envisages a reduction in print material and a move to marketing activity online • impact assessment in Year 2 of online marketing ▪ Ensure all print is compatible for web and mobile use ▪ Create mobile version of website(s)			TTP IGMT Town Centre Marketing Group NT T &W *Shropshire's Star Attractions* Task & finish group for creation of Plan Working with external professional expertise if possible and funds permit (EU)		Positive 'persona' of T & W and sense of shared identity across visitor economy, inward investment, business, leisure, cultural and education sectors Businesses able to use without charge
2.2 Priority Markets	▪ Use key messages & imagery to target *Discoverers, Traditionals and Cosmopolitans plus High Streets*: across family groups, staying visitors, day visitors, group travel, commercial			Hoteliers Group		Increased member participation/ payment into campaigns

	travel trade • Use a shared template for 'offers' to identified markets and use by PR and marketing media, online and offline. • Co-ordinate advertising in local printed media and online wholesalers (eg Last Minute) to present a **branded, unified, cost effective higher profile offer** at Bank Holidays & other seasonal promotions or joint promotions			Shropshire's Star Attractions Retailers and Town groups where relevant		Plans produced KPI monitoring
2.3 Develop marketing themes, visitor itineraries & Personalised online offers	• Create & promote itineraries/mini-packages and niche offers to promote on and offline. For maximum gain, itineraries and experiences should include both paid for and free experiences and exploit off peak hotel/accommodation availability. E.g *Wellington Literary Festival, Sunnycroft plus accommodation plus IGMT visit plus Shopping centre voucher, or IGMT plus RAF Museum, Town Park and ice rink etc* • Review & develop ways to personalise the messages for target markets eg online itinerary building, 2014/2015 stories, anniversaries and plan for next 3 years using incentives, appropriate events, anniversaries especially re sponsorship etc • Increase personal and user generated content recommendations e.g. 'My Telford & Ironbridge"			Attractions and accommodation providers		Increased weekend occupancy rates in hotels Increased dwell times
2.4 Increase positive awareness of T & W through editorial on and offline	• Generate good stories for media and co-ordinate style functionality of website(s) especially itinerary building, user generated content and key word/theme searching, potential for time-limited PR opportunities e.g. anniversaries, calendar events, festivals, new developments, topical news, TV coverage/ adaptations, national stories, celebrity endorsements and messaging • Use/exploit existing PR by all partners, improve effectiveness and increase investment, including destination PR targeted at business			Work with Shropshire Tourism, Virtual Shropshire, Shropshire's Star Attractions, other attractions, PR opportunities and relevant Council departments and facilities/venues		Take up, conversion to bookings, advertising revenue PR coverage, AEV and PR value. Greater awareness of T&W wider offer

	tourism markets ■ Develop greater impact and synergy with topical news items, calendar events, and more links to T & W products, people and experiences. ■ Encourage greater PR usage, social media, skills amongst membership			Native Monster (MNA) Relevant Social media Google adwords		
2.5 Online and social media	■ Exploit (and develop if need identified) appropriate apps such as the Google "Field trip" app to ensure all tourism businesses benefit from it ■ Explore development of new apps through the cross LEP tourism group with a view to securing EU finding ■ Enable food and drink businesses to exploit Apps such as Gourmet Society, Table Table etc ■ Work with Staffordshire, ensure their maps/websites show the T & W side of boundary visitor facilities, towns/ villages ■ Monitor website data, statistics, effectiveness and impact via *Google Insights* as well as *Google Analytics:* • produce advice for partner action on what's trending/working and send out with e-newsletters to members – valuable member benefit ■ Increase the use of social media especially tweeting of news, events and festivals across the T & W area ■ Produce social media data synopsis (to show what is working best and/or trending) for members to action ■ Add social media/tweet buttons to online articles and events so they can be re-tweeted/facebooked etc ■ Add relevant broadcast quality video to websites, YouTube ct					Web KPIs, visits, views, downloads, brochure requests and bookings 'followers' App users
2.6 Tourist information provision	■ Investigate new opportunities for informal 'gateway' informal tourism information provision including any new sites in towns e.g. retailers, coffee shops, performance venues					

	- Clarify partnership working in the delivery of TIC in Telford Shopping Centre and Ironbridge TIC - Explore opportunity for data sharing - Share and action results of staff feedback on visitor requests - Manage transfer of Telford TIC to Southwater - Facilitate transfer of Town Centre TIC provision to Southwater - Ensure TTP membership engaged - Explore the opportunities available with new technology in the provision of visitor information particularly through the cross LEP tourism group with a view to developing EU funding bids					
2. 6 Create and promote reasons for visitors to stay longer	- Use and promote to key markets across sector specific venues, experiences and itineraries that address bad weather periods, both wet and cold but dry in winter and shoulder periods and also for hot weather scenarios eg waterside options. - Identify best ROI for appropriate extensions of festivals, change dates to maximise inside events or venues or commemorations - Ensure visitors understand the value for time as much as value for money - Ensure front line and partners promote wealth of products to business visitors to increase % of extended stays - Maximise use of local "Heritage Ambassadors" scheme (ACE)					
3: Improve visitor experience through stronger people skills and knowledge	**Match need/demand with Marches LEP skills plan** **Expand membership of TTP**					

		Assess plan resources				
3.1 Identify appropriate solutions for better people skills where needed	• Match needs/demand with Marches LEP Skills Plan to identify relevant training gaps and resourcing • TTP Partners requirements • HoE Attractions Group BIS programme outcomes ▪ Hoteliers Group needs			Universities Colleges Town Teams T & W business support	ERDF	Employability Confident staff Improved experiences for visitors leading to recommendations
3.2 Enable raised management, yield, marketing, technical and customer skills Consider expanding membership of TTP through improved, demand-led and added-value services	▪ Rationale: Expanded membership will create better communications and access to information, product know how and training opportunities leading to better "people" experience for visitors ▪ Review options to continue membership through a cost benefit analysis (CBA) Explore other option of free membership (increased numbers) and paid for services based on ROI and performance data ▪ Actively market membership – streamline and add more benefits to the membership offer e.g. Chamber or College training benefits, access to online performance data research as above, ▪ Promote the membership offer through incentives, reward referrals, PR, peer recommendation, ambassadors, tourism officers and target new business sectors linked to income generation ▪ Explore opportunities to link Meet/Visit with Invest/Experience and create a wider membership scheme					Increased Numbers Increased income Broader sector reach
3.3 Monitor member requirement	▪ Simple online survey of non-members (incentivised) as part of new plan and offer (year 2)			Set up and Implement via HE projects		Create baseline online of numbers to target p.a
3.4 Measure T & W destination quality performance	▪ Set up mystery shopper programme to benchmark experience and feedback			Destination UK model Potential business sponsors		Set benchmark baseline for monitoring improvment
3.5 Taxi training	▪ Taxi Training linked to licensing – to improve knowledge of area, pride in job & much needed professional pride and presentation of service ▪ Set up pilot first			T & W Licensing Dept And Shropshire Council – joint scheme		Improved visitor experience especially Upskilled workforce Greater knowledge & recommendation

3.6 Exploit events through people skills	▪ Generate more business from all major events in area (where incoming visitors attend) through excellent frontline product knowledge			TTP Business Tourism	
3.7 Better Business	▪ Business skills improvement eg yield management, customer relations, management skills etc			Universities Chamber T & W Business Support	Increased yield
3.8 Welcome to Telford	▪ Customer Service skills programme – leisure/business ▪ in particular to support "Telford Convention Town" priority below through resident and employees *welcome* training ▪ Learn from HoE Attractions employability skills pilot (BIS)			New College Hospitality Training Centre TSE TCAT – training & hospitality Use Manchester Commonwealth Games model Global Host Shopping Centre	£xx	Improved satisfaction ratings Trip Advisor ratings Civic pride Sustained customer service standards bespoke to area
3.9 Partner Card Option	▪ Consider incentivised 'partner card' options e.g. *Telford & Ironbridge Card* for businesses to be able to visit colleague attractions, available as a result of joining tourism association (link to member benefits packages at 3.2) and/or attending "*Know Your Place*" knowledge programme ▪ Consider options for Delegate Card and for Business Visitors and/or Group Travel markets			TTP members IGMT Ironbridge International Institute of Cultural Heritage Shropshire Tourism	£x	Confident staff Customer value Recommendation Education value Improved Civic Pride
3.10	▪ Enable affiliation to relevant quality marques, e.g. AIM for business, VAQAS for attractions, World Host etc			T & W tourism		Increased quality standards retention
3.11 Awards Scheme	▪ Retain and grow newly launched Tourism Awards across Shropshire & Telford ▪ Facilitate and encourage entries ▪ Support winners to go forward to national awards ▪ Board members to enter and encourage other sector business engagement in the awards			Tourism Team, TCAT, Shropshire Star and Hotelier Group B & B providers		Greater sector ambition & cohesion Greater external awareness of product and area Increased intra-sector benchmarking
4: Improve visitor experience through product development	**Improve the visitor economy through existing partnerships**					

4.1 Support and inform Visitor Economy remit within existing partnerships	▪ Use existing structures in market towns, e.g Wellington & Newport 'Town Teams' Tourism Plans and other groups to integrate effort and avoid duplication ▪ Integrate independent retailers into visitor economy ▪ All sectors to feed back requirements in relevant visitor management, infrastructure, environment, visitor services and identify shared needs , e.g. research, and operate a **'clash calendar'** to maximise events in area eg carnivals, festivals, events so that online What's On is rich and inviting etc ▪ Improve signposting and wayfinding plan in particular relating to public transport: Telford Central, Wellington stations ▪ Remove out of date/damaged information posts from within the destination ▪ Farmers/Markets promotion – distinguish the offer and cross sell with visitor economy			e.g. Town councils, Local Agenda 21 groups, Festival Groups and arts and heritage groups Walkers Are Welcome", "In Bloom" groups, carnival and event groups etc:	£0	Levels of new participation Impact of activities on towns Resilience of retailers, accommodation etc Increasing length of stay Improved residents experience and environs
4.2 Product and access Incremental improvements, shared resources	▪ Support Ironbridge town/WHS revitalisation programme ▪ Press for better mobile signal across T & W but especially in the Gorge. ▪ Progress better broadband roll out across T & W ▪ Encourage more venues to offer free WiFi to customers/visitors across the district ▪ Public realm improvements through planning eg. signage audits, disability needs Consider range of **public realm joint needs:** · E.g. sustainable floral schemes/joint purchase schemes for festivals & events · Cleanliness of overall destination, roadside and town centre, e.g. contract with SGCT or IGMT to clean up/monitor signposts in the WHS ▪ Public/green transport · Lobbying – better bus & train services on Sundays and evenings			T & W Town Councils etc 'IN Bloom' groups Civic Societies and other volunteer groups LA21 groups Museums and NT Weston Park		Bidding to programmes for product/ access projects Deployment of investment

	• Provision of electric bike hire on the Wrekin, 'dolmus' style taxis between towns • Disability needs – use of technology such as app being developed by Ann Johnson with W'ton University ▪ Work with specialist/expert groups to explore possible private visits to places not normally open to the public e.g. gardens, houses, businesses ▪ Link new Wappenshall Wharf heritage development to walking and countryside opportunities (above) and to Thomas Telford story and his wider legacy in Shropshire *et al* ▪ Invite proposals for specialist markets to operate on Sundays to animate town/villages and avoid 'silent Sundays' syndrome in the visitor economy ▪ Encourage more retailers/restaurants to open on Sundays and between 5-7pm on weekdays ▪ Encourage animation and activity such as buskers, street entertainers, incentive/ voucher discounts ▪ Investigate a 'Tourist Car parking pass' to cover all chargeable car parks over time limited period			Newport/Shrewsbury Canal Group Marches Museums Network		
4.3 Natural heritage, wildlife, countryside and rural opportunities	▪ Aggregate all the walking and cycling offers and information across T & W – use the Shropshire Walking website ▪ (www.shropshirewalking.co.uk) all walking product and opportunities including canal towpath routes, 'railway walks', disability accessible routes –integrate public/ private sector information, all walking routes online downloads and maps ▪ All WaW groups – now include The Gorge: promote SGTC's new trails and link to new website/Youtube ▪ The Wrekin: actively provide visitor information/incentives –Improve interpretation			Establish and empower specific interest group to work on this, drawing from:- SGCT Shropshire Wildlife Trust (SWT) RoW officers working with The Shropshire Way,	£0 at this stage	Numbers using new routes Research outcomes

	and links to Wellington via incentivised offers esp on Sundays. ▪ Explore options for disabled access eg Cable Car, quad bikes, ▪ Walking for Pleasure; friends groups, young peoples' organisations (e.g. Scouts/Guides), corporate businesses (e.g. Wildlife Trust's guided Wrekin walks for corporate) ▪ Maximise and work with the major walking and cycling charity fundraising market – offer specialist help to those developing Marathons, half marathons, walks and other sporting events etc e.g for 2014 a possible commemoration fundraising event for one of the army charities and linked to IGMT's WWI exhibition ▪ Arrange an event for all interested in maximising walking & cycling routes from visitor economy: invite speakers from commercial operators such as HF Holidays , Wheely Wonderful Cycling, Nova Cycling etc . Aim for more coverage in 'soft walking' or 'soft cycling' travel media via PR group e.g. family markets. ▪ Cross sell with other WaW products and other festivals elsewhere in Shropshire, ▪ Ensure walking and cycling routes are linked to accommodation, food and drink locations ▪ Create 'expert guide' expertise group – explore opportunities for 'book a walking guide' for 'soft' markets, new walkers, and maximise existing NHS programmes now supported through The Ramblers ▪ Consider electric bike hire opportunities, charging points, routes ▪ Identify/ create more bike hire opportunities at visitor venues using best practice from elsewhere ▪ Promote Town Park specialisms and link to historical context of area ▪ Investigate better visitor opportunities for		Monarchs Way etc All partners LA 21 groups Transition Town group SWT Wellington Walkers Are Welcome (WAW) Ramblers U3A walking and other groups Cycling clubs T & W Andrew Careless and team – exploiting sustainable transport project (e.g. walking route from Stafford) Designated cycle routes Wildlife Short Breaks		

	River Severn access and usage ▪ Capitalise Shropshire Wildlife Trust work in T & W – to create "Wildlife Breaks! ▪ Capitalise Shropshire Wildlife Trust work with corporates on team building (Wrekin)		Wildlife Team Building (SWT) projects Link to new Bear Grylls initiative in S Shropshire	
5: Transform Telford into a successful 'Conference Town'	**Develop the right conditions for Telford's recognition as a centre of excellence for the meetings and exhibitions industry**			
5.1	▪ Implement the transfer of the conference desk service to an online/virtual facility. In year 2 assess ROI of this approach function and review.		T & SC group with T & W	
5.2	▪ Implement Ambassador programme and review impact in Year 2	Review progress/ROI		Events held, recommendations to Associations and other conference markets
5.3	▪ Review all marketing & support materials for Convention business to gain feedback on impact. Transform to an online platform to position Meet-telford.com as credible source of information & support potential business tourism customers from interest to booking		TTP, TIC & partner venues	
5.4	▪ Maximise Phase I Southwater launch event to specifically exploit joint **press and PR activity** and related tourism 'fam visits' and promotion, cross selling leisure and business		TIC, TWC & commercial partners	
5.5	▪ Share as far in advance as possible all consumer, shows with PR value including sport-related & trade events particularly those in sectors identified as growth sectors for T & W area		TIC & partners	

5.6	▪ Target high volume, high value, multi day **Association business** working with TIC and partners through the Ambassador Programme			Business tourism desk		
5.7	▪ Provide support package for large scale/ strategic events to provide destination welcome that adds value to event organisers, enhances visitor experience and maximises business event volumes and visitor spend			TTP, TIC and partners		
5.8	▪ Continue to support lobby for direct train service to London			through the existing STW Train Group all attractions TIC LEP		
5.9	▪ Promote the business tourism offer to our key markets including PCOs and corporate buyers. Alongside key strap line and messages using PR and press visits in sector publications, online content development and promotion of WoM awareness & recommendations			TTP partners		
5.10	▪ Provide Key Facts on business tourism impact to all TTP partners to encourage participation in gaining events through Destination Appeal			TTP		
5.11	▪ Closer working with TWC new and expanded Business Support and Inward investment teams to gather market intelligence and help generate bid enquiries/promote the destination					
5.10 HOTEL STUDY	▪ ACTIONS TO BE ADDED					
6: Address gaps in knowledge and better exploit existing intelligence	**Refine and improve research and market intelligence**					
6.1	▪ Audit of recent research undertaken by partners ▪ Audit of research budget from partners and explore joint research commissions ▪ Synthesis of key data in one research document to form brief for new commissions. Use other			HE sector project		Up to date data will provide baseline from which to monitor success of DMP

	research including DCMS Taking Part, unpublished PhD studies from Ironbridge Institute, HHA etc, niche research in walking, cycling, NADFAS etc to match with TTP product					
6.2	▪ Commission Economic Impact Assessment of Business Tourism (urgent)					
6.3	▪ Set up regular funded Visitor Surveys and economic impact across business and leisure					
6.4	▪ Commission Non-visitor research					
6.5	▪ Test out re-naming of destination and options against target markets					