

Telford and Wrekin

Destination Management Plan 2014/17 Executive Summary



A good place to live is a good place to visit



**Visit
Ironbridge**



**Meet
Telford
& Shropshire**



**Telford & Wrekin
COUNCIL**

Telford and Wrekin

Destination Management Plan 2014/17



The Destination Management Plan

The Telford Tourism Partnership (TTP) is the strategic public/private-sector membership organisation for both business and leisure tourism in the Telford & Wrekin area. Supported by the Tourism Team at Telford & Wrekin Council, the Partnership's role is to coordinate tourism activity, promotion and development. It provides a voice for the local tourism industry under the **Visit Ironbridge** and **Meet Telford & Shropshire** brands and is recognised by Visit England. The Destination Management Plan (DMP) sets out and analyses the destination's current performance in order to create a partnership strategy and plan for the tourism economy and for all partners that will:

- Identify gaps in provision, any market failure, weaknesses, areas for improvement and market opportunities.
- Set out the main objectives for future growth.
- Set out the priority actions together with an action plan of delivery.
- Identify roles and responsibilities for all tourism stakeholders.



The Tourism team at the Discovery Event 2009

The Destination

The **Telford and Wrekin** area of Shropshire was famous as the eighteenth century 'Birthplace of the Industrial Revolution', and for a memorable period it was the Silicon Valley of its era, leading the world in innovation as well as the production of outstanding ceramics.

Today that heritage is celebrated in the **Ironbridge Gorge designated a UNESCO World Heritage Site in 1986¹**, and its ten award-winning museums which comprise the independent **Ironbridge Gorge Museum Trust (IGMT)** spread over four square miles of the Severn Gorge, telling the story of this area's unique role in world history. About 90% of Telford and Wrekin is **green open space** and includes **attractive villages** and **market towns** some of which were amalgamated into the New Town of Telford almost 50 years ago.

In **Telford Town Centre** the **International Centre** and associated hotels are at the heart of the destination's business tourism offer.

Now in the UK's Top Ten convention centres due to two major expansions, the **International Centre** attracts a myriad of conferences and events, both public and private and is pivotal to the adjacent £250M "Southwater" leisure and entertainment development and allied to the vast and revitalised 170 hectares of Telford Town Park.

The **40 square miles of Telford and Wrekin** contain old and new residential settlements and industrial parks with over **6,000 companies**, many in the key advanced manufacturing, polymers, automotive and IT sectors. There are significant transatlantic,

¹ Listed in 2013 by Trip Advisor as the second most recommended World Heritage Site

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Japanese and European foreign direct investors present in Telford – a legacy of the original development ambitions for the new town – and they continue to thrive and expand.

The famous **Wrekin** forms the northern end of the Shropshire Hills AONB and overlooks **Wellington**, known for its regular charter Market, festivals such as the annual Wellington Literary Festival and its own popular National Trust property **Sunnycroft** – an Edwardian gentleman's suburban villa, easily reached from Wellington train station and the M54.

Newport is a traditional market town, with tea rooms, pubs and a wide High Street of many independent shops. A blue plaque heritage trail includes the Thomas Telford Canal Basin and town events include the renowned Newport Show and biennial Newport Nocturne cycle race. On the edge of town is **Llleshall National Sports Centre**, serving many national teams, with its residential accommodation, conference facilities and the new £8m RBL **Battleback Centre**.

On the edge of Newport is **Harper Adams University**, an international centre of excellence, attracting students from all over the world to its land-based courses, new Precision Engineering Centre and Regional Food Academy, with conference facilities and accommodation.

Telford Town Centre is also home to the **Telford Campus** of Wolverhampton University which includes considerable accommodation, conference facilities and an Innovation Centre.

Telford and Wrekin has had a tourism partnership from 1980 onwards and has always benefited from its proximity to and good working relationships with significant attractors beyond its boundaries, especially **Weston Park**, **RAF Cosford Museum** and the **Severn Valley Railway**, all of whom have expanded their offer in recent years and who work closely together with IGMT as part of the **Shropshire's Star Attractions marketing group**.

Telford Council is a member of the **Marches Local Enterprise Partnership (LEP)**, and thus its Tourism Partnership benefits from collaboration with the rest of Shropshire and Herefordshire. This is an important relationship given the c£100m Marches allocation under the next European Structural Funds Programme 2014-20.

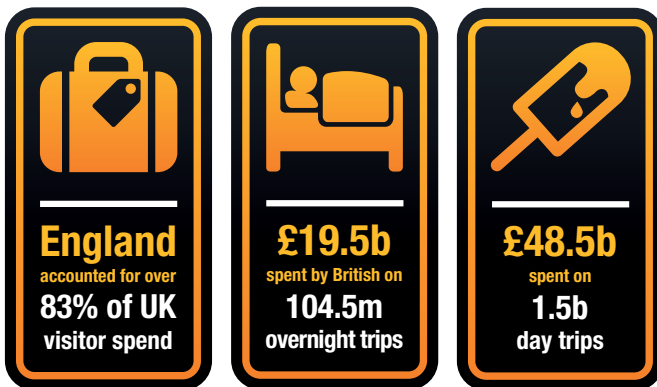
With the Ironbridge Gorge World Heritage Site and Telford International Centre as the key drivers of leisure and business tourism, and with the multi-million pound regeneration of Telford Town Centre, the Destination is poised to develop and grow its visitor economy through a managed set of shared priority actions.



Top, left to right: Severn Valley Railway;
Southwater One, Southwater

Value and Volume of the national Visitor Economy

The visitor economy is seldom acknowledged as the important economic driver it really is, yet in 2013 it produced £113bn for the UK economy, supported 3.1m jobs and 9% of UK GDP.



- In 2013 England accounted for over **83% of UK visitor spend (£94 bn)** showing real growth of 3% over 2012, of which c25% is spent in London.
- In 2012, **£19.5 billion** were spent by British residents on **104.5 million overnight trips** in England, equating to 310 million nights away from home.
- **£48.5 billion** were spent on **1.5 billion domestic tourism day trips**.

Value and Volume of the local Visitor Economy

A challenge in the preparation of the Telford & Wrekin DMP was the availability of robust, comparable and up to date data especially for Business Tourism. Funding changes have affected the regularity and the consistency of data collection and the impact of this was pertinent to the performance analysis. Good quality research is a challenge for many destinations and in this case has led to its early identification as a key priority for the future. There is therefore a slight 'health warning' about the data used in this report due to lack of comparability or consistency. The volume and value results for Telford and Wrekin Leisure Tourism derive from the Economic Impact Assessment for 2011²:



3.6 million trips were undertaken in Telford and Wrekin of which there were:

- **3.3 million day trips** generated £105m.
- These 3.6 million trips that occur in Telford and Wrekin account for an approximate spend of **£160m** on mostly **leisure** tourism in the area supporting around **5,617 jobs** both direct and indirect, representing **c7%** of employment.
- This **£160m** covers people travelling for regular business reasons/meetings, **but excludes specific Business Tourism** e.g. convention and exhibition business, largely driven by the Telford

² The Research Solution EIA for Telford & Wrekin & Shropshire 2011

International Centre, which hosts 120 national events p.a. , the Universities, Lilleshall Hall and other hotels and venues.

- Telford currently has 24 hotels with 1,293 letting bedrooms (with another 110 or so in the pipeline) which welcomed approximately **0.3 million staying trips p.a.** accounting for a total of **1.2 million nights** in the area and generating approximately **£55m**, highlighting the greater value of the much sought after staying visitors³.

When averaged out and including the wider supply chain this equates to a monthly spend in the local economy of over **£13m**.



Walking up The Wrekin

Visitors to Attractions⁴

- The **Ironbridge Gorge WHS** is the prime locomotive of the leisure tourism market, attracting **550,000 visitors a year** into the Museums and around **1 million into the valley** itself.
- A total of **1,455,000 visitors to local 'traditional' attractions**, including repeat visitors particularly at Cosford where entry is free of charge, at IGMT due to season ticket/Friends membership at Sunnycroft through National Trust membership and at Weston Park which also operates a season ticket. This excludes visitors on informal visits to the Ironbridge Gorge itself.
- **945,000 visitors** go to **Telford Town Centre** for the Telford Shopping Centre and Telford Town Park – both of which have high repeat visitation.

³ Ibid. In which business travellers ARE measured but are those travelling for regular business purposes

Telford and Wrekin performance, perception and profile⁵

- Profile and perception of the destination is generally weak, with perceptions of “Telford” retaining some lingering negative connotations of a ‘soulless new town’ and a vague understanding of where it is. However, when visitors do come, surveys reveal high rates of satisfaction and surprise at the quantity and quality of visitor product/environment.
- There continues to be some confusion around the Telford/Shropshire identity: “Shropshireness” softens the name for leisure markets but may make it seem more remote for business markets.
- Ironbridge and Telford are connected physically but perceived as separate: Ironbridge is still not perceived as part of Telford and UNESCO WHS values are not articulated in tourism media.
- The River Severn is rarely used by name to position the town in visitors’ minds or to locate it geographically: it is worth considering using Telford upon Severn as a better name for the destination in order to inform, locate, improve perceptions and gain PR.
- Marketing is fragmented and there is no longer any sustained investment in collaborative marketing activity; partners need to work together to ensure that consistent messages go out to the marketplace.
- Neither Telford nor Shropshire are Visit England ‘attractor brands’ and indeed there are none west of Birmingham although, fortunately, by virtue of all World Heritage Sites being listed, the Ironbridge Gorge WHS is included.
- There is a lack of clearly defined ‘USPs’/identity for the relevant market towns.
- 3 and 4* hotel occupancy and yield is lower than national provincial averages especially on

⁴ Data supplied by attractions specifically for DMP (December 2013)

⁵ Please see full SWOT and Product development analysis in main DMP

weekends whereas budget chain occupancy is consistently higher.

- Encouragingly, the destination is seen as a year round offer with plenty to do, unspoilt and good value for money.
- More Discoverers go to Ironbridge than to other parts of the LEP area and families are more important there than elsewhere in the LEP region.
- 'The Marches' as a visitor proposition has no resonance with visitors – the individual destinations are what appeal i.e. the sum of the parts is less than its components.

Infrastructure

There are also some physical issues which may affect the local visitor economy including the instability of the Gorge, a restricted road system in the Gorge which makes it difficult for visitors, the impact of flooding and other weather systems, some poor quality standards of conservation and insufficient monitoring of private sector actions which might affect listed buildings/conservation area status. These issues could combine to be a possible threat to WHS status.

Lack of direct rail access to Shropshire and Telford continues to be a challenge alongside public transport as a whole.

Mobile websites and apps are used by visitors both before the trip but equally during the trip. Mobile devices are now used by over half of the travelling population and more investment is needed in the destination, although a significant challenge is the poor mobile signal in the Gorge and in other rural areas of Telford and Wrekin.

Markets, segmentation and opportunity⁶

In the 2011 research 44% of leisure market respondents saw the **Ironbridge Gorge** as a short break destination and 42% as a day trip to enjoy whilst on a touring holiday.

Festivals and **shopping were not associated** with the area, but rural shows, river events, craft, food and drink events are very popular for some markets, with heritage coming through strongly so there are implications and opportunities.

The study showed that **89% rated shopping as their "type of thing"** but only in "towns with quirky / unique / independent retailers" and with markets, both specialist and more general, and a preference for a traditional high street offer over more up-market boutiques.

In terms of **overall destination appeal**, Telford sadly scored the **highest** under "**not my type of place**"⁷. This has been the case going back several years and appears disappointingly to remain unchanged

The Tourism Partnership has traditionally led with Ironbridge as the lead proposition for leisure markets; and in some instances, town centre hotels have also **sub-branded their location names with Ironbridge** as a geo-indicator (e.g. Holiday Inn, Ramada).

The Arkleisure model of segmentation based on **values, aspirations and lifestyle** highlights **Cosmopolitans, Traditionals, Functionals and Discoverers** (all 'independently minded' segments) with the greatest potential but the **High Streets** should not be ignored especially for the rest of the Telford and Wrekin offer.

This market research by external consultancies on existing and potential visitors and by Ironbridge Gorge Museum, combined with insight from other

⁶ Leisure Visitor perceptions in the Marches LEP area: Arkenford Ltd 2012

⁷ And yet was on a par with Much Wenlock, Bridgnorth, Bishops Castle, Leominster and Ledbury for "my type of place for a visit".

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Top, left to right: Jungleland; Coalport China Museum; Sunnycroft NT, Wellington; Telford Shopping Centre; the Italian Gardens, Weston Park; McFly in Telford Town Park

attractions in the area reinforce the dominant profiles of certain market segments. Whilst the semantic and motivational categorisation of these may differ, it is clear that in leisure tourism the main demographic visitor markets are:

- Age 45+ couples
- Age 45+ couples with families/extended families
- Younger Families with children (up to adolescence)
- Using the ArkLeisure motivational segments, these demographic groups fall mostly into **Cosmopolitans, Discoverers, Traditionals and Functionals**, with some **High Streets**, possibly in the 'younger families' segments.

As **Ironbridge Gorge Museum** is the major locomotive for the leisure visitor market⁸ with well over half a million visits a year and the Gorge itself a wider attractor for walkers, general visits, cyclists

etc, there is no doubt that growing these markets is a priority. Both the **Young Families** segment and the **Older Families** with post-primary age children, are an excellent match with the **Telford Town Centre offer**, and thus the opportunities for "packaging" are greater than ever.

Most visitors are **day visitors**, as is the case in most English domestic destinations, even coming for the day from London and the South East, but the majority are from the **West Midlands Region** with growth potential in the (nearer) South West Region and the North West. Where possible, converting a percentage of these 3.3m day visitors into overnights through packaged product and incentives, increased PR and awareness-raising would have a positive impact.

It must be recognised however, that there is still plenty of capacity to increase the day visit markets

⁸ And of course educational visits, with this survey does not cover but acknowledges as an influencing factor on family groups visiting the area

out of peak times. Including the adult group market, which already has some overnight presence in some hotels and could grow more, particularly at weekends. In 2011 the total number of nights spent in Telford and Wrekin amounted to **1,186,000**, with **76%** of those visiting friends or relatives/ taking short holidays. With over 3 million day visitors, even a small percentage **converted to an overnight stay** would increase the value per annum considerably.

In terms of the **Business Tourism markets**, in the Telford context ten years ago Business Tourism was recognised as one of the key drivers of the Telford economy.

The 2004 Economic Impact Study evaluated the MICE⁹ sectors to the destination of Telford and Shropshire as for every £1 spent at the **International Centre**, £12 was spent in the local economy. 51% of events business was from the South East and 23% from the West Midlands. A targeted Business Tourism Action plan which was supported until 2007 through regional activity by the then Regional Development Agency, largely focused on Birmingham and Coventry but did assist Telford and the Black Country to a lesser extent.

However, up to date intelligence on the sector is limited and dated and does not reflect the current market¹⁰, particularly given the significant changes to the fabric, capacity and breadth of offer through recent major investment in local venues and the changes in buyer behaviour since 2008/9.

Benchmarking the volume, value and performance of the market is therefore difficult. However, some research provides a basis on which to evaluate the market and for commitment to better future research and subsequent investment¹¹.

The business tourism economy is most active in the autumn, winter and early spring and to some extent complements leisure tourism, although both are highly productive in the autumn. For Telford the issues are still around **perceptions and profile** and a **lack of knowledge about the destination**

despite many years of investment in this. The former Convention Desk is now considered less relevant to organisers mostly due to the online possibilities including 'virtual showrounds' and ease of dealing with providers direct. The limited staffing resources **should therefore be targeted on raising profile, winning more business for the area, extending stays, increasing weekend business** and ensuring a **high quality experience** for both organisers and delegates. With over **5000** events coming to the destination every year welcoming **200,000** delegates, there is great scope to send each delegate home with a good understanding as well as a positive perception of what Telford actually offers, to create word of mouth recommendation.

Key factors which find favour with most conference organisers who know the area remain its **central location, value for money** and **ease of access**, whilst taxi driver training (linked to licensing) and a coherent pedestrian wayfinding system are desperately needed to ensure that all visitors receive the best arrival possible – especially if Telford is a first time venue choice.

For **business tourism to succeed** in Telford, the **town has to think like a Conference Town**: its services, its infrastructure, and most of all, its people all have to recognise how much they will benefit if Telford begins to attract even a fraction of the kind of conference business that towns like Brighton, Harrogate and Southport do. The town has to look good and work effectively to make it easy and pleasant for delegates to arrive, spend money and extend their time in the destination.

⁹ Meetings, Incentives, Conventions & Events ¹⁰ 2003/4 Business Tourism EIA in Telford and Wrekin by TEAM. funded through ERDF

¹¹ 2009 The Tourism Company Perceptions of Telford & Shropshire as a Conference location, and 2013 Telford Hotel Futures Study .

Social, economic and technology changes

Major changes affecting the visitor economy have taken place over the past decade and can be expected to continue. Telford and its businesses must respond accordingly if it is to thrive as a destination.

- Major cuts in funding to the public sector after a decade of public largesse with many areas resulting in nil growth or closure in public sector marketing/tourism budgets.
- An ageing population continues to grow with older 'empty nesters' having to work for more years before retirement and for potentially lower pensions than a decade ago.
- Changes in family patterns – 'vertical' and 'horizontal' are more complex and extended families require multi-facilities for multi generations.

Leisure trends

Ever increasing competition for people's discretionary leisure time and spend means tourism competes against 24/7 multi-channel screen, music, gardening and DIY, leisure retailing and sport, largely driven by online provision and information. Traditional weekends are gone and cheap flights are still abound.

Communications & technology

Social media dominates the marketplace with 74 hrs of video uploaded per min to YouTube, 125m tweets a day and 70% of UK adults use smartphones.

More and instant trip research and bookings, peer reviews and social media are driving later as well as advance booking and mobile payment is now in a major growth phase.

Telford Leisure Tourism resource performance

20,000 destination brochures (containing advertising), 10,000 advert-free days out leaflets are distributed in similar areas to the IGMT distribution catchment. The team also look after the destination website and associated social media such as the Twitter account. A campaign to 120,000 email addresses and a PR consultant who also works for IGMT promote the destination. In 2013 editorial coverage produced just over £176,000 in PR value when assessed as advertising equivalent cost for an outlay of around 8% of this economic return.

Telford Business Tourism resource performance

The 'Be-Inspired' campaign is supported by the website that attracts over 1000 buyer visitors a month, 2000 x 3 guides are distributed plus digital distribution which in total reaches over 7000 buyers. A social media presence has been developed using Twitter (500 followers) and You Tube and the e-newsletter is issued 4 times a year to 13,000. The PR campaign generated a PR value of £267,830 with opportunity to see figures at over 3.5million and 89% of the press releases and activities converted to actual coverage. In 2013 sales and business development included supporting 8 major destination events and there are currently 22 bid leads in the pipeline.

Conclusions

Performance data for the online and offline outputs, and some conclusions based on the impact of activity would suggest the following:

- The small investment in PR is outperforming all the other activities and should be increased providing a benefit to both leisure and business awareness.
- Almost half of visits to the Visit Ironbridge website are from mobiles and thus proper mobile-appropriate content/mobile website needs creating as soon as possible. The most popular pages require greater “calls to action” and complete range of social media ‘sharing’ buttons for instant postings by users and thus higher search rankings.
- Over 80% are new visitors to the website and 60% of searches are from Google, with the greatest referral from the Museum website and hardly any from other key partners. This needs to be quickly rectified by reciprocal links especially with Shropshire Tourism whose website has no reciprocity.
- The social media accounts and activity need continued investment and should be supported and directed by an online plan, as part of a focused Marketing Plan.
- The print products need to be incentivised in order to measure conversions as well as cost per response, and carry QR codes or similar in order to maximise online data collection and better customer service.
- With over 75% of the European MICE market now buying as a result of web marketing the use of the Conference Desk Service is reduced. Plans need to be put in place for an online resource to service small to medium size events with large scale events being serviced through a dedicated Event Bid service.



Left to right: Park Inn, Telford;
Welcome at Weston Park

What do Telford's Tourism partners want?

Partners in this plan were asked what and how they would like to see TTP supporting the destination, and the wish list included:

- Securing an on-going marketing budget of £500,000 per annum.
- Repositioning Ironbridge and Telford as one of the country's ‘must see’ destinations, to rival Shakespeare Country and The Lake District.
- That TTP understand fully the challenges faced by the independent tourism industry and represent the industry at a local, regional and national government level.
- Greater integration in marketing to maximise activity – shared activities including familiarisation visits for key staff and town councils to engage more productively.
- More shared print distribution.
- More co-ordinated social media and PR.
- Opportunities for the smaller attractions to “coat-tail” on the larger.
- Improved highway signage to some facilities.
- Business support to grow shared understanding of key issues, marketing and measurement techniques.

Strategic findings

The long standing dilemma of identity and confusion about the **name of the place** as opposed to the name of the Council still does not improve overall perceptions and it is surely, by now, time to consider a proper re-brand, with options on the table, at least for the leisure markets, of Telford-on-Severn or Telford-under-Wrekin, **allowing external audiences to understand the geographic location and positive juxtaposition of urban and rural**; with the well known and attractive **River Severn** softening and beautifying the former 'Telford new town' moniker.

In the longer term, the aim for both the domestic leisure and business visitor markets is to increase the profitable, overnight and **short break** visits to the destination by increased focus and investment in **collaborative marketing, PR campaigns and consistent product development** across both the public and private sectors.

Research shows that the unknowing 'virgin' visitor is always surprised by the huge range of things to see and do in this relatively small area, but at the moment the "attract and disperse" model is not being effectively deployed: that is to say that in both leisure and business tourism, the two brand leaders of IGMT and the International Centre are successfully bringing in their visitors but these visitors are generally not dispersing into other parts of the destination, e.g. the market towns and rural villages, as much as they could¹². What we do know however, is that staying visitors in the county as a whole nearly all visit, reciprocally, the **"golden triangle" of Ludlow, Shrewsbury and Ironbridge Gorge**¹³.

The likelihood is that the new Town Centre Southwater redevelopment, whilst aiding **the business visitor** economy and reviving the local economy, will not necessarily affect those well-disposed leisure tourism market segments that are already used to such facilities in other towns and cities and less interested in fast food/chains.

There is an opportunity however to use the attractions of **the Town Park** and its **proximity to the Ironbridge Gorge**, nearby market towns and other major attractions better, by providing packaged days out and short breaks.

Telford should, with its growing accommodation base, establish itself **even more** as an excellent "hub" for good value weekend/short breaks. Lack of Telford central/on-site 4 Star hotel accommodation is **restricting** higher-rated large capacity corporate conference business whereas **growth in leisure** business for Telford hotels will be primarily in terms of low-rated group tour business and discounted leisure break trade. This is driven through online travel aggregators and last minute websites and the weekend break market could be value-added working with partners across the whole sector.

Any new/existing **events** must be carefully thought through in terms of balance between residents and visitor demand and quality impact and **the retail offer** also differentiated carefully, distinguishing between mass market and the niche, independent retail offer. Promoting better the local and farmers markets, and using the **River Severn** much more to help re-position Telford and its assets will all contribute to better perception and profile.



Left to right: Wellington market; Newport

¹² As shown in the differentiated visitor pattern between rural and urban visits in Section 3

¹³ Previous visitor studies by STRU, T & W and Shropshire Tourism going back to 2004's Tourism Action Plan

The Vision

As a result of sector consultations and analysis of research and intelligence, the **objectives** of this Destination Management Plan have been developed, with a set of **priorities** that focus and underpin the **actions**:

- To combine the strengths of Telford and the Ironbridge Gorge's distinctive Leisure and Business tourism products into a powerful proposition, providing excellent customer care and growing repeat visits and recommendations.
- To continue to attract productive day markets and increase their value and volume wherever possible, whilst better targeting those longer staying, higher spending markets to the whole area, exploiting the unique and largely unspoilt heritage of the area as a compelling, quality visitor offer
- To reposition the awareness and perception of the 'Telford and Wrekin' area as a destination of choice for a good value short break or a business event, where visitors enjoy the best of town and country and benefit from seamless and 'easy to book' access
- To ensure that the people and town of Telford are properly equipped to deliver a high quality "Conference Town" welcome, standards, skills and product excellence at all points of the delegate and visitor journey

The Priority Actions

Analysis of the **performance, profile, product and perceptions** of the visitor economy in the area show Telford & Wrekin has been somewhat hampered by weaknesses in research data but nonetheless has identified a set of key priorities which are set out below. The priorities are equally important but it is recognised that capacity restraints will not allow them all to be delivered simultaneously, nor can or should they be all delivered by the public sector but by energetic partners and task groups or individual bodies for the benefit of the industry, its businesses and employees, volunteers and visitors.

Priority 1:

Solving the identity crisis – positioning Telford as a credible destination for both leisure and business.

Priority 2:

Create an integrated marketing and PR plan.

Priority 3:

Improve the visitor experience through stronger people skills and knowledge.

Priority 4:

Improve the visitor experience 'on the ground', through more efficient infrastructure and excellence in product development.

Priority 5:

Transform Telford into a successful 'Conference Town'.

Priority 6:

Create a sustainable research and intelligence plan to produce up-to-date, credible and robust data which will underpin all future activity related to the visitor economy and wider economic plans for Telford & Wrekin.

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The Action Plan

The proposed plan of actions aims to address these priorities in order to achieve **the vision** in the next few years. This is a challenge for everyone in the light of reducing public expenditure, but an excellent opportunity **to work more collaboratively**.

There is an opportunity to draw down ERDF funding to support some relevant and integrated strands of action which match and deliver results for Inward Investment as well as for the Visitor Economy, including environmental, low carbon, marketing and business support.

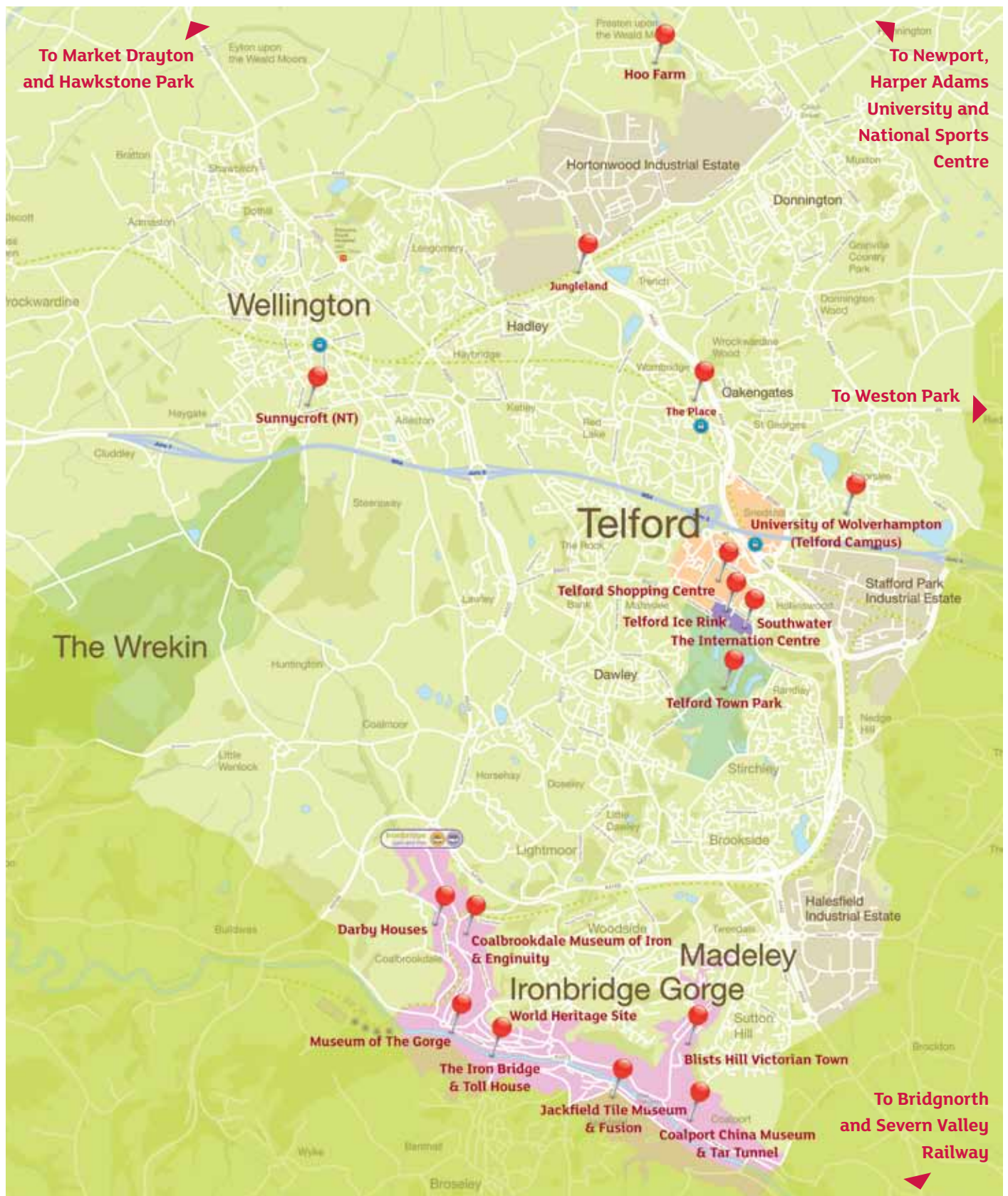
The Action Plan will be by its very nature a 'live', working document, fluid and flexible enough to take advantage of any opportunities that may arise, but always focused on the main priorities. It will be important that research findings are disseminated to the industry in a timely and clear fashion in order to build on success or learn from any market failure. This is linked to ensuring that intelligence and data is presented alongside relevant guidance to the sector on how best to act on findings.

Success will come from success and from an understanding across both public and private sectors that the spectrum of activity will benefit both the broader economy and the quality of life in the area.



Blists Hill Victorian Town





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