

Stratford-on-Avon Destination Tourism Strategy 2011 - 2015

Introduction

Tourism is the UK's sixth largest industry and is crucial to the local and national economy. Nationally tourism generates £97 billion of direct business for the economy each year. It is increasingly integral for economic growth, social, cultural and economic wellbeing and the tourism contribution to the economy is forecast to grow with the number of jobs directly and indirectly linked to tourism.

Stratford District is well placed to capitalise and share in this growth, holding a unique internationally renowned asset, Shakespeare and Stratford-upon-Avon, a well recognised offer attracting 4.9 million visitors a year to some hallmark attractions and experiences, and a distinct (if underutilised) rural tourism draw, with market towns and villages offering a rich tapestry of landscape, heritage and culture.

Stratford itself has been highlighted as one of the "Attract Brands" by VisitEngland so represents a huge opportunity to be the gateway to discover not only Stratford-upon-Avon and Shakespeare but also the surrounding Hidden Gems in the rest of Stratford District. As such the development of the destination should be cohesive and include all the facets, but also make the most of the best-known assets to inspire and draw the visitor in.

However we are moving from a period of high public investment in destinations and the organisations that support and manage them, to a more challenging financial environment. The landscape for tourism support is also changing, as is the role of the private sector in setting priorities which will become more prominent. It is now therefore vital that a concrete way forward to manage, direct and deliver tourism in Stratford is put into practice.

However experience shows that without collaboration and coordination, destinations do not evolve with a common purpose. To create a successful and sustainable visitor economy, all the components that make a successful destination need to be managed and integrated over the long-term, focusing on the needs of both residents and visitors.

This Strategy sets out the strategic direction for tourism in the District from 2011 to 2015, and based on evidence, research and consultation, outlines the vision, targets, aims and objectives that the destination aspires to address through a new Tourism partnership approach.

By developing this strategy, Stratford District Council is acting as a catalyst in partnership with the private sector, and other tourism stakeholders across the district, to ensure a balanced approach to tourism in the district, being led and developed by the experts in the field that can deliver an effectively managed, world class destination to visit experience and return to.

Setting the Scene

Tourism in a National Context

Despite World Travel & Tourism Council's (WTTC's) latest economic impact research showing that the global Travel & Tourism industry will grow more slowly in 2011 and 2012 than previously forecast¹, prospects for long-term growth remain strong and is echoed by VisitEngland's position that "Tourism in England is currently operating significantly below capacity but it has real growth potential. To succeed, England's tourism industry must deliver as much as it promises in the marketing – assuring visitors that they will enjoy great experiences in great destinations, with a warm welcome, world-class customer service and high accommodation standards whatever the budget. Growth in the visitor economy is dependent on a coordinated and sustainable approach by the tourism industry working with sectors responsible for infrastructure development"².

Tourism itself and the drivers for visitors are changing as well, in the last few years several significant trends have emerged or gained momentum. Visiting Friend and Relatives (VFR) shows continued growth as a sector with a 28% share of inbound journey purpose to the UK in 2010³. The 'Staycation' phenomenon in 2009 has continued to grow and holidaying at home remains a key area of interest for the domestic market. There has also been an increase of interest in 'green, sustainable or responsible' tourism amongst consumers, who are increasingly looking for authentic experiences that provide benefit to the host destination and minimise the impacts. Overseas markets traditionally relied upon are not growing as fast, or at all but new markets are emerging that can take their place. In short despite the global recession and economic woes, tourism offers plenty of opportunities for growth.

¹ World Travel & Tourism Council - Economic Impact of Travel & Tourism - Update November 2011

² England - A Strategic Framework for Tourism 2010-2020 (Revised edition 2011), - Visit England.

³ Visit Britain - Inbound Tourism Facts - Updated July 2011

In order to support this growth VisitEngland has recently published 'A Strategic Framework for Tourism in England 2010 – 2020'. This Framework and its associated action plans are intended to provide overarching ideas and guidance on the ways in which the industry can work together to maximise tourism's contribution to the economy, employment and quality of life in England.

Regional Context

The Coventry and Warwickshire Local Enterprise Partnership⁴ (CWLEP) plays a central role in determining the local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. Their ambition is to make Coventry and Warwickshire a World Class economy in which to do business; a place to: lead a great life, excel at learning, visit and return to - all supported by exceptional private, public and voluntary services.

The CWLEP has developed a five year strategy 2011 to 2016, where one of the key ambitions is to *Accelerate the growth of the economy through targeted support in key strategic areas*. This is supported by the CWLEP Tourism Taskforce Group whose vision is to:- consolidate and co-ordinate resources across Coventry and Warwickshire to maximize business and leisure visitors, their stay and spend to deliver significant economic impact across the area. It is hoped that the Destination Steering Group will play a key role in supporting these ambitions.

Stratford-on-Avon Context

Stratford-on-Avon District is one of five districts in Warwickshire, set within the West Midlands region. Geographically it is half the size of the county and the 28th largest district in England, covering an area of 978 sq. km. The district is mainly rural and has a population of 118,800. There are 250 villages and four main market towns:- Stratford-upon-Avon, Alcester, Shipston-on-Stour and Southam.

There are 52,500 households, of which 55% earn less than the county average of £32,000 and 10% earn less than £10,000 per annum. Unemployment is 1.2% (below average) and employment in agriculture (13%) and tourism (17%) play an important role.

Stratford-on-Avon District generates approximately 36% towards the total tourism spend in Warwickshire County. Spend on retail and catering in the District alone is worth 56% of the total tourism economy. Tourism spend is worth £28 million to the local economy each month. Overnight visits generated approximately £198.6 million annually to the area compared with £136.7 million from irregular day trips. 4.9 million trips account for an approximate

⁴ www.cwlep.com

spend of £335 million. Visitor spending across different sectors is crucial to our local economy with retail and catering alone making up 56% of tourism income for the district.

The total business turnover generated in the Stratford-on-Avon District is estimated to be £421 million, including any additional business income arising from induced effects arising from employee spending. Tourism is one of the main sources of employment for the district with over 8,000 jobs supporting the tourism industry. This equates to around 6,300 direct tourism related jobs with an additional 1,700 indirect and induced jobs being created.

Purpose of the strategy

Tourism is a vital component of the District's economy as it supports hospitality, catering, accommodation, retail, business and business tourism. It also benefits local programmes of events, including the arts, sports and festivals, where local traditions can be shared with visitors. These activities help to build local pride and provide opportunities for new businesses, business growth and development.

As a catalyst for economic growth and employment, tourism provides opportunities for an increase in demand for businesses as well as tourist attractions for both visitors and residents. We need to ensure tourism works to the advantage of the District by attracting and dispersing visitors to discover and experience all the attractions our District has to offer and to maximise on opportunities to increase the number of overnight stays, length of visitor stay and visitor spend.

To date, tourism has been managed in the District under several different models, whether public, private or partnership led, with varying degrees of success. However in recent years the structure has fragmented, leaving Stratford as a district with a number of management and marketing bodies working at various levels undertaking similar activities with little co-ordination.

Further there has been a disconnect between the public and private sector in terms of tourism management, with both feeling that they need to lead the charge to take things forward. However destination management does not happen by a single organisation being in total control of the whole. Effective destination management means teamwork and partnerships requiring the right people, with knowledge and understanding of the visitor economy, and with the credibility to speak for the stakeholders across the sector.

The key development within this strategy is the move towards this partnership approach, empowering a Destination Steering Group (DSG), made up of key stakeholders that represent the interests of the wider destination to lead on the development and delivery of destination management. This is a departure from current and recent approaches to tourism and constitutes a big step in development. However there are also several risks associated with this approach; namely potential difficulties agreeing a common vision and goals, requirements for the private sector to freely give voluntary time and resource

implications for delivery. This strategy is designed to ease some of these risks by providing a framework for the emerging DSG to take on and stating an initial direction and actions.

However it must be emphasised that it is also designed to not dictate to or override the experience and aspirations of the DSG. This strategy is correspondingly providing detail on what needs to be implemented but has stayed distant from specifying how it should be. For example the need for a single defined brand is identified but no preference given to an existing or new brand to be this lead, this leaves the decision making to the DSG on how best that should be implemented.

Therefore overall this strategy will set out how effective destination management can be achieved, to enable all stakeholders, partners and interests in tourism across the district to collaborate effectively to manage tourism in the destination and deliver on the promise of growth.

Strategic Direction

Vision

The value and importance of tourism to Stratford District cannot be understated, therefore this strategy must aim high, and look to leverage all of its assets and strengths across the district to provide the growth to develop and sustain the local economy. However that drive for growth must also acknowledge and ensure that tourism also delivers benefits and minimal detriments to the wider population.

Behind all of this Stratford must strive to manage and implement tourism consistently and effectively, with the private sector taking a greater role in balance to the diminished funding available in the public sector.

Therefore the Strategic vision is:

“By 2015 for Stratford District to be not just a leading brand within the UK, but a truly World Class Destination, renowned for the quality and depth of its visitor experience across its extensive built and cultural heritage, rural setting and landscape, and in the welcome and atmosphere it offers. Underpinning this ‘must see’ experience, Stratford will be an exemplar of co-ordinated and focused destination management, working effectively in partnership to improve the performance of the visitor economies and generate wider local benefits across the District to all who live, work and visit.”

Objectives

Below are the strategic objectives required to realise the vision. Each of these represents a target to be achieved by the end of the 5 year term of this strategy. The objectives for the Stratford District for 2015 are planned with the aspiration to achieve 5% growth (including inflation) in value, year-on-year⁵ in line with the projections set out in the Strategic Framework for Tourism in England, produced by VisitEngland.

These objectives will be monitored regularly to ascertain progress and reviewed as required. Further detail on the measurement methodology and baseline data can be found on pages 13-15.

Objective 1: Develop a sustainable and viable model of destination management

- **Target:** Establishment of a functioning and sustainable Destination partnership, incorporating both public and private sector leading on delivery of tourism in the destination with 85% approval rating from stakeholders

Objective 2: Attract more domestic and international visitors to the District

- **Target:** Growth in total visits annually to 6.25 million

Objective 3: Increase length of visitor stay

- **Target:** Growth in the number of “bed nights” spent annually in Stratford District to 3.3 million

Objective 4: Increase visitor spend

- **Target:** Annual visitor spending of £428 million

Objective 5: Increase the spread of tourism benefit across the district

- **Target:** Increase average day visitor spend per head per trip to the countryside to £38.00

⁵ England - A Strategic Framework for Tourism 2010-2020 (Revised edition 2011), Visit England, based on data from WTTC and Deloitte 2010 data.

Objective 6: Improve the productivity of the local tourism economy

- **Target:** Increase of business turnover generated from tourism to £537 million

Objective 7: Increase employment in tourism, and tourism related businesses

- **Target:** Provide an extra 1,188 tourism supported FTE jobs

Objective 8: Increase the profile of the district as a destination

- **Target:** Stratford-upon-Avon to re-establish itself in the top 20 UK towns and cities list for domestic and international visitors

Objective 9: Increase awareness and engagement with tourism from the wider population

- **Target:** Increase awareness of volume and value of tourism to at least 50% amongst resident population

Guiding Principles

This Strategy and the development of tourism in the Stratford District as a whole is guided by the following principles that underpin all the actions and objectives.

Destination Management

The elements of destination management are diverse and are often the individual responsibility of a range of public and private sector entities. Destination Management is a process that brings all these strands together in a cohesive way and ensures not only a positive visitor experience but also enhances and protects the environment while supporting the interests of the communities and businesses within it. It should also be stressed that destination management is not solely about marketing. The task includes developing the product, maintaining and enhancing the experience and providing a common vision for public, private and local authority partners to work towards.

Visit England's Destination Management vision sets out to "deliver authentic and distinctive destination experiences, with a clear focus on the needs of residents, visitors and the environment, which will contribute to a 5% growth, year on year, in the England tourism market by 2020"⁶

Wise Growth

The term "Wise Growth" is used rather than sustainable tourism, in order to link and balance the growth aspirations of this strategy with the principles of sustainability in tourism. This strategy aims to ensure sustained healthy growth in the district through tourism where the benefits are shared by all and continually reinvested. "Visitors will enjoy enhanced experiences at authentic destinations. Residents will feel the benefits of tourism in a way that doesn't undermine their local sense of place. Tourism businesses will reduce costs through greater efficiency, improving quality, creating new jobs and strengthening local economies in the process. And all this will be delivered in such a way that protects and improves the broader environment, natural and manmade."⁷

Partnership Working

In order to deliver a Destination Management agenda, there needs to be real and effective partnership working between and across all sectors with a stake in tourism. The development of a Destination Steering Group cannot function without buy-in and support from partners of all scales. Similarly the implementation of the strategy requires cooperation and a partnership approach to be effective in generating greater benefit for all.

Inclusion

Stratford as a District should support inclusivity across all of its actions and tourism is no different. Therefore all aspects of the strategy and its implementation will be aimed at attracting, welcoming and delivering a world class experience to all visitors regardless of background and circumstance. This principal extends to the inclusion of all interests to the management and development of tourism, from the smallest accommodation provider, to big players like the RSC, market town groups and parish councils. In order to deliver this strategy effectively all must be able to have a say and play their part.

Attract and Disperse

As highlighted in the introduction one of the prime drivers for this strategy is to spread the benefits from tourism wider than they have been before, but as a destination we need to be realistic and play to our strengths. A strategy for doing so is attract and disperse. In the All-England Destination Marketing Strategy, VisitEngland states "We will use the best-known and best-loved destination brands or "Attract Brands" to engage consumers and provide a

⁶ Destination Management Action Plan, England - A Strategic Framework for Tourism 2010-2020 (Revised edition 2011), - Visit England.

⁷ Wise Growth Action Plan, England - A Strategic Framework for Tourism 2010-2020 (Revised edition 2011), - Visit England.

platform for increased awareness of “Hidden Gems”; both geographically and thematically.”⁸ Shakespeare and Stratford-upon-Avon itself occupy a key role and position in the visitor consciousness and therefore should play an equal role in the visitor journey and experience, the challenge will be to raise the awareness of the Hidden Gems and ensure a visit to Stratford-upon-Avon or a visit themed around Shakespeare is but the first step on the journey.

Research and Market Intelligence

Good quality and timely market intelligence is vital for the tourism industry; to inform decision-making and investment choices and to measure the economic and social impact on the wider economy. It is vital that the actions contained within this strategy are based on and embedded in sound research and planning prior to implementation. This strategy is therefore based on the development of a culture of robust data and intelligence collection, sharing and dissemination.

Delivering the Strategy

Priorities & Actions

In order to deliver against the strategic aims and objectives a series of priorities have been identified. These priorities have been developed from the “Making Tourism our Business” strategy (June 2011) and revised utilising responses from open consultation held throughout July and August 2011 and have been prioritised and developed further around findings from a debate held with key stakeholders over two workshops in September 2011⁹. The resulting priorities therefore reflect the most urgent needs as seen by stakeholders to address in order to deliver tourism effectively.

There are six key priority areas:

- 1. To form a representative Tourism Steering Group to lead for the destination.*

The move towards partnership working through a Destination Steering Group. It is essential for the group to consist of the right people in an independent, robust and impartial body, all working and delivering to a clear strategy and vision. This group will have control and necessary powers to do so and will be supported by Stratford District Council.

⁸ All-England Destination Marketing Strategy - A New Approach (2011), - Visit England.

⁹ See appendix 2 for full research data and methodology

2. *To promote and raise awareness of the world class nature of the destination at all levels*

To effectively realise and develop the marketing of the destination; to understand, draw together and define the offer as well as the key audiences to reach, providing an overarching identity and communications platform that all stakeholders can use and buy into and encourage partnership in its delivery.

3. *To improve digital communication*

Minimising duplication of effort across the digital space and ensuring a clear and effective presence at all levels, from destination information down to ensuring high quality in individual offers, as well as developing methods of working in concert.

4. *Improve Provision of Visitor Information*

Developing clear, consistent and relevant information on all aspects of the destination and ensuring it is easily accessible at all stages of the visitor journey.

5. *Improve visitor facilities and experience*

Having a clear understanding of visitor needs and supporting improvement of the key facilities and activities to meet those needs.

6. *Improve visitor welcome*

Developing understanding of the visitor experience, and identifying objectives to improve all aspects, from customer service, to visual impact.

These are still broad areas, and further work has been done to distil down and specify the actions required to deliver these priorities and in turn contribute to the targets specified in the objectives. These actions are summarised in table 1 below.

These actions are not intended to be an exhaustive list, rather they are a starting point addressing the main issues under each priority. It is envisaged that this list will change and evolve as the DSG takes tourism forward.

Table 1 – Actions

1. Form a representative Tourism Steering Group to lead for the destination	
1.1	Obtain agreement from defined parties to lead on development of the group prior to meeting on November 28 ^h 2011
1.2	Agree vision, terms of reference and structure for steering group no later than 31 st January 2012
1.3	Have an active supporter/member base of 100 stakeholders across the district by 31 st March 2012
1.4	Develop draft destination management plan for delivery of tourism within Stratford District by 31 st March 2012
1.5	Have viable and agreed delivery mechanisms in place for the priorities and actions no later than 31 st May 2012
2. Promotion and raising awareness of the world class nature of the destination at all levels	
2.1	Develop a sound and clear understanding of what the destination is and offers and to who this is most relevant.
2.2	Agree a single overarching brand, offer and values for the area which can be rolled out and supported by all stakeholders
2.3	Develop quantifiable targets and measurement methodologies for assessing change and success
2.4	Develop single overarching marketing and communications strategy, allowing buy-in at all tiers by stakeholders
2.5	Encourage a culture of cross-promotion and partnership working between stakeholders
3. Improve Digital Communication	
3.1	Minimise duplication of content and proliferation of “official” web platforms
3.2	Provide a single consistent and effective web portal for the District under the branded umbrella
3.3	Encourage improvement of consumer facing websites district wide
3.4	Push for a combined and integrated approach to social media
3.5	Ensure consistency of communication on third party sites
4. Improve Provision of Visitor Information	
4.1	Develop clear understanding of the visitor journey and needs for information
4.2	Ensure information is available on all aspects of the destination
4.3	Provide consistent, clear and useful information at each identified stage of the journey
4.4	Ensure information is provided across the destination not simply at the gateway

4.5	Develop a sustainable and world-class hub for information
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5. Improve visitor facilities and experience	
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5.1	Develop clear understanding of the visitor experience and the key support facilities
5.2	Encourage a culture of sharing and leveraging visitor feedback
5.3	Raise awareness and facilitate development of conference and business potential
5.4	Encourage take up of quality standards and accreditation across destination
5.5	Embed clear Wise Growth practices and message destination-wide
5.6	Assess and review transport infrastructure across the destination
5.7	Improve street-scene and visual impact of the destination

6. Improve Visitor Welcome	
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6.1	Understand and assess visitor welcome across the destination
6.2	Raising awareness/education of value of tourism locally
6.3	Encouraging wide buy-in to improve standards of service and welcome

The detailed implementation steps, ownership and timescales required to deliver these actions can be found in the detailed delivery plan outlined in Appendix 1.

Roles and Responsibilities

The Destination Steering Group (DSG) is the lead body that converts the strategic aims and objectives into action. It is the body that all organisations and businesses in the district can feed into to influence the strategic thinking, proposals and activities. It also coordinates delivery. The DSG is supported and facilitated by Stratford District Council (SDC) who will also provide some delivery resource, but remain only an equal member of the DSG itself and relevant sub-groups.

Specific roles are outlined below:

Destination Steering Group

- **Strategic Direction:** The Destination Steering Group will provide a strategic lead for the visitor economy, consistent with local, regional and national plans through the development of a comprehensive Destination management plan.
- **Delivery:** The DSG will lead on developing and managing viable deliverable mechanisms in line with the destination management plan. This will include overseeing implementation and any potential contracts or employment developed as part of the delivery.
- **Stakeholder Relationships:** The DSG should develop and maintain effective relationships with all relevant stakeholders - private and public.
- **Representation and Communications:** The DSG should inform and represent the interests of tourism operators across the district.
- **Networks:** The DSG should facilitate, support and where necessary set up and manage networks to support delivery, joint working and sharing of best practice.

Stratford-on-Avon District Council

- **Support and facilitation:** Stratford District Council will provide secretariat and support functions to the DSG and act as arbitrator if required.
- **Research, market intelligence and performance evaluation:** SDC in partnership with the DSG will ensure that there is a robust and comprehensive evidence base on which the DSG and other organisations and businesses can base their development and marketing decisions.
- **Liaison with Public Sector:** SDC will provide the key point of contact with the public sector at large and to ensure more effective working with internal District Council services that can help to support, influence and promote tourism.
- **TIC Provision:** SDC will support the provision of a Tourist Information Centre in Stratford-upon-Avon.
- **PR & Promotion:** SDC will commission and coordinate services and activities to showcase the destination in line with the marketing communications strategy developed by the DSG.

Monitoring & Evaluation

In order to monitor progress towards the strategic objectives, a workable and meaningful methodology will need to be enforced. Set out below are the current outlines of how each objective can and will be measured.

Mechanisms for monitoring the majority of the objectives are already in place, but further work is also needed. This will include developing an agreed approach to data collection and monitoring performance across the District's tourism industry.

Objective 1: Develop a sustainable and viable model of destination management

Measures: Establishment, effectiveness and longevity of the Destination Steering Group (or evolution of)
Instruments: Stakeholder Survey
Establishment and continued existence of a DSG (or evolution of)
Targets: 85% approval rating of DSG by stakeholders in 2015
DSG (or evolution of) established and viable concern in 2015
Baseline: No DSG in existence in 2011

Objective 2: Attract more domestic and international visitors

Measures: Number of visits by UK residents
Number of visits by International Visitors
Instruments: Stratford-on-Avon District Tourism Economic Impact Assessment
UK Tourism Survey
International Passenger Survey
Targets: Growth in total visits annually to 6.25 million by 2015, representing an increase of 1.35 million visits this represents an increase of 1.3 million domestic visits and 0.05 million international visits.
Baseline: 4.9 million visits in 2009

Objective 3: Increase length of visitor stay

Measures: Number of overnight stays by visitors
Instruments: Stratford-on-Avon District Tourism Economic Impact Assessment
UK Tourism Survey
International Passenger Survey
Targets: Growth in the number of “bed nights” spend (£) annually in Stratford District to 3.3 million by 2015, this represents an increase of 0.7 million overnight stays spent in the district
Baseline: 2.6 million in 2009

Objective 4: Increase visitor spend

Measures: Total annual visitor spend in the district
Instruments: Stratford-on-Avon District Tourism Economic Impact Assessment
UK Tourism Survey
International Passenger Survey
District Visitor Survey
Targets: Annual visitor spending of £428 million by 2015. This represents an increase of £93 million in visitor spend.
Baseline Total annual visitor spending of £335 million in 2009

Objective 5: Increase the spread of tourism benefit across the district

Measures: Day visitor spend per trip to the countryside
Instruments: Stratford-on-Avon District Tourism Economic Impact Assessment
UK Tourism Survey
International Passenger Survey
District Visitor Survey
Targets: Average visitor spending increase to £38.00 per trip to the countryside by 2015. This represents an increase of £8 per trip in visitor spend.
Baseline Average visitor spend of £30 per trip to the countryside in 2009

Objective 6: Improve the productivity of the local tourism economy

Measures: Business turnover generated from tourism
Instruments: Stratford-on-Avon District Tourism Economic Impact Assessment
Targets: Business turnover generated from tourism of £537 million by 2015. This represents an increase of £116 million to the local economy.
Baseline Business turnover generated from tourism of £421 million in 2009

Objective 7: Increase employment in tourism, and tourism related businesses

Measures: Number of jobs in tourism (direct and indirect)
Instruments: Stratford-on-Avon District Tourism Economic Impact Assessment
Targets: Provide an extra 1,188 tourism supported FTE jobs by 2015 giving a total of 5,489 FTE jobs.
Baseline: 4301 FTE jobs supported by tourism in 2009

Objective 8: Increase the profile of the district as a destination

Measures:	Position in VisitEngland's Top 20 Most visited English Cities & Towns by UK residents Position in VisitBritain's Top 20 Most visited UK Cities & Towns by international visitors
Instruments:	UK Tourism Survey International Passenger Survey
Targets:	Top 20 position in Most visited English Cities & Towns in 2015 by UK residents Top 20 Position in Most visited UK Cities & Towns in 2015 by international visitors
Baseline:	Ranked outside top 20 in 2010 for both

Objective 9: Increase awareness and engagement with tourism from the wider population

Measures:	Awareness of volume and value of tourism amongst resident population
Instruments:	Citizens Panel
Targets:	Correct rating of volume of tourism to the district amongst resident population up to 50% by 2015 Correct rating of value of tourism to the district amongst resident population up to 50% by 2015
Baseline:	Correct rating of volume of tourism to the district amongst resident population of 8% in 2011 Correct rating of value of tourism to the district amongst resident population of 12% in 2011

Next Steps

Establishment of the Destination Steering Group (DSG)

The first key step is the establishment of the DSG as the lead body to enable this strategy to move forward with a common purpose. The initial meeting of this group is set for the 28th November 2011 with the aspiration that all of its operation and governance structures will be agreed and in place no later than 31/01/2012.

Development of a Destination Management Plan

The following step is the development of a full destination management plan, which will be an extension of this strategy, filling in more detail of the approach the DSG will take to deliver against the objectives and priority actions determined to date. It is expected the DMP will also include details of the resources involved in delivery and the financial requirements and sources of funding.

Conclusion

This strategy sets out the aspirations and vision to place tourism at the heart of the economy and make Stratford District one of the top places in Great Britain to visit. It also outlines the ambition to deliver on the promise and commitment to partnership working and ensure the principles of effective Destination Management are at the heart of all we do, for the benefit of visitors, residents and business across the District.