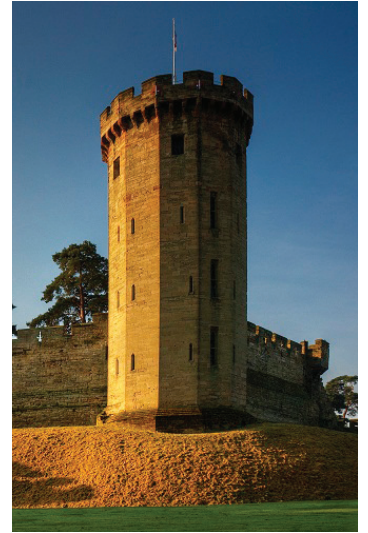


Shakespeare's ENGLAND Warwickshire

STRATFORD-UPON-AVON | ROYAL LEAMINGTON SPA | KENILWORTH | WARWICK



OUR DESTINATION MANAGEMENT PLAN FOR THE SHAKESPEARE'S ENGLAND WARWICKSHIRE REGION 2015 - 2025

PROGRESS UPDATE 2018

Tourism is a vital part of the economy in Coventry and Warwickshire. We enjoy rich cultural and tourism assets which employ more than 40,000 people across the region.

The number of businesses which benefit from the culture and tourism sector is certain to rise over the next few years. Coventry's successful bid to be UK City of Culture in 2021, and the Commonwealth Games in Birmingham in 2022, will raise the area's profile on a national and international level, providing a major boost to the whole region.

Winning the UK City of Culture crown from Hull was partly due to the fantastic partnerships which were formed throughout the process. Partnerships are also key to the success of Shakespeare's England as a Destination Management Organisation (DMO). It is great to see how key partners, businesses, stakeholders and individuals throughout the area are working together through the DMO to strengthen and vary the attractions of the region for visitors and investors alike.



This updated Destination Management Plan brings fresh focus and clear direction on the action we need to take to develop and manage the growth of our visitor economy. It also highlights what has been achieved in the past two years, with the backing of key strategic partners and stakeholders across the region. By continuing to work together to implement this plan, public and private sector alike will reap the benefits of the exciting opportunities which are on the horizon.

Jonathan Browning

Chair of Coventry and Warwickshire Local Enterprise Partnership

WHY TOURISM MATTERS

The National Picture

Tourism is critically important to economic growth nationally and here in Coventry and Warwickshire and the surrounding regions.

Tourism is worth

£127 billion

to the UK economy every year

10%
of GDP

£29.8 billion in exports make tourism Britain's fourth largest service export – ahead of automotive, digital and nuclear

Growth of
3.8% p.a.
predicted until 2025

3m employed

in every local authority across the country



And here is the picture in the Shakespeare's England Warwickshire region:

Shakespeare's England has diverse cultural, heritage and tourism assets, with significant potential for growth. The Shakespeare connection lends it iconic international destination status, crucial to the visitor economy in the wider region, centred on the Bard's hometown of Stratford-upon-Avon. Historic castles and towns, a vibrant arts and culture scene, and rural activities in picturesque countryside supported by a good range of accommodation, food and retail offers attract a broad audience.

The challenge is to encourage visitors to explore further, linger longer and spend more. Nestled in the heart of the Midlands Green Belt, and with close proximity to Birmingham, Coventry, the Cotswolds, and to national rail and motorway networks, the region is ideally-placed to boost the wider Midlands visitor economy, especially as the Coventry City of Culture and Birmingham Commonwealth Games raise the profile of the heart of England.

£1.15 billion

tourism turnover in Warwickshire

7%
of GDP

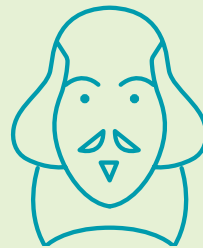
9.3 million

trips to the key 'attract' area
Shakespeare's England



**30,000 employed
in tourism across
Warwickshire**

growing more than twice
as fast as the national
average



Worth **£664 million**
to local business



Two and half times bigger than the automotive industry, a bigger exporter than the insurance industry and growing faster than digital, tourism matters to our economy. It is recognised as a core asset to help realise the ambition to make Coventry and Warwickshire a world-class place to do business, lead a great life, visit and return to.

In common with other key industries in our region, the tourism sector faces challenges around workforce skills, productivity and transport infrastructure connectivity. The Tourism Industry Council has identified four priorities:

- A 10-year tourism and hospitality skills campaign to boost recruitment, skills and long-term careers providing the industry with the workforce it needs;
- Boosting productivity by extending the tourism season year-round and increasing global market share in the business visits and events sector;
- Improve connections to increase inbound visits from more markets by 2030 by making it easier for overseas and domestic visitors to not only travel to the UK but explore more of it;
- Creating 'tourism zones' to build quality tourism products that meet visitors needs and expectations, extending the tourism season and fixing localised transport issues to improve the visitor experience.

INTRODUCING THE DESTINATION MANAGEMENT PLAN FOR SHAKESPEARE'S ENGLAND WARWICKSHIRE REGION

The Destination Management Plan (DMP) was launched in 2015 by James Beresford, then CEO of VisitEngland, with a 10 year vision to manage, develop and promote our region in order to generate the 'wise growth' in our visitor economy that will attract new investment, value-added jobs and new talent and stimulate innovation.

It is a plan for the whole destination, in place to bring together skills and resources to the benefit of all. It provides an important source of intelligence on the performance of the destination and provides evidence for national, regional and local plans, particularly LEPs, combined authorities and regional strategic groups, such as the Midlands Engine.

The DMP is the product of extensive consultation with key stakeholders including local and regional government, LEPs, BIDs, town teams, major hotels and the entire membership of Shakespeare's England Warwickshire Destination Management Organisation.

With so many individuals, SMEs, public and private sector bodies involved in some aspect of tourism and the marketing, management and development of the region's visitor economy, the DMP has enabled us to focus effort, reduce duplication and maximise investment in the right areas.

While the focus of this DMP is on the south of Warwickshire it includes major tourism interests in the surrounding areas too. Our aim is that it provides the cornerstone for more integrated planning and partnership working with DMPs in neighbouring areas and across the Midlands. With the wealth of our tourism offer and the opportunity provided by Coventry City of Culture 2021 and Birmingham Commonwealth Games 2022 there is a real opportunity to grow our contribution to the regional economy to the benefit of us all.

The DMP is led, implemented and monitored by the DMP Steering Group which meets quarterly. Following a review of priorities, opportunities and progress, the DMP has been refreshed and refined. Our top line priorities and progress update is overleaf; the full report can be found on www.shakespeares-england.co.uk/about/.



BACKING AND SUPPORT

This DMP has the backing and support of key strategic partners across the region including:



ENGLISH HERITAGE



If you think our way, travel our way.



Philippa Rawlinson
Chair of Shakespeare's England Warwickshire DMP Steering Group

PRIORITIES AND PROGRESS UPDATE

Following a review of the initial plan, priorities have been refined from eight to five areas of focus. Nominated leads will develop a focused and measurable action plan for each priority and identify the key individuals and organisations who will be accountable and responsible for their delivery. With the backing of the DMO Shakespeare's England, the industry and private and public partners alike, the plan will enable us to continue to capitalise on opportunities and provide solutions to any barriers.

PRIORITY ONE: Evidence and market intelligence

- understanding of the destination, current position and opportunities. This includes industry trends, research and VisitBritain overseas market development, enabling us to establish what markets provide the best opportunities to increase volume and value of visitors.

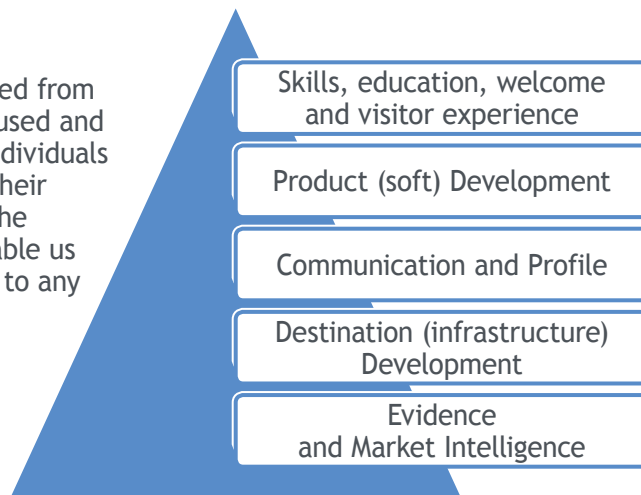
- **KEY RESULTS:** Evidence and intelligence group quarterly 'How's Business?' reports, delivering market insight from October 2017

PRIORITY TWO: Destination development - the strategic direction and focus for key infrastructure development opportunities, which includes signage, transport and connectivity.

- **KEY RESULTS:**
- Stratford Area Transport Strategy adopted as an addendum to the Warwickshire Local Transport Plan 2011-26.
- Funding identified to address congestion on the Birmingham Road in Stratford-upon-Avon.
- Shakespeare's England now promoted at Birmingham Airport arrivals pier.
- Warwick District Council has reviewed its parking strategy.

PRIORITY THREE: Communication and profile - communication of location and wider offer, pinpointing position in the UK and profile as a destination of international importance. This includes joined up and co-ordinated marketing, sales channels and PR.

- **KEY RESULTS:**
- A marketing strategy has been developed to increase the profile of the destination with domestic and international audiences. This will be delivered through a DMP workstream and amplified through collaborative partnership working.
- A new Shakespeare's England website has been launched.






PRIORITY FOUR: Product development - actions needed to develop new products and offers to attract new markets and extend the dwell time/return propensity of existing visitors. This includes packaged, bookable products and itineraries.

- **KEY RESULTS:**
- Two new products have been developed: Stay, Play Explore Warwickshire and The Explorer Pass by Shakespeare's England.
- Shakespeare's England is now a partner in four Discover England Fund projects developing bookable products; The Collection with England's Historic Cities, England's Waterways, England's Literary Greats, Experience England.
- Partner in a VisitBritain backed Gateway project highlighting Birmingham Airport as the gateway to the Midlands.

PRIORITY FIVE: Skills, education, welcome and visitor experience - developing businesses, careers and people working in, and wishing to enter, the industry. Improve the welcome provided to visitors, the information they receive and the overall experience they have.

- **KEY RESULTS:**
- Hospitality Means Business project, funded by Warwickshire County Council and connected to employers and schools.

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