



Destination Management Plan - 2015-2018

Discover Cheshire

Contents

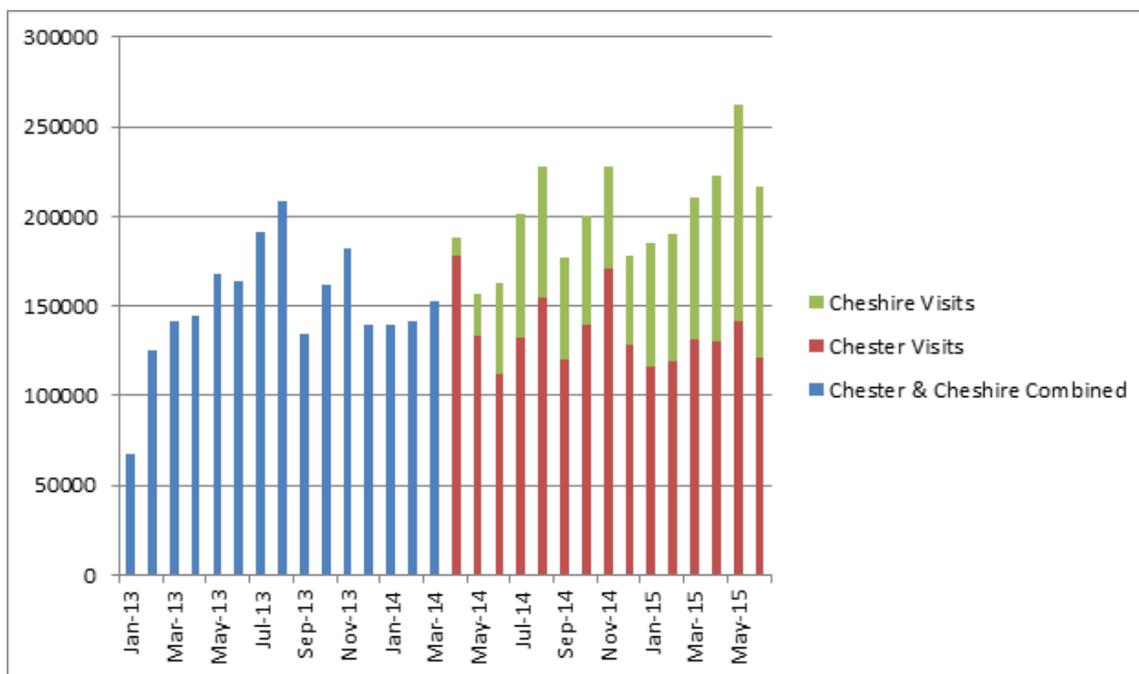
1. Introduction
 - a. Purpose and scope of the Destination Management Plan
 - b. What is Destination Management?
 - c. Why a Destination Management Plan?
 - d. Our Partnerships
2. Background
 - a. The National Context
 - b. The Importance of Tourism to Cheshire and Warrington
 - c. DMP Structure
3. Achievements since 2009
4. The Challenges and Opportunities
5. Strategic Direction
6. Target Markets
7. The Approach - Our Key Priorities
 - a. Priority One: Grow Cheshire's share of Visitor Markets
 - b. Priority Two: Place Shaping for Great Experiences
 - c. Priority Three: Connect our Visitors with our Experiences
 - d. Priority Four: Improving the Infrastructure
8. Monitoring and Evaluation
9. Appendix STEAM figures and sources of information

Introduction

Purpose and Scope of the Destination Management Plan for DiscoverCheshire

In 2014 Marketing Cheshire adopted a new strategy which created two marketing entities: Chester and Cheshire. This came about from the realisation that audiences for these two products want slightly different experiences and in order for both to maximise their opportunities, it would be helpful to present them synergistically but individually e.g. separate websites. Chester and surroundings is clearly an important driver of visitors into Cheshire and will always have a part to play. However new tourism propositions are emerging that benefit from the proximity of Manchester and the Peak District in the North and Crewe station and Birmingham airport in the South so it is only right that they are managed appropriately.

The graph below illustrates that this separation has been a success in that we are now achieving 200k+ visits per month to our two websites.



Marketing Cheshire therefore in consultation with its Visitor Economy Partners wished to prepare a Destination Management Plan (DMP) for the three year period 2015-2018 for DiscoverCheshire. (Ordinarily the plan would run for 5 years but with so much happening in the economy of the North, 3 years feels more realistic).

The key challenge for Marketing Cheshire is use all available channels and partnerships to boost visitor numbers and spend in the region resulting in demonstrable economic and employment growth. The Destination Management Plan (DMP) identifies an ambitious shared vision and common goals for how this might be achieved.

The Plan provides a framework for all partners from public, private and third sectors, with an interest in the Visitor Economy to work together effectively to improve and develop the visitor product over the next three years. It provides the basis for future priority actions and resource allocation. The DMP also demonstrates the importance of the tourism sector to the region's economy as a whole, the potential of the industry to provide and sustain local services and employment and the capacity for generating visitor expenditure and a strong sense of pride in the area.

What Is Destination Management?

Destination Management is a process of leading, influencing and co-ordinating the management of all aspects of a destination that contribute to a visitor's experience, taking into account the needs of visitors, local residents, businesses and the environment.

It is an action plan covering a 3 year programme of priorities and actions set out and agreed by the stakeholders of Cheshire and Warrington and aligned with the Visitor Economy Framework for '2020 - *Time to Meet the Challenge*'.

Why a Destination Management Plan?

Tourism is a complicated industry involving the public, private and third sectors and the local community. The private sector comprises many businesses, most of them small. Working alone, these enterprises cannot manage and sustain tourism across a destination. They cannot provide or maintain the necessary infrastructure or train and develop a skilled workforce without some assistance. Similarly, there are many public agencies and departments within agencies that contribute in different ways to tourism development and management along with a plethora of third sector economic development projects. For tourism to be successful and make a constructive contribution to the local community, all parties need to co-ordinate activity and work to common, agreed goals, set down in a referenced document such as this DMP.

This is therefore a plan for all those with an interest in the future of Cheshire as a destination. This includes:

- The private sector, responsible for meeting the day-to-day needs of visitors
- Local Authorities

- The Cheshire and Warrington Local Enterprise Partnership who are committed to growing employment and prosperity
- The various economic and community development projects that impact on tourism and the destination
- Politicians, who have to agree policy and allocate resources
- The local community with an interest in tourism related opportunities and possible impacts upon their way of life

The DMP sets the parameters for the destination for the next three years (2015-2018). The Plan, however, is simply a tool in an on-going Destination Management Planning process. It is not an end in itself but more of a flexible reference point that will need to be reviewed and updated through the Plan period and beyond.

Our Partnerships

The DMP is a partnership document which is co-ordinated and written by Marketing Cheshire and developed through consultation with all the appropriate stakeholders through Cheshire's Visitor Economy made up of private sector partners and local authorities.

Our partners are categorised by sector and include:

- Public Sector:
 - Local Authorities - Cheshire East, Cheshire West and Warrington
 - Cheshire and Warrington Enterprise Partnership
- Hoteliers Associations
- Retailers Associations include:
 - East Cheshire Retailers Group
 - West Cheshire Retailers Group
- Attractions Groups which include:
 - Favourite Days Out made up of 20 major attractions across Cheshire
 - Cheshire Peak District
 - Cheshire Gardens of Distinction
 - Cheshire Inbound Gateways Partnership
 - Thematic Groups - Stay on a Farm; Gardens of Distinction and Taste Cheshire
 - South Cheshire Tourism
- The Cheshire Tourism Business Network - a partnership that puts the sectors of the visitor economy including hotels, food and drink, heritage, transport around the table to discuss issue of mutual interest and to work together to deliver the objectives of the DMP

- England's Heritage Cities group - the CEO's of 11 of the UKs most significant heritage cities outside London *plus their rural hinterland*
- Education establishments as drivers for skills and training from our HEI's:
 - Reaseheath College
 - Macclesfield College and Warrington Collegiate
 - West, Mid and South Cheshire Colleges
 - MMU and Chester University
- Beyond the visitor economy, but still significant partners as contributors to the economic impacts of Cheshire and Warrington are:
 - The Property Forum
 - Cheshire Professionals Group
 - Chambers of Commerce
 - CH1BID
- There are relevant Place Shaping Teams within Cheshire
 - Warrington and Co
 - Ellesmere Port Development Board
 - Mid-Cheshire Development Board
 - All Change for Crewe
 - Make it Macclesfield
 - Rural Board
- Informal Partnerships which come together at certain points to achieve common marketing objectives e.g. the sponsors of Amazed by Science, our pan-Cheshire Science Festival

Background

The National Context

Indicative of the importance of the visitor economy, both Visit Britain and Visit England have published strategic industry framework documents focussed upon creating and stimulating further growth in the sector.

Visit Britain, focusses on International business and ensuring that Britain's international tourism delivers the largest economic benefit possible, published a consultation document entitled '*Delivering a Golden Legacy: A growth strategy for inbound tourism to Britain from 2012 to 2020*'.

Visit England has been the national tourism body for England since 2009. They produced a vision document entitled 'A Strategic Framework for Tourism 2010-2020' with the aim of providing the basis for public and private sectors to continue to enhance the quality of the product on offer and for Government at all levels to encourage such investment. The headline ambition is for a 5% year on year growth over the ten year period of the strategy, a figure which Cheshire is currently on track to exceed. In addition the recent Triennial review has charged VE with managing a Challenge Fund to ensure that English destinations work together to produce world class tourism propositions to match those of London, Scotland and Wales.

The Strategic Framework which is being updated aims to achieve four interdependent objectives which are;

- To increase England's share of global visitor markets
- To offer compelling destinations of distinction
- To champion a successful, thriving industry
- To facilitate greater engagement between the visitor and the experience

In the financial year 2015-16 Visit England are administering the £10m Northern Fund for Tourism Growth which will deliver opportunities to DMOs in the North in an attempt to rebalance the visitor economy. Cheshire will endeavour to maximise its exposure to international buyers and influencers via this programme.

The Importance of Tourism to Cheshire

The Visitor Economy excluding Warrington is currently worth circa £2.47bn or around 12% of the total sub regional economy and should therefore be recognised as one of the largest economic sectors for Cheshire and Warrington and one that is forecast to continue to grow in the next five years. Tourism in Cheshire is an eclectic and non-traditional mix. With no significant beaches

and few rugged landscapes, Cheshire is reliant on attractions, heritage, outdoor pursuits, unique events and quality hotels, food and drink.

There have been challenges in the period covered by the previous DMP; firstly in the economic downturn and changes in regional governance and structural framework to the national tourism frameworks and latterly in public sector downsizing and fragmented markets through increase in new technologies.

We have worked hard at developing effective strategic and operational partnerships which is critical for the destination as is the need to encourage our businesses to work effectively and closely with each other. Positioning the visitor economy and its benefits at the heart of economic and social policy is a continual and on-going objective and occasional struggle.

DMP Structure

This document is the Destination Management Plan. In the following chapters we draw on the evidence base to review the current state of tourism in Cheshire (the product, the market and how tourism is currently managed) and the external factors that affect the sector (the drivers of change and public policy).

The Destination Management Plan is made up of four parts:

- Recent achievements
- The Challenges and Opportunities
- Strategic Direction
- The Approach - Our Key Priorities

Recent Achievements

The Cheshire and Warrington LEP area represents one of the largest and most successful economies in the North West. The Cheshire and Warrington Enterprise Partnership ranks 7th in the UK and is the only LEP in the North to feature in the top 10. (Greater Manchester is next at 17)

And despite the general economic downturn, our visitor economy has shown good growth. In the last 12 months we have seen significant increase with an increase in visitors of 6%, employment 4.5% and overall economic impact seeing an increase of 9.5%. Below are just a selection of the high profile programmes and projects in Cheshire, confirmed during the lifespan of the current DMP, that have and will continue to transform our visitor economy offer:

- **Branding**
We have created a new website “DiscoverCheshire” which use the strapline “good for body and soul” to reflect the rural yet sophisticated nature of Cheshire
- **Accommodation** seen significant growth in stock levels - the Mere Golf & Country Club (£15 million investment) bringing 83 luxury bedrooms on-site with stunning spa and leisure facilities to complement the spectacular championship golf course in Knutsford; further investment at Q Hotels Mottram Hall (£6million investment) and Crewe Hall, Woodside Golf Club on Knutsford Road - building a 27 bedroom hotel, The Vicarage Hotel in Holmes Chapel enjoying a new lease of life, several more hotels planned and extended including 5 star Doddington Hall and expansion at The Hollies Farm Shop with the addition of luxury cabins. Combermere Abbey was named best self-catering accommodation in the Visit England national awards in 2013 and Peckforton Castel has been consistently Highly Commended by Visit England in the Best Large Hotel category.
- **Attractions** saw significant developments including:
 - The opening of Jodrell Bank Discovery Centre in April 2011
 - Phase 1 of Tatton Vision - farm, retail and catering. Tatton Park was named Best Large Attraction at the 2014 Visit England Awards
 - Overwater Marina was named best inland marina 2015.
- **Events** have seen significant economic impacts for the region - including the first ever CarFest North hosted in rural Cheshire with around 55K people over 2 days, the Cholmondeley Pageant of Power, the Bolesworth Classic, now a level 5 event of International import which continues to bring the equine community to Cheshire, the Barnaby

Festival in Macclesfield, the continued growth of the successful Creamfields event reaching in excess of 150k over the three day event, the Rugby League World Cup hosted in Warrington in 2013, the Nantwich Food Festival which now attracts around 30000 visitors, the Royal Horticultural Society show at Tatton is a key annual event with increasing numbers. Artisan markets are also increasingly used as drivers of the visitor economy, most notably in Macclesfield and mid-Cheshire towns such as Northwich and Middlewich. In 2015 Amazed by Science a festival designed to encourage day visits and promote Cheshire as a STEM cluster received 25% of its visitors from outside Cheshire.

- **Business Tourism** strengthened with the opening of new conference centre in Arley, The Centre opening in Birchwood (2011) with a £1.2 million revitalisation, a redevelopment of Peckforton Castle's conference facilities and spa development. Inglewood Manor underwent a £300K upgrade of its 23 bedrooms to attract more corporate and conference tourism business. The Mere Hotel hosted the prestigious Manufacturing Institute Conference and in the margins of the International festival of Business the Park Royal was home to Nuclear UK an important European conference for the nuclear industry. This investment has enabled Cheshire to expand its reach in the conference market. However there is still a significant opportunity for further growth and we have recently produced in partnership with Cheshire East Council a review of business tourism opportunities and a series of recommendations for growth. There is scope to significantly grow business tourism, especially in the areas around Crewe, close to Manchester Airport and in and around Chester where excellent hotels and the racecourse and university can accommodate larger meetings.

- **Retail** saw continued growth despite challenging economic conditions:
 - Golden Square Shopping Centre in Warrington welcomed a record 12.5 million visitors in 2011 and the approval of the Bridge St regeneration project will further animate the town centre and discourage leakage to Liverpool and Manchester
 - Significant investment by famous high street brands in Knutsford, Handforth Dean, and Wilmslow town centre. In Congleton, Scarborough Development Group announced plans for a £14 million redevelopment and extension of the Bridestones Centre.
 - Commencement of the £80m Barons Quay commercial centre in Northwich with Waitrose anchor
 - The affluent north Cheshire towns of Knutsford, Wilmslow, Prestbury and Alderley Edge consistently feature as exemplars of stylish independent shopping along with “supervillages” such as Tarporley.

- **Culture & the Arts** has included:
 - The opening of Orford Jubilee Park by HM The Queen (May 2012) - a £32 million state of the art facility recognised as the largest Olympic Legacy project outside London.
 - Cheshire West and Cheshire opened a sports and leisure village in Ellesmere Port
 - £12.5m Memorial Court arts and culture centre opened for Northwich
 - Cheshire East agreed terms with Curzon to run the council-owned cinema in Knutsford and HQ theatres to run the Lyceum Theatre in Crewe which has since seen an 80% increase in footfall.
 - Restoration and transformation of Lion Salt Works, close to Northwich into a unique heritage attraction. £8.8m of building works has been completed and the centre has opened
 - The arrival of the BBC in Salford Quays has seen Cheshire increase its share of filming locations. In 2013 viewers saw Great Budworth, Walton Hall and Arley Hall in Our Zoo, Arley Hall in Disney’s Evermoor. In 2015 is a major new ITV series Home Fires was aired to great acclaim which filmed in Bunbury. Other productions are in train. At a recent conference Creative England underlined how well Cheshire was doing and could do in future as a home for filming as the architecture and landscape is varied and the hospitality infrastructure good.

The Challenges and Opportunities

Looking to the future, Cheshire faces a number of challenges if it wants to stimulate and continue to grow its visitor economy, and build on strengths and opportunities:

- To adapt to changing market needs and aspirations. Tourism is market-led; we need to ensure we provide the type and quality of experience (environment, facilities and service) that people want to avoid their loss to other, competing destinations. Whilst the image and perception of Cheshire is favourable, the reality can be very different. There is a need to improve the 'on destination' visitor experience, capture business from other domestic destinations and convert the perception into a happy reality
- To recognise that over the past few years, city break tourism has grown and propensity to choose rural tourism especially among young people has declined. According to Visit England Chester scores 96 on satisfaction whereas rural Cheshire scores 83 - similar to rural Lancashire and Somerset. We need to find new images and messages to excite audiences about our rural offer. The profile of Cheshire is as a lifestyle brand not tourist destination. More encouragement is needed to tempt visitors to experience the lifestyle.
- To ensure connectivity of infrastructure developments including West Coast rail franchise, Atlantic Gateway project and the publicity around Crewe in relation to High Speed 2 are key. Moreover intra Cheshire connectivity is poor and slow. The re-establishment of the Halton Curve will enable passengers in to John Lennon Airport to connect directly with Chester by train but journeys to and from Manchester airport are more challenging.
- To exploit ever changing new media and make it easier to access information, signage, digital provision, bookings and tailor-made packages.
- To build on already successful events e.g. Bolesworth, Clonter Opera, Carfest and the Nantwich International Cheese Festival and small festivals e.g. Malfest, Just So, Barnaby, to encourage more especially in rural areas and to link them up with food, drink and accommodation to encourage longer stays
- To continuously invest in and upgrade the product - websites, consultancy, partnership working - and infrastructure

- Research shows Cheshire's welcome is rated as average and lacks standout. Our leisure industry undertakes its own corporate training programmes, it is important to benchmark against other destinations to improve standards and sense of welcome and to offer training such as Worldhost and small business support. Moreover the hospitality industry in Cheshire needs to increase competitiveness and skills to allow it to attract world class talent e.g. chefs, sommeliers, managers, entrepreneurs and small operators and to continue to grow.
- To offer a range of quality experiences to delight, excite and enthuse throughout the year.
- To create a destination that is distinctive, authentic and quality, indeed in many respects premium i.e. that consumers desire to come to Cheshire, understand what experiences they can expect and are prepared to pay a little more for the experience.
- To get all stakeholders - public, private and community - to collaborate and coordinate effort to more effectively overcome challenges
- Meet the challenges whilst facing constraints on public and private sector resources
- Planning consent is difficult to bring about change because of the green belt/heritage landscape. The proposed development of 74 premium cabins in Delamere Forest has been rejected. There is a need to lobby the case through our partners that development especially appropriate accommodation and attractions can create jobs and economic impact for local people.
- To champion business tourism and work towards a step change in the offer i.e. we make a significant increase e.g. +20% in the number of companies planning and booking business meetings and conference in Cheshire and in particular local companies keeping their meetings local and encouraging more meetings in. Business people want to meet in Cheshire. Its central location and excellent hotels and venues are very alluring. And a business trip is often the first step to an investment decision.
- Champion product developments in the leisure sector including further expansion at Jodrell Bank and Quarry Bank, the story of silk in Macclesfield and BeWilderwood plans at Tatton.
- Understand the relationship between culture and the visitor economy and work more proactively to link the two
- To position Cheshire as a mecca for weddings. Cheshire is ideally placed geographically and has the right image. Many couples recce Cheshire before booking - often visiting jewellers as well as hotels - and an average wedding is estimates to deliver 50 bed nights

- To make more of the canals and waterways of Cheshire and to link them more easily to the visitor economy infrastructure
- To encourage visitors to come to Cheshire for accessible outdoor pursuits: walking e.g. Sandstone Trail, Gritstone Trail, cycling, riding and sailing on meres and canals and to link these activities with suitable food drink and accommodation
- To celebrate local food and drink, especially unique products such as cheese and meat from world class farms and microbreweries

Strategic Direction

Developing and maintaining effective strategic and operational partnerships is essential to the success of the on-going development of the Cheshire Visitor economy. Marketing Cheshire cannot be alone in this drive for encouraging visitors to the region. They are the ‘hub’ and ‘glue’ for the visitor economy and work closely with national tourism organisations including Visit England and Visit Britain, other DMO’s, the local authorities and private sector partners in the region. In developing the DMP, Marketing Cheshire has reviewed and undertaken to include elements of the Strategic Framework developed by Visit England and Cheshire’s own vision to 2020.

Marketing Cheshire’s published vision ‘2020: Time to Meet the Challenge’ illustrates the demanding new landscape and the challenges faced in the coming 10 years. The document highlights the importance of the visitor economy both nationally and locally.

Taken from the Vision framework, the aim of the destination management plan is to:

Develop a successful and sustainable tourism industry which generates an economic return for the region, brings a consistently warm welcome and experience to its visitors and enhances the quality of life for its residents through the creation of jobs and wealth

In brief we want to realise the vision through:

- Cheshire’s natural environment, its attractions and its destinations which have become well known to its target audiences and are associated with great experiences.
- Maximising Cheshire’s geographical reach and as a place that is easy to get to and worth the journey via:
 - Strong transport links, through partnerships with strong, cutting-edge operators like Virgin Trains who have opened up Cheshire to all of the UK and other parts of Europe.
 - Cheshire’s ease of access to 3 major international airports and ports means our destination is now competing on a national and international stage.
- Job creation and business opportunities
- Strengthening the region’s image and on destination welcome with the on-going linkages with other sectors of the economy
- Contribute to the vitality of the region, quality of life for its people, and engendering local pride
- Provide an exceptional experience of all visitors
- Enhance the product including its culture offer, and capitalising on the rural and outdoor environment Cheshire has to offer

Our Objectives to 2018 are to:

- Grow visitor spend to exceed £3 billion
- Increase employment in the visitor economy to 40,000 jobs
- Convert more day trips to stays to increase the value of the visitor economy
- Be fully established as a quality, short-break destination for leisure and culture in the marketplace
- Become a desirable destination for premium business tourism

Target Markets

Our target markets can be broadly categorised across day visitor, UK, overseas, and corporate as follows:

- Day Visitor market specifically within a 90 minute drive time
- UK Short breaks focussed on female ABC1 bias
- Primary mature overseas markets e.g. USA, key EU markets, Australia but also growing markets with affluent travellers such as the Middle East, India and China
- Visiting Friends and Relatives and Weddings
- Business Tourism markets through corporates and Associations reflecting the LEP growth sectors but also in targeting areas that other locations ignore e.g. logistics, nuclear

The Approach - Our Key Priorities

Outlined below are Cheshire's key priorities as identified in Cheshire's Vision '2020; Time to Meet the Challenge' and as reported against in terms of progress and challenges earlier in the document. These reflect the findings of the tourism strategy review but essentially remain unchanged from previous years.

1. Grow Cheshire's share of Visitor Markets
We will enhance the region's image, strengthen the visitor experience and improve its brand positioning
2. Place shaping for great experiences
We will raise satisfaction levels of the visitor experience by making the most of our assets, improving and investing in them
3. Connect our visitors with great experiences
We will improve and invest in our information service provision, understand the movement of our visitor encouraging interaction
4. Improving the infrastructure

Support capital investment in our infrastructure in terms of buildings, transport and superfast broadband

PRIORITY ONE: GROW CHESHIRE'S SHARE OF VISITOR MARKETS

We will enhance the image of the region using our strongest brands, explore new communication methods, encourage dialogue and feedback through the ever changing world of digital media, strengthen the visitor experience and improve its brand positioning. We will reach new niche growth markets that will allow us to differentiate our destination.

Actions	Lead organisation
We will go to market with our strongest brands, those that have the potential to sell our area most powerfully and distinctively in the marketplace.	Marketing Cheshire
We will work with our award-winning attractions, cultural organisations, our natural environment and distinctive towns and experiences to sell Cheshire as a place for a high quality, relaxed and enriching short break that meets the expectations of demanding visitors, especially younger audiences	Marketing Cheshire
We will work closely with Visit England and Visit Britain and other key partners to encourage international visitors	Marketing Cheshire/International Group Visit England Visit Britain Marketing Manchester/Manchester Airport
We will harness the latest digital marketing techniques and new media channels through intelligent mobile information, to reach our customers with messages and information that capture their imagination, make them want to visit and build up strong brand loyalties.	Marketing Cheshire New Mind
We create a programme for English Tourism Week to engage partners and create new reasons to attract visitors	Marketing Cheshire Visit England
We will capitalise on outdoor tourism trends by encouraging visits to Cheshire by walkers, cyclists, riders and sailors	Marketing Cheshire Cheshire's Peak District
We will focus on major events across the sub-region that offer something special and distinctive to drive new visitors from our target markets, working with partners to create a truly joined up and co-ordinated approach to enhance existing events and	Marketing Cheshire

<p>festivals, develop and bid for new events with a vision for retention and growth.</p>	
<p>We will recognise Business tourism is a vitally important part of the local visitor economy, developing innovative marketing campaigns which play to our strengths - quality venues, location and connectivity, and proximity to city regions - and additionally support the positioning of Cheshire’s key sectors.</p> <p>We will lobby for an expansion of capacity so that more business people can choose Cheshire for meetings and conferences</p> <p>We will market our relaunched “Conferencing Cheshire ” portal and lobby companies and intermediaries more effectively to try Cheshire and also to “keep it Cheshire”</p>	<p>Marketing Cheshire</p>
<p>We will capitalise on the development of Media City to further enhance Cheshire’s positioning as a premier rural location in England for filming by attracting more TV and film productions to the destination as well as promote locations used for dramas to visitors. This will further enhance and support Cheshire’s creative industries.</p>	<p>Marketing Cheshire Creative England</p>

PRIORITY TWO: PLACE SHAPING FOR GREAT EXPERIENCES

We will focus on making the most of the assets we already have, identify their potential, valuing their contribution to the visitor economy and assess their potential to be customer-driven.

Actions	Lead organisation
We will support high profile, ambitious regeneration and infrastructure projects with potential to deliver great quality experiences, to drive additional visitors - we have had a circa +25% increase in the past 5 years so will be aiming for similar increases over the next 5, and to significantly extend visitor stay and spend.	Various partners
Support Taste Cheshire initiatives in a bid to encourage use of local produce within Cheshire's hotels and attractions to add value and enhance the visitor experience through their food and drink offer.	Taste Cheshire
We will recognise that encouraging more local people to enjoy the destinations on their doorstep is an important element to delivering our growth target.	Marketing Cheshire Local Authorities
We will capitalise on our natural environment assets - our waterways, meres, mosses, fells, our distinctive town and our local produce to enhance our proposition to meet and exceed the aspirations of our target markets	Marketing Cheshire Discover Cheshire Canal & River Trust Local Authorities
The 'Place Teams' across Cheshire have regeneration plans which include retail and leisure aspirations to create great spaces for visitors particularly VFR But these plans need funding, coordination, marketing nous and strategies to turn them into reality.	Rural Board Warrington & Co Ellesmere Port Dev. Board Mid Cheshire Dev Board All Change for Crewe Make it Macclesfield
We will capitalise on opportunities to link places with our excellent attractions and on regional initiatives that have a good fit with our offer, such as waterways and industrial heritage.	FDO Canal & River Trust Local Authorities
We will capitalise on existing and planned new events to drive visitors to places and to encourage more overnights stays, co-ordinating events better across the sub-region and improving their promotion.	Event organisers inc. Chester Performs Bolesworth International
We will recognise niche markets which have the potential to develop national and international profile for Cheshire, such as our	Cheshire Gardens Cheshire Peak

<p>strong equestrian events offer, food tourism, hiking, film and TV, golf utilising the key learning's from the 'Cheshire Gardens of Distinction' programme. However we must avoid the temptation of too much sub-branding - most people struggle to locate Cheshire let alone its component parts</p>	<p>District/CEC South Cheshire Tourism</p>
<p>We will work to target inward investment in the 3.5* and above and luxury self-catering accommodation sector that will allow us to welcome more overnight leisure visitors across Cheshire throughout the year.</p>	<p>LEP Local Authorities</p>
<p>We will endeavour to professionalise, train and upskill people working in tourism and hospitality to build excellent sustainable businesses and to help us deliver on our plan</p>	<p>Marketing Cheshire LEP</p>
<p>We will recognise our world class business brands and our wider sector strengths - including consulting engineering, life sciences, financial & banking services, logistics, and automotive - to drive more conference and meetings business.</p>	<p>Marketing Cheshire LEP Local Authorities</p>

PRIORITY THREE: CONNECT OUR VISITORS WITH GREAT EXPERIENCES

We will create a fit-for-purpose information service that delivers a warm welcome to all our visitors and provides information at the right place and in the right format to meet their needs throughout their stay.

Actions	Lead organisation
We will use information to ‘push’ additional experiences at decision-making stages of the visitor journey, as an opportunity to extend the value of a visitor trip.	Marketing Cheshire
We will make best use of new technologies to extend our reach to our visitors, and to build stronger relationships with them - through developing new mobile friendly scalable intelligent apps.	Marketing Cheshire
We will benchmark the visitor experience and welcome through intelligence gathered from our national tourism partners, Visit England, social media and Trip Advisor.	Marketing Cheshire
We will encourage local residents to recognise and perform an ambassadorial role for Cheshire to encourage VFR.	Marketing Cheshire Local Authorities
We will work collaboratively to deliver a coordinated approach to our region’s gateways and the information / messages they convey to our visitors.	Marketing Cheshire Virgin Trains
We will work collaboratively deliver improved, integrated transport infrastructure and services to better connect Cheshire	Marketing Cheshire LEP Local Authorities

PRIORITY FOUR: IMPROVING THE INFRASTRUCTURE

Proposed iconic developments across the Cheshire & Warrington sub-region will, if fully realised, transform our visitor economy. These are predominantly capital investment in terms of buildings and infrastructure but also include transport and superfast broadband investment.

Actions	Lead Organisation
Phase 2 of Crewe Rail Exchange will significantly enhance our transport and connectivity infrastructure and the understanding that Crewe will be the first stop on HS2 will create huge interest in the town and its hinterland.	CEC
Transformational projects including Warrington’s Bridge Street Quarter , City Place in Chester and Northwich’s Barons Quay will help us revitalise our city / town centres, at the heart of our communities.	Local Authorities
Our waterfront locations will achieve marque status as a consequence of developments such as Ellesmere Quays , Warrington Waterfront , Northwich Marina and River Dee Waterfront .	Local Authorities
Continued liaison and lobbying with transport influencers for the continued improving services on the West Coast mainline	Marketing Cheshire Local Authorities
Support and involvement in the road improvement plans, the Atlantic Gateway, Halton Curve and HS2 projects.	Marketing Cheshire Local Authorities LEP
Support the delivery and roll out of superfast broadband which aims to reach a 95% coverage by end of 2015	Cheshire East Peninsula

Monitoring and Evaluation

The document will be updated annually to reflect strategy and policy published nationally - by Government Office, Visit Britain and Visit England; sub-regionally by the Cheshire & Warrington LEP; and locally by our local authority partners and Place Teams.

A robust monitoring framework will be established to facilitate an effective, regularised process of reviewing the Destination Management Plan against short and long term targets set. This will be led by Marketing Cheshire, in conjunction with our private and public sector partners, annually updated highlighting the success against agreed KPI monitoring through STEAM and STR.

The overall performance of the Destination Management Plan will be linked to the performance of Cheshire as a visitor destination. Success therefore needs to be measured based on appropriate short, medium and longer term goals such as:

- Improved visitor satisfaction
- Enhanced tourism business performance
- Growth in visitor numbers, expenditure, jobs created/ sustained and new investment
- Awareness of Cheshire as a destination
- Visitor propensity to extend visit or go to other parts of the region

The Destination Management Plan is based on existing research that can inform the setting and monitoring of performance indicators. However, research will be required from time to time to evaluate performance against the overall goals as well as those that are project specific.

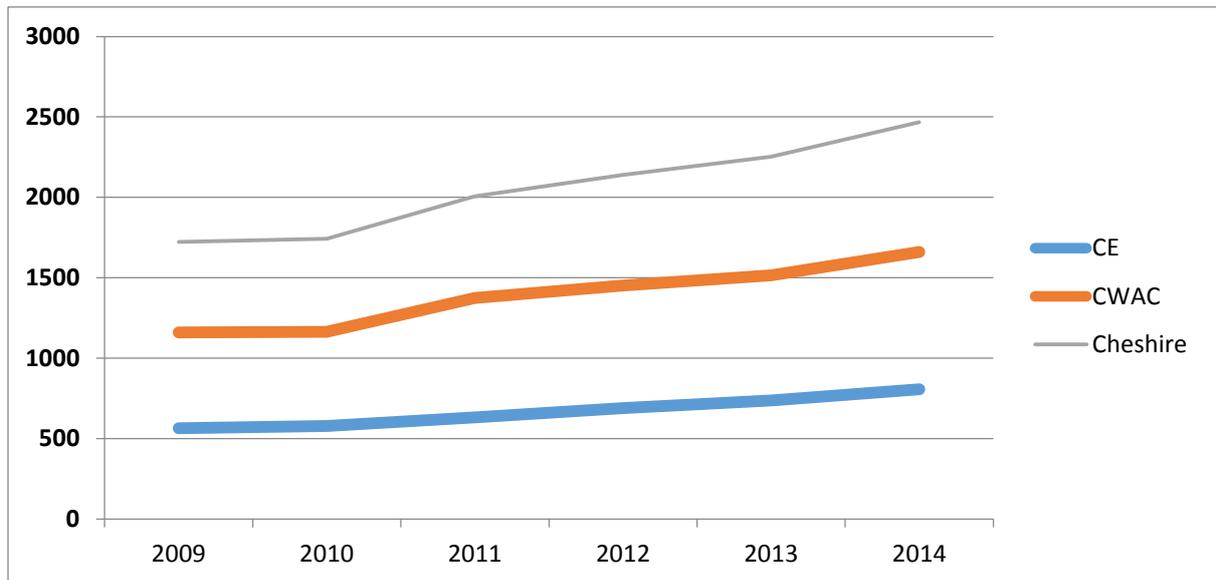
Appendix

Executive summary of the latest figures (2014) received from STEAM highlighting the increase in tourism numbers and economic impact for the region including all three Local Authority Areas.

		STEAM 2014	INCREASE SINCE 2009	INCREASE 2013 - 2014
Economic Impact of Visitor Economy	Cheshire West and Chester	£1.66bn	48.7%	9.6%
	Cheshire East	£807m	48.3%	9.4%
	Cheshire	£2.47bn	48.5%	9.5%
Visitor Numbers	Cheshire West and Chester	31.05m	23.5%	7.0%
	Cheshire East	14.62m	24.2%	5.2%
	Cheshire	45.67m	23.9%	6.1%
Visitor Days spent	Cheshire West and Chester	32.91m	23.7%	6.8%
	Cheshire East	16.22m	23.3%	5.2%
	Cheshire	49.13m	23.5%	6.0%
Total FTE Employment in Tourism	Cheshire West and Chester	21,903	27.4%	5.2%
	Cheshire East	10,851	26%	3.7%
	Cheshire	32,754	26.7%	4.5%
Economic Impact in Serviced Accommodation	Cheshire West and Chester	£188m	49.0%	3.7%
	Cheshire East	£181.07m	46.5%	12.6%
	Cheshire	£369.1m	47.8%	8.2%
Numbers	Cheshire West and Chester	853,000	33.9%	-0.1%

staying in Serviced Accommodation	Cheshire East	825,000	26.4%	-1.2%
	Cheshire	1.68m	30.2%	-0.65

Visitor Economy 2009 - 2014



Sources of Information and links

- Visit Britain:
Delivering a Golden Legacy: A Growth strategy for inbound tourism to Britain from 2012-2020
www.visitbritain.org/Images/Britain%20Strategy_tcm29-37329.pdf
- Visit England:
A Strategic Framework for Tourism 2010-2020
<http://www.visitengland.org/strategicframework/index.aspx>
- Cheshire and Warrington LEP:
Economic Development Strategy of 2012
European Structural and Investment Funds Strategy 2014-2020 (draft)
- Marketing Cheshire:
2020: Time to meet the Challenge
[www.whycheshire.com/dbimgs/VEF_001\(1\).pdf](http://www.whycheshire.com/dbimgs/VEF_001(1).pdf)
- Investment
Property Forum 2013
<http://www.investincheshire.com/info-centre/property-reviews/2013>