

STRATEGIC PRIORITY 1: TOURISM PRODUCT

Tourism Product - overall appeal and appearance, access, infrastructure and visitor services. Issues of capacity and quality of accommodation, attractions, places and services, making improvements, filling gaps and pursuing new and sustainable development.			
Opportunity	Action	Lead and supporting bodies	Priority
1. Encourage the GLLEP to work with major operators on future investment strategies	Support the implementation of at least 5 further sustainable developments of a national scale i.e. sporting events, festivals, thematic activities, new products.	GLLEP lead. Chamber, DMOs, Local authorities support	HIGH
	Emphasise the need to create 'year round' attractions and experiences in all plans and investment.		
	Any new developments should be sustainable. Planning departments should be considering this. Best practice examples can be shared on sustainability.		
2. Serviced accommodation under- performs in relation to self-catering	Use Lincoln and the investment in the castle to grow non-coastal and non-seasonal tourism to even out performance	LCC, DMO's Local Authorities	HIGH
	Develop and promote special interest heritage and activity breaks		
	Package and promote event based breaks		
	Promote itineraries and offers to the group and coach markets & develop MICE market		
3. Place the customer welcome at the heart of tourism in Greater Lincolnshire	Commission a new hotel and accommodation demand study to identify future needs and support investment & marketing strategy to drive investment	LCC	HIGH
	Introduce a comprehensive programme of 'welcome' training for all front-line staff	GLLEP/VLP/VEL	HIGH
	Review and revise if necessary a county-wide policy on accommodation quality assurance. Use the VE safe, clean & legal scheme as advice for new start ups.	DMO's, LA's	LOW
	Consider the merits of a county-wide 'code of practice' for tourism operators	GLDMF	LOW
4. Assess tourism spread – 'map and gap'	Review the provision of visitor information of all types and all channels (incl. private sector) across the county and work to address gaps and short comings	GLDMF, LCC Place Marketing team	HIGH
	Commission a tourism product 'map' and a future needs survey to identify potential gaps in provision	LRO/LCC	In hand
5. Learn more about what visitors really feel about their experiences	Work with the GLLEP and other partners to support and encourage appropriate strategic investment and development in tourism infrastructure and related areas such as transport	GLLEP/DMO's LA's/Chamber	HIGH (in hand)
	Create and commission a single on-going visitor satisfaction survey and distribute widely (or include questions in existing surveys); Understand why visitors aren't coming	LCC/LRO supported by private sector/ DMO's/LA's	MED
	Undertake regular analysis, interpretation and reporting on the outcomes and trends		
6. Recognise opportunities for improved visitor experience in all 'place shaping' activity	Use this intelligence to shape and inform all future tourism activity		
	Brief local authority partners on the concept of place shaping in a visitor economy context		MED
	Monitor proposals and plans for relevant work to ensure visitor economy opportunities are being considered		
Use results of visitor satisfaction survey to inform and shape future developments			
Outcome - An evidence based approach to the development of the tourism offer and the visitor experience			

STRATEGIC PRIORITY 2: ROUTES TO MARKET

The need to embrace new technologies especially relating to communicating and social media, selling to customers, existing markets, trends and the opportunity for change, consideration of current and future target markets, overseas v domestic.

<u>Opportunity</u>	<u>Action</u>	<u>Lead and supporting bodies</u>	<u>Priority</u>
1. Understand level of coordination required of the on-line presence of the county tourism offer	Map all current consumer facing tourism websites	GLLEP lead. Chamber, DMOs, Local authorities support	HIGH
	Requires a review of the main vl.com system before the contact is renewed. A sustainable, user led approach is required.		
2. Maximise opportunities of working with Visit England	Agree key leads to reduce duplication and confusion	LCC, DMO's Local Authorities	MED
	Link the destination brand map with the VE marketing themes and activities		
3. Grow economic impact by better use of new technologies	Advise, inform and train partners on the value and importance of new technologies including social media	GLLEP/VLP/VEL	MED - Ongoing
	Promote and encourage the take-up of on-line sales to all industry sectors	DMO's, LA's	
4. Grow inbound tourism	Understand more about the nature and impact of inbound tourism	LRO/LCC	LOW
	Identify priority markets and routes (i.e. Magna Carta)	GLLEP/DMO's LA's/Chamber	
	Explore development opportunities with Visit Britain		
	Maximise existing overseas visitors; Universities & other markets		
5. Develop 'Green' Tourism	Explore and develop opportunities for green or eco-tourism experiences.	LCC/LRO supported by private sector/ DMO's/LA's	MED
	Educate staff of existing product offer		
Outcome - Focused marketing activity on key target markets reached through the most effective communications channels			

STRATEGIC PRIORITY 3: SKILLS & TRAINING

The need to embrace new technologies especially relating to communicating and social media, selling to customers, existing markets, trends and the opportunity for change, consideration of current and future target markets, overseas v domestic.

<u>Opportunity</u>	<u>Action</u>	<u>Lead and supporting bodies</u>	<u>Priority</u>
1. Create local jobs through tourism growth	Work with the industry and relevant agencies to get a clear picture of current and future skills gaps	GLLEP, Skills Council, Local Education Providers, Chamber.	HIGH
	Assess current training, apprenticeship and employment growth strategies to ensure that tourism opportunities are fully recognised and exploited		
	Work to raise the profile of the tourism industry as an attractive career choice	DMO's, LA's.	
	Work with relevant bodies to encourage linkages between industry and education		
	Identify and work to remove barriers especially around the significant seasonality in some areas of the county.		
	IT training is important to ensure Greater Lincolnshire is 'available' to new markets & through digital channels.		
Outcome - relevant and accessible training opportunities are made available to create growth in the visitor economy			

STRATEGIC PRIORITY 4: DESTINATION IMAGE & BRANDING

The need to 'sing from the same song sheet' in how we talk about the county and our tourism products. The balance between county-wide and sub-destination activity and links between visitor economy and place marketing.

<u>Opportunity</u>	<u>Action</u>	<u>Lead and supporting bodies</u>	<u>Priority</u>
1. Ensure coordination and complimentary marketing across the county	Audit and evaluate the relative strength and effectiveness of all consumer facing tourism brands – including destinations and themes	Resource? DMO's	On going
	Agree and support no more than 6 'hero' destinations, brands or themes as part of an attract and disperse marketing approach	GLDMF	
	Agree on a definitive 'brand map' for Greater Lincolnshire to guide marcomms activity	LCC	
2. Review tourism positioning alongside marketing to other audiences	The GLLEP may wish to look at 'place marketing' across the whole destination to all audiences including residents, students, investors etc.	LCC lead? Resource? Must link with DMO's/other areas.	On going
	Consider how tourism brands sit alongside and work with brand messages to other audiences		
Outcome - Effective marketing of Greater Lincolnshire and its key themes led by appropriate bodies; to raise awareness; drive growth in visitor economy and to demonstrate to investors Lincolnshire is 'open for business'			

STRATEGIC PRIORITY 5: WORKING STRUCTURES & COMMUNICATIONS

The need to improve stakeholder engagement and joint working, through better structures and communication.			
Opportunity	Action	Lead and supporting bodies	Priority
1. Ensure that all partners are working towards a common outcome that is fully locked into the county's high level strategic objectives	Consult on the creation of a new 'high level' county-wide tourism partnership within the LEP structure	Established	Done
	Develop a membership and terms of reference to give a 'light touch' top level steer to all other groups and bodies	Complete	Meet
	Agree which groups will meet DMO status and agree with Visit England how the county is best represented at the Destination Management Forum	Agreed (VEL&VLP) ELT represents at DMF	Every 6months
2. Consider where county-wide activity can be delivered for best returns	Review which activity may be best handled on a county-wide basis	This group	MED
	Agree with partners who will lead on such activity		
	Develop and share relevant plans and targets		
Outcome - Ensure all relevant groups and partnerships have a shared set of aims and goals			

STRATEGIC PRIORITY 6: TOURISM PERFORMANCE & IMPACTS

The balance of volume and value, the advantage and chance of increasing spend per head. Opportunities to increase the level of tourism spending retained locally, for example through local supply, priorities towards staying as against day visitors, and increasing length of stay, lengthening the season			
Opportunity	Action	Lead and supporting bodies	Priority
1. Increase length of stay and extend the season.	Adopt an aggressive 'packaging' approach to marketing to give reasons to extend stays	DMO's. Local authorities.	MED
	Exploit out-of-season events, sporting events, experiences and activities to extend the season	Private sector	MED
2. Increase the economic impact of staying visitors.	Destination marketing activity to be focused on increasing overnight stays (Individual attractions to lead on day visit marketing)	Local area groups/DMO	HIGH n/a
	Coordinate activity to grow and develop the Coach and Group markets	LCC	MED
	3. Increase multiplier effect of tourism in the county.	Ensure that tourism and 'Select Lincolnshire' activity is properly aligned	Chamber
Use 'Select' and other key brands and themes as a key component of tourism strategies		Select	MED
Promote the use and visibility of local products by tourism partners		GLDMF	
Encourage use of local suppliers/contractors etc to retain spend in county (balanced approach to this)			
4. Raise the profile of visitor economy as a key economic driver for job and wealth creation.	Increase the frequency and significance of references to visitor economy within all key economic strategies, frameworks and documents produced by councils, the LEP and other economic bodies	This group lead ED officers.	MED
	Introduce a coordinated communications process to raise the awareness of the importance, potential and need for investment in visitor economy growth	GLDMF. Use DMP's	MD In hand
5. Grow the M.I.C.E. sector.	Build on the Meet Lincoln initiative & expand	VLP	MED
	Consider market opportunities for renewed activity to grow the sector	VLP	MED
Outcome - Growth in visitor economy through private sector investment, strategic recognition for importance of sector.			