

Leicester Shire Promotions Ltd

Corporate Plan 2008-2011

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A. Summary

This plan guides the strategic priorities for the work of the Company over the next three years. Its role is critical in shaping the tactical activity that will be employed to deliver the ambitious targets contained within.

The plan places the work of Leicester Shire Promotions in a national, regional and sub-regional context. It provides essential cohesion across these parameters. The many successes that Leicester and Leicestershire have enjoyed in recent years in developing an increasingly strong and effective tourism sector are in a large part due to this cohesion which remains illusive to many destinations. Given the changing landscape resulting from the formation of a City Development Company and the sub regional review of delivery structures, this cohesion and a clear focus on an agreed set of challenging yet deliverable targets must be preserved.

The plan is structured around three strategic priorities that are designed to align local activity with regional and national agendas. Activity is then driven by 6 objectives with associated targets to focus resource and allow an effective evaluative framework to be implemented.

Priorities:

- 1. Marketing and Sales*
- 2. Quality Improvements*
- 3. Infrastructure Development*

Objectives:

- 1. Develop the performance of the Business Tourism and Event Sector*
- 2. Promote Leicester and Leicestershire as a destination of choice for Leisure tourism*
- 3. Increase the range of sales channels for the destination's product*
- 4. Develop and implement a coordinated brand strategy*
- 5. Improve the competitiveness, productivity and quality of the sector*
- 6. Influence and facilitate investment needed to shape a powerful destination*
- 7. Provide intelligence to inform strategy and evaluate effectiveness*

B. Objectives and Responsibilities

Leicester City and Leicestershire County Councils and East Midlands Development Agency have chosen to co-ordinate place marketing through a single Destination Management Organisation known as Leicester Shire Promotions. EMDA, through East Midlands Tourism, has identified the company as its sub regional partner for tourism.

As the DMO for the City and County of Leicester and Leicestershire, the core roles of the company are:

1. Providing cohesive management across the destination
2. Attraction of new visitors
3. Improving the visitor experience
4. Supporting and servicing the industry

Leicester Shire Promotions embraces these roles and will position itself as the lead agency for driving success in these areas.

Since 2003 the company has developed and delivered an increasingly successful range of inward investment services. However, a review is currently underway that is exploring the possibility of the formation of a new agency in the sub-region that would pull together key responsibilities for regeneration and economic development. The company supports these investigations and recognises that such a move might allow for even greater success. There is a possible impact on the most appropriate host organisation for Inward Investment services and therefore, this activity is positioned to one side in this plan to facilitate a smooth hand-over should this happen. Should changes occur, above all the company is proud to be able to hand the service over in its strongest and most effective period for a number of years.

C. Sub-Regional Strategic Partnerships

The relationship between Leicester Shire Promotions, other relevant sub-regional agencies and East Midlands Tourism is set out in the 'Framework to Guide Joint Working between EMT, SSPs and DMOs.'

D. Tourism Strategy for the East Midlands

Launched in 2003, Destination East Midlands is the guiding strategy for tourism development in the region. Extensive consultation with stakeholders across the region developed the seven strands:

- Branding and Marketing
- Attractors
- Infrastructure
- Business Skills and Training
- Performance Measurement
- Special Projects
- Delivery

Destination East Midlands shaped the aspirations for tourism in the region, recognising the strengths of the existing product and identifying opportunities for growth. A fundamental focus of the strategy relates to prioritising investment by supporting iconic brands and encouraging high value staying tourism.

E. East Midlands Tourism Corporate Plan 2008-11

The plan sets out the priorities of East Midlands Tourism for the three year period from 2008 to 2011, building upon the core themes set out in Destination East Midlands.

F. Stakeholders

The company enjoys the support and engagement of a large and growing group of stakeholders. Key financial stakeholders are:

- Leicester City Council
- Leicestershire County Council
- Emda (EMT)

A wider stakeholder group is engaged with through the operation of an effective and focussed network of area tourism partnerships and specialist advisory groups that represent the needs and interests of over 1500 businesses.

Significant amongst these groups, and critical to the effectiveness of the company are a number of advisory groups, created and facilitated by the company.

G. Roles and Responsibilities of Stakeholders

The company looks to its stakeholders to support the development of a positive environment that will encourage and nurture success. We welcome open and honest discussion to develop shared ownership of visions and objectives.

Funding partners can provide stability and facilitate strategic development by giving certainty of funding for the medium term. All stakeholders have individual roles to play in support of successful delivery and the effectiveness of the company may be suppressed if any stakeholder fails to play their proper part. In particular, the purpose of the advisory groups is:

“To harness the energy and strength of our area’s unique and distinctive product in the pursuit of profile and business growth. Working within the context of customer focused destinations and destination management organisations across the wider East Midlands region, we will create a destination distinctiveness built around agreed strengths.”

Our key funding partners buy a broad range of services from the company. The priorities for spend for each of them are:

Leicester City Council	City marketing and brand development, with an emphasis on the relaunch of the City centre. Operation of the Leicester Tourist Information Centre and associated services. Quality of Visitor Experience.
Leicestershire County Council	Tourism product development and development of an effective brand to support tourism activity. Marketing collateral and promotional activity. Quality development.
East Midlands Tourism	Development of tourism quality. Expansion of visitor services. Generation of increased bed nights.

Local authorities must play an active part beyond the supporting of the DMO. They remain the primary custodians of much that impacts upon the visitor experience. These include highways and public realm, access and parking, signage and interpretation. In addition, Local authority partners are operators of a major part of the core visitor infrastructure including museums, galleries, attractions and country parks.

Leicester Shire Promotions have tourism development Blueprints in place with the four district/borough councils in the county that prioritise and are active in tourism development.

H. Corporate Vision

“The Company aspires to be recognised as a leading Destination Management Organisation, delivering innovation, creativity and results that are seen by its peers to be leading edge.”

The Company is geared towards the achievement of this by focussing on three areas:

- To improve the ‘drawing power’ of Leicester and Leicestershire
- To actively work with EMDA and regional partners to improve the economic performance of the region
- To be financially stable and viable

I. Mission Statement

“Leicester Shire Promotions Ltd will help to shape and facilitate a strong and successful destination renowned for its progressive, well-rounded approach and its unique blend of world-class attributes. We will establish and develop a profile of Leicestershire as a destination of choice and the most distinctive within the East Midlands. We will strive to deliver one cohesive destination, which seamlessly embraces the diversity of facets.”

J. Governance

Structure, Status and Membership

The Company is a not-for-profit organisation limited by guarantee.

The company operates with a Board of 13 non-executive directors and one Executive Director. The current board, (October 2007) along with their lead area is:

Dr Angela Lennox	Chairman and Corporate Development
Mr James Bowie	Vice Chairman and Corporate Development
Mr Chris Gladman	Inward Investment
Mr David Illingworth	City Centre Forum link member
Cllr Patrick Kitterick	City Council link member
Mr Richard MacKay	Tourism
Cllr Lesley Pendleton	County Council link member
Mr Martin Peters	Chief Executive
Mr Martin Traynor	LSEP link, tourism
Mr Herdle White	Districts development

There are currently four vacancies on the Board which will be filled subject to acceptance by the December 2007 board meeting.

Additional governance is provided through four board committees looking after:

Finance
Human Resources
Audit
Nominations and Governance

At the company’s AGM in June 2007, the Chair announced her intention to stand down once a suitable replacement is identified and the process to affect this is being overseen by the Nominations and Governance Committee

K. Context

1. Based upon trend analysis, the visitor economy is forecast to make a growing contribution to the prosperity and productivity of the East Midlands, providing a range of flexible employment opportunities, stimulating enterprise, boosting the region’s rural communities and strengthening the profile of its destinations as places to visit and invest. The visitor economy is already vital to the region, with £5.3 billion annual visitor expenditure supporting some 100,000 jobs. In Leicestershire,

the annual contribution to the economy exceeds £1bn and 20,000 jobs are dependent on a thriving visitor economy. A recent survey undertaken within the local business community from all sectors showed that the majority believed that the tourism and hospitality sector would be the one with the greatest growth in the future. This subjective view is supported by a more objective analysis of the Leicestershire economy undertaken by the Leicester Shire Economic Partnership.

2. A thriving visitor economy strongly supports and encourages an enterprise culture, as more than 80% of tourism employment is within SMEs. The challenge is to ensure that the many micro and lifestyle businesses in the sector, including those that are rural and farm-based, are given the support required to lift radically standards of product and service quality, innovate sales and distribution channels and closely target their marketing to attract high value customers. However, the industry is somewhat fragile and remains highly vulnerable to macro influences such as weather, exchange rates and crises such as foot and mouth. The industry will not reach its potential without intervention.
3. This plan uses as its foundation the regional corporate plan developed by East Midlands Tourism following extensive consultation. Onto this is layered those specific issues facing the sub-regional regional economy and the strategic challenges identified by the wide range of stakeholders who support and have an interest in the work of the Company. The approach taken with this plan, to run for three years from April 2008, is to deliver a set of strategic objectives in order that the full potential of the visitor economy can be realised.
2. Since 2003 the company has undertaken a substantial programme of activity to support the growth of Inward Investment in the sub-region. This work is closely aligned to the regional strategies for Inward Investment established and overseen by EMDA. As part of the review of sub-regional delivery vehicles undertaken by the government, local partners have committed to the formation of a new vehicle to drive forward and maintain the momentum of the large scale physical regeneration of Leicestershire and the city of Leicester in particular. It is anticipated that some or all of the Inward Investment function currently delivered by the company will be transferred into this new vehicle. Therefore, the Investment elements of this corporate plan have been developed to facilitate a smooth transition to the new company, should that become necessary. Because of this and other influences including the commissioning of a new economic development strategy for Leicestershire and a cohesive inward investment strategy, the Investment plans contained within this strategy should only be seen as an interim plan designed to ensure that momentum is maintained as the new structures emerge.
3. The plan aims to make a significant contribution to the delivery of the Regional Economic Strategy for the East Midlands 2006-2020, 'A Flourishing Region' by:
 1. Growing the contribution that the visitor economy makes to the regional economy by increasing the number of visitors to the region;
 2. Increasing the productivity of the region's visitor economy related businesses by improving the quality of the region's offer and the skills of its workforce.

Where there are additional strategic objectives relevant to the sub-region and driven by other key stakeholders of the company, these are also reflected in the plan as key drivers.

4. The basis of this plan is for the company to build on previous success and support the new and emerging products within the visitor economy by focussing on a small number of high value programmes. Significant success has been enjoyed during the

period covered by the previous corporate plan. In particular the rationalisation of the brand of the county tourism product resulting from a strong partnership between the district and county councils has resulted in a new way of presenting the county to visitors. Considerable success has also been achieved in improving external perceptions of the city and a number of indicators demonstrate a real shift in both awareness and positive association with the city brand. A new focus on demonstrable results for our tourism campaigns, increasingly expressed by bednights delivered has also allowed the effectiveness of the company's marketing campaigns to be demonstrated.

5. A particular success of the last corporate plan has been the rationalisation of tourism delivery by the integration of the Leicestershire district authorities that prioritise and are active in tourism development. Accordingly, and following successful precedent, new individual district Blue Prints will be developed to show how activity at this level locks into and supports fully the tourism development ambitions of the county and the region.
6. The effectiveness of inward investment for the city and county has also developed significantly. Clear focus and direction has delivered sustained results that have seen the county move from a catch-up position to a regional front-runner in a short space of time.
7. A variety of strategic targets have been agreed with key stakeholders. These indicators are summarised in *Annex 1*.
8. This draft plan is for consultation with partners, stakeholders and other interested parties. It will be completed in time for formal adoption by the company's board in December 2007

L. Rationale for Intervention

9. Visitors of all types already make a significant contribution to the regional and sub-regional economies and there is considerable growth potential. Comprehensive figures showing the value of tourism are given in *Annex 2*. Increasing this inward flow of visitor spending is a core objective of this plan.
10. After three years of concerted marketing-led activity Leicester and Leicester based campaigns have proved to be increasingly successful. From substantial increases in quality national PR coverage through to significant numbers of bednights being generated directly attributable to the company's activities, the effectiveness of this work is increasingly evident. The company now enjoys access to large banks of customer data and is able to segment the data effectively to mount financially efficient and effective campaigns. The result of this work is now widely recognised by hotel partners who see these partnership opportunities as increasingly important to their own business performance.
11. EMT are formalising the strategy behind their corporate plan by adopting the concept of attack and development brands. Attack brands are those that already enjoy significant national and in some cases international consumer awareness and recognition. The region enjoys relatively few of these attack brands and there are none currently in Leicestershire. However, it is also recognised that the region needs to support its development brands and nurture those less established products and destination that have demonstrated their potential to grow in the significance of their contribution to the visitor economy. This Plan identifies those key development brands with the greatest potential in Leicester and Leicestershire and focuses

marketing activity around moving them forward significantly over the three year duration.

12. A significant tool in the development of these emerging brands will be the strengthening of effective brands for the county's visitor destinations. Building and communicating effective brands is a critical factor underpinning the success of this corporate plan. Previous indicators have suggested that potential in the destination is suppressed by low external awareness and the lack of a strong city and county 'brand.' The improvement of this has gained considerable momentum and a key component of the corporate plan is to exploit fully the major infrastructure changes and growing portfolio of visitor products to accelerate this process further.
13. In addition, the plan will also address a range of other structural challenges for the industry which are currently constraining its productivity. This includes measures to improve skills and workforce development, a continuing focus on improving the overall quality of the visitor experience together with a focus to facilitate key strategic development opportunities.
14. The intervention is based on the concept of facilitation. The company will increasingly direct its resources towards creating a positive and effective environment in which individual businesses can flourish. Rather than delivering all the activity directly, the company will empower business partners to become more successful. Ultimately, the success of this plan will be determined by the enthusiasm and energy with which the industry in Leicestershire embraces this approach and exploits the opportunities it will create.

M. Intervention Logic

15. *emda*, EMT Leicester City Council, Leicestershire County Council and the company's other key stakeholders see the development of the visitor economy as an important sector contributing to wealth and job creation and a better quality of life for residents. As well as the increasingly important economic impact in terms of new jobs, gross value-added and business creation, a vibrant visitor economy also improves the profile of the region and stimulates inward investment. It also provides many amenities that can enable a better quality of life for those living in the region. The current Regional Economic Strategy recognises the importance of the visitor economy.
16. There are a number of specific reasons why intervention is necessary and proportionate:
 - 1) Policy mandate - In April 2003, Government tasked the RDAs with the responsibility for the strategic development of tourism in England. This resulted in the East Midlands developing its own Regional Tourism Strategy, '*Destination East Midlands*', investing in sub-regional delivery structures and prioritising capital investment across the sector;
 - 2) Market failure - the industry's size and diverse nature mitigates for public intervention, notably due to the high proportion of small, micro and lifestyle businesses that may not have a direct route to market;
 - 3) Low levels of productivity - Often created by low barriers to entry, high staff turnover and low staff training rates this is a key issue for this plan to tackle;
 - 4) Low levels of professionalism - There is a continuing need to promote high standards of quality across the industry to succeed in an increasingly competitive, international market place;

- 5) Coordination - There is a need to ensure robust coordination within a complex multi-partner environment in order to enable economies of scale, greater efficiency and modernised delivery structures.

N. Strategic Priorities

17. This Plan adopts the three strategic objectives set out in EMT's regional plan:

- 6) Increase the current numbers of visitors to the region and their levels of expenditure.
- 7) Improve the competitiveness, productivity and quality of the offer for all types of visitors to the region.
- 8) Plan for and facilitate the investment needed to reinvigorate the region's tourism and visitor offer.

18. However, the delivery of tourism and inward investment needs to sit firmly within the new Sustainable Community Strategy being driven by the agreement of a new LAA for the City and County. The specific priorities relevant to this plan are shown in paragraph 19:

19. EXCERPT FROM SUSTAINABLE COMMUNITY STRATEGY SHOWING LINKS TO TOURISM AND INWARD INVESTMENT

A. Excerpt from Vision with Tourism and Inward Investment References pp 6-7

In 2026, Leicestershire will be made up of thriving, sustainable, safe and secure communities and be recognised locally, regionally and nationally, for:

A strong (Leicester and Leicestershire) economy that plays to its strengths including its location, culture, specialist products and services, tourism and environment, and has:

- Developed successful business clusters and attracted new business to the sub region;
- Developed and attracted higher levels of skills that match business requirements;
- Maintained high employment levels;
- Adequate employment land to meet future demands of the economy;
- Seen Loughborough achieve its full potential as a major economic and cultural centre in the heart of the 3 cities sub region;
- Ensured that transport nodes including East Midlands Airport, Leicester and Midlands Parkway stations and M1 Junction 21 are linked to business growth;
- Entrepreneurial businesses in rural areas trading in strong local supply chains and networks and supported by high quality Information Technology (IT);
- Enough to offer to persuade many graduates from our Universities to stay in Leicestershire; and
- A clear identity and quality products that make people want to visit for at least a few days.

Its attractiveness as a place to live and work because:

- Of its countryside where food production and environmental quality are balanced, ensuring
 - Parks and rights of way are well-used for leisure and exercise;
 - Farms are diverse and profitable and well-run;
 - Tree cover is increased on the eastern side of the County; and
 - Habitats are protected and new habitats retain and encourage bio-diversity.
- Its main attractions - like the National Forest Visitor Centre, Conkers, Foxton Locks, Bosworth Battlefield and Snibston Museum - are managed as centres for understanding
- Leicestershire's history and culture;
 - Its National Forest is fully planted and supports leisure, tourism and local employment;
 - Steps have been taken to protect places along the M1 corridor from noise or other pollution;
 - Town centres, urban parks and streets are places where people of all ages can enjoy a high quality environment free from traffic, litter, dirt, anti-social behaviour and unnecessary traffic; and
 - There are excellent transportation networks which make getting about easy.

B. Thematic References to Inward Investment

These appear in the economic section (p33¹) thus:

Although skill levels in the County are high, there is a need to ensure that training and learning opportunities are available to adapt to the changing needs of employers. A large proportion of people have graduate level qualifications. There is therefore a need to provide high quality employment options for these people by promoting inward investment and supporting the growth and start up of businesses within the high value and knowledge based sectors.

Strategic Context

Economic interventions at regional level are led by emda in the context of the Regional Economic Strategy (RES). More locally the Leicester Shire Economic Partnership (LSEP) takes the lead at a sub-regional level working closely with local authorities and other key economic development agencies. Leicester Shire Promotions leads on inward investment and tourism. A new employer-led Employment and Skills Board will improve the co-ordination and targeting of skills interventions.

C. Thematic References to Tourism

Apart from the vision there are further explicit references to Tourism in the Economic (p33), Rural (p20), Sport and Culture (p25) and North West Leicestershire (p58) sections.¹

¹ Page numbers refer to the Sustainable Community Strategy document

O. Improving the Performance of Inward Investment

20. Inward investment activity across Leicester and Leicestershire currently operates under the brand of Invest Leicestershire. It forms part of the wider team operating across the East Midlands and the regional team based at the East Midlands Development Agency. The roles and responsibilities of the region and sub-regional teams are defined through an agreed set of protocols. These are focused on using the respective strengths of the region and sub-region in helping to secure the maximum value of investment.
21. East Midlands Development Agency during 2006/7 commissioned the development of a Foreign Direct Investment Strategy and Plan for the East Midlands.
22. This activity has operated for the last 4 years somewhat in a vacuum as there has been no sub-regional strategy in place to provide an operational framework for Inward Investment activity. This is currently being addressed with the commissioning of such a strategy by the Leicester Shire Economic Partnership.
23. The context of this activity will be strengthened further as a result of the work of the group tasked with the formation of a county wide Economic Strategy.
24. Nevertheless, following a period of some turbulence when the company took on the investment brief in 2003, considerable success has been achieved in a number of areas including;
 - Increasing awareness of the Invest Leicestershire Brand within target organisations and intermediaries
 - Success in putting the Leicester and Leicestershire investment offer ‘on the radar’ of significant national targets
 - Strong and effective partnerships established with the economic development teams at all local authorities and with agencies such as the Leicester Regeneration Company
 - Development and deployment of a very powerful and effective suite of marketing collateral including high quality print and an interactive web presence that includes a comprehensive property data base
25. Businesses locally are much better aware of the services and support available through the Inward investment and Investor Development Functions.
26. Barriers to future success have been identified and appropriate action to resolve will be developed within the strategic activity referred to above.

P. Priority 1 - Marketing and Sales

Objective 1:

To further develop the performance of the Business Tourism and Events sectors and the contribution they make to the visitor economy

1.a To increase national profile and numbers of visitors and their levels of expenditure by positioning Leicester and Leicestershire as a destination of choice for staging major events and festivals

1.b To support the performance of the county's conference venues by implementing an agreed range of partnership activity to increase awareness of the offer

Strategic Targets (provisional as at Aug 2007)	Numbers at end 2007	Numbers By end 2011
Return on Investment	Tbc	Tbc
Bednights	500	1000
Levered Funding	£20,000	£50,000
Unique visitors to conference website	9000	15,000
Bids presented to targeted events	0	4

Budget Objective 1 (£'000s)	08/09	09/10	10/11	08/11
1.a	50,000	50,000	50,000	150,000
1.b	20,000	20,000	20,000	60,000
Total	70,000	70,000	70,000	210,000

27. A major growth opportunity is the potential for the city and county to attract new high profile and high value events. Confidence is high on the back of the successful bid to stage the 2008 Special Olympics. Activity will focus around developing with partners a priority list of the top 10 events that offer real opportunities for the county and provide a close strategic and emotional fit with the strength of the offering across the city and county.
28. The enthusiasm and commitment of a range of partners is critical, most notably the city and county councils and our three universities.
29. Continuing the policy of the previous plan, the company will not position itself as an intermediary in the conference market between buyer and venue. The strategy will be to enable and facilitates the venues to attract more business directly into their venues by the effective positioning of the county in this sector.
30. A range of preparatory activity was undertaken in 2006/07 on the opportunities presented by the Olympic Games and associated Cultural Olympiad. These will be further developed and integrated with a wider regional strategy for the Olympics which is in the final stages of preparation. The cultural Olympiad represents a major opportunity for Leicestershire. The city and county will be positioned as major players in the development of existing and new events which tie into the plans for the Cultural Olympiad from 2008. The company will ensure it is a priority strategic partner of Culture East Midlands in this field.

Objective 2:

To promote Leicester and Leicestershire as a destination of choice for leisure tourism

2.a To develop further campaigns and products that have demonstrated the ability and/or potential to deliver substantial bednights

2.b To implement effective brand and awareness building activity around no more than three agreed development brands

2.c To increase the number of overnight stays generated by the coach and group travel markets

Strategic Targets (provisional as at Aug 2007)	Numbers at end 2007	Numbers By end 2011
Return on Investment	Tbc	Tbc
Evidenced Bednights	4,000	8,000
Levered Funding	£25,000	£50,000
Unique visitors to short break websites	24,000	35,000
Profiled, active records on DMS ²	15,000	30,000

Budget Objective 2 (£'000s)	08/09	09/10	10/11	08/11
2.a	75,000	100,000	100,000	275,000
2.b	100,000	125,000	150,000	375,000
2.c	25,000	25,000	25,000	75,000
Total	200,000	250,000	275,000	725,000

31. The existing profile of festivals and events in the sub-region, especially the city, will be exploited fully to maximise bednights generated and associated economic impact. Events to be supported will be prioritised according to their potential to deliver growth in these areas.
32. Inbound marketing will be primarily delivered directly by EMT and therefore the focus for the company will be domestic activity. However, an active role will be played in developing activity around two major opportunities; the growth in new routes and services operating from East Midlands Airport and the direct link into Europe that will come with the opening of the new St. Pancras cross channel rail hub in November 2007.
33. Further, given the close affinity the city and county enjoys with the markets, opportunities will be identified to support EMT to work closely with the China Business Bureau and other parts of *emda* concerned with emerging markets, such as India, to maximise and streamline budget and activity.
34. A shift towards exploiting new technologies fully will continue. The DMS will be further developed and its potential maximised. E marketing and downloadable on-line information will continue to replace printed materials, the production and use of which will be minimised.
35. Development brands will be built around City Culture reflecting the new opportunities presented by the major regeneration of city centre Leicester and the positioning of the National Forest as a major emerging visitor destination. The

² Destination Management System

ambition will be to invest significant resource behind the development of these brands and position them as exciting, complimentary yet contrasting new visitor destinations. Both of these products have potential to grow in significance of the next three years and be delivering significant bednights and return on investment by the end of that period (subject to sufficient investment.)

36. Greater understanding of key customer segments will be critical in gaining an edge over rival destinations competing for domestic customer attention.
37. The company will work both separately and together with other DMOs as appropriate to deliver the domestic PR and travel trade agenda, while EMT will coordinate inbound PR and travel trade activity.
38. The company will seek opportunities to work together with other DMOs where economies of scale, product fit, campaign themes and audiences dictate. Areas to be explored include collective media buying.

Objective 3:

To increase sales of the county's tourism product through a range of traditional and online channels for the purpose of increasing visitor numbers and generating additional income for the product owners and the company.

Strategic Targets (provisional as at Aug 2007)	Numbers at end 2007	Numbers By end 2011
Number of bookable products available on goleicestershire.com	40/166	100/166
Number of PMS users	10	50
Number of campaigns delivered with bookable product	3	5

Budget (£'000s)		08/09	09/10	10/11	08/11
Commercial Development	Channel	3			
Total					

39. This strand is strongly supported by EMT who will continue to develop its Commercial Strategy.
40. The company embraces the principals of widening consumer choice and increasing the opportunities to promote the destination on a national and international platform.
41. It is recognised that this work is not without risk. Therefore, caution will be taken and we will push to ensure all options are explored and all risk evaluated before committing to a direction of travel.
42. Once a way forward is agreed, Leicester Shire Promotions will position itself as a primary supporter of this initiative and recognises the potential to increase significantly the exposure of the destination's products to a much wider audience.

³ All activity in this area funded by other marketing campaigns and residual funding from previous years

Objective 4:
To underpin strategic and tactical marketing by the development and implementation of a co-ordinated brand strategy for the city and county

Strategic Targets	Numbers at end 2007	at %	Numbers By end 2011	%
Brand development				
Adoption of agreed branding by partners	0		500	
Tactical Branding Campaigns	0		4	
Relevant features in target media	4		8	
Destination briefings delivered to key influencers	0		12	

Brand development	08/09	09/10	10/11	08/11
	105,000	105,000	105,000	315,000
Total	105,000	105,000	105,000	315,000

43. The process will be driven by the development and agreement of a brand strategy that clarifies how branding is to be delivered and managed across the city and county.
44. The emergence of an agreed brand identity for the City in partnership with the City Council is a major step forward. However, real success will only be achieved once the relationship between this and the wider brand for the County is understood and a clear action plan agreed to which all partners can subscribe.
45. Success will be driven by the development of individual but inter-related brands for the city and county that are complimentary but respect and reflect the unique characteristics of both.
46. A brand manager will be needed to provide coordination, energy and expertise to the process.
47. Although the public sector needs to be clearly seen to own the brand, the activity will need significant private sector engagement and support.
48. Key agencies that already have a vested interest in a positive brand for the destination are also critical to success. The county's three universities are among the primary influencers. Firm foundations have been laid with the success of the 'big it up' and 'maximum impact' ambassadorial campaigns.

Q. Priority 2 - Quality Improvement

Objective 5:

To improve the competitiveness, productivity and quality of the offer to all types of visitors to the destination.

Strategic Targets	Numbers at end 2007	at %	Numbers By end 2011	%
Quality Standards				
National Accommodation	188/376	50	225/376	60
New attractions code of practice	0/204	0	81/204	40
Visitor Attractions Quality Assurance Service	15/204	7	41/204	20
Number of businesses with nationally recognised Green accreditation	10		25	
Skills				
Business Supported	30		75	
Training Opportunities	50		100	

Quality and Skills	08/09	09/10	10/11	08/11
Quality Improvement	35,000	35,000	35,000	105,000
Skills				
Total	35,000	35,000	35,000	105,000

49. Further discussions will take place during 2007 to agree the geographic scope of this work for the company to clarify if Rutland will be included.
50. The overall target will be to encourage a total of 60% of the region's accommodation businesses into the national quality assurance schemes; for 40% of the region's visitor attractions to sign up to the national code of practice '*our promise to visitors*' and for 20% of attractions to sign up to the Visitor Attractions Quality Assurance Service. It is likely that the 60% target will be reached in the first 18 months of the plan and further foundation activities will be developed at that point.
51. The company will support the regional policy of encouraging public sector organisations to favour star-rated accommodation for all business travel, training events and conferences. This will then be followed up in Year 2 and 3 with a focus on major corporate organisations.
52. EMT will review the costs and benefits of engaging with existing commercial accommodation agencies, both serviced and non-serviced, who operate their own quality standards in the region. Subject to the review, pilot schemes may be introduced with those agencies whose accommodation meets the required national standard but who are not currently part of the national schemes.
53. The recent growth and impact of independent websites that allow customers to post their own reviews will be explored and policies to exploit their power will be developed. Such sites, the market leader being Tripadvisor, could well become a more powerful mechanism for influencing consumer choice than current quality assurance schemes.
54. Subject to a positive evaluation following a rigorous evaluation of effectiveness, the company intends to roll out the pilot activity undertaken in 2007/8 to provide professional customer care training to taxi drivers.

55. Priorities will also include encouraging more tourism business to put in place family-friendly practices. This will be facilitated by specific training courses, including a range of flexible modular options that can be developed at a sub-regional level as appropriate and a focus on driving up the quality of the food and drink product given its close association to a quality experience.

R. Workforce and Skills Development

56. Low levels of customer service, poor management development and a lack of core technical skills are hampering the development of the industry. These issues are compounded by high levels of staff turnover in the sector which currently is at least 30 per cent. Nationally this is the equivalent of losing around 590,000 people per year at a cost of some £900m to the sector. These issues have been identified by People 1st in its National Skills Strategy for the Leisure, Hospitality, Tourism and Travel Sector entitled '*Raising the Bar*' and now need to be addressed in strategic terms by RDAs and other partners with appropriate delivery coordinated at the sub-regional level.
57. The issues are particularly acute in the hospitality, leisure, travel and tourism sector (HLTT) where 16% of hotel and accommodation managers and 14% of managers of licensed premises have no qualifications. This results in the HLTT sector having the lowest level of productivity of any sector in the UK, lagging far behind our competitor destinations such as France and the United States where productivity is nearly a third higher.
58. Significant funding is available for post-16 education and training but historically this has not been well enough applied to the HLTT and other sectors of the visitor economy and there have been both gaps and overlap in provision across the sector. The funding that is available therefore is often not being harnessed in a coordinated or focussed manner.
59. The amalgamation of business support and skills into East Midlands Business (EMB) with effect from April 2007 offers the opportunity for better regional coordination. EMB is responsible for information, diagnosis and brokerage services but the delivery of training and business support will still need a more proactive approach in order to tackle the structural problems identified above.
60. A specialist will operate within EMB to ensure that business advisors and skills brokers have the resources at hand and knowledge required to support businesses within the visitor economy. Some 1,500 priority growth businesses that can most benefit from support and assistance will be identified and targeted over the duration of the plan. As a first stage People 1st have been contracted to produce the necessary resources to support the business advisors and skills brokers.
61. To ensure the effective delivery at sub-regional of both People 1st's National Skills Strategy and *emda*'s Action Plan on Employment, Skills and Productivity (esp), the company will employ a dedicated Skills Manager⁴. The role will be designed to ensure better co-ordination across training providers and engage with the industry, prioritising delivery at a sub-regional level. Measures will include consideration of the potential for a National Skills Academy, pro-active promotion of People 1st's 'Skills Passport', foreign language training, customer service and professional development for managers.

⁴ To be funded directly by EMT and subject to further review and EMT Board view

S. Celebrating Success

62. Regional discussions continue looking at delivering the annual excellence awards on a sub-regional rather than regional basis.

T. Sustainable Development

63. The principles of sustainable development will be integral to this plan. Tourism-related developments are often situated in particularly sensitive natural and built environments and all project funding for capital projects will be subject to rigorous environmental impact assessment at appraisal stage.
64. The development of the National Forest as a new Visitor Destination will at all times be supportive of the success of the Forest in developing exemplar activity in sustainability. This will be both protected and yet fully utilised in developing a more robust visitor economy for the forest destination.
65. As part of an increased emphasis, the company will be required to monitor its environmental performance in line with best practice, reporting on progress quarterly.
66. EMT is currently contributing to a review of environmental accreditation schemes at a national level. Subject to the final proposals, EMT will work closely with VisitBritain and other partners to encourage the region's businesses to sign up to any new national scheme. The nature of the activity required and the implications for partners will become apparent over the next six months and an action plan will be developed for implementation in 2008/09 as part of this programme.
67. As well as national accreditation, individual tourism businesses can also be influenced through existing business support measures which can advise on issues such as reducing carbon emissions, waste reduction and sourcing local produce. This will be factored into the resources currently being prepared for EMB by People 1st.
68. The company supports current work to explore the feasibility of establishing a set of regional sustainable tourism indicators will also be examined as part of this theme. These indicators, some of which could draw on or be adapted from existing data sources, can provide a useful baseline on which to measure progress towards a more sustainable future.

U. Priority 3 - Infrastructure Development (Investment)

Objective 6:

Proactively influence and facilitate the investment needed to reinvigorate the tourism product and visitor offer.

Strategic Targets	Numbers at end 2007	%	Numbers By end 2011	%
Destination Charter Pathfinders	0		1	
Franchise TICs in principal attractions	2		5	
Franchise TICs in principal accommodation outlets	0		5	
Customer rating of TIC services as very good or better	80%		85%	

Investment (in £'000s)	08/09	09/10	10/11	08/11
Investment				
Visitor Services	50,000	50,000	50,000	150,000
Total	50,000	50,000	50,000	150,000

69. The objective of the investment strand is to identify and facilitate the right types of investment for the visitor economy. A significant amount of work has been undertaken this year to enable a clear approach, based on an assessment of regional priorities, for the period of the new plan. This role will include:
- Implementing the recommendations arising from the 2006/07 Tourism Investment Opportunities Review and Consultation; ;
 - Influencing other funding and programmes to ensure that visitor economy related investment is considered and included;
 - Supporting the case for individual projects which have a strategic significance for the county and are funded or delivered by other agencies, particularly the Sub-Regional Strategic Partnerships (SSP);
 - Working with private sector developers and other in support of new capital investments of benefit to the visitor economy.

V. Tourism Investment Plan

70. During 2006/07, EMT assessed the opportunities for tourism investment in destinations and visitor attractions in the East Midlands. The aim of this review was to provide the basis for informed, strategic interventions into the visitor economy based on growth potential, need and fit with other regional requirements and the extent of public sector intervention. This covered both regionally significant projects and proposals of sub-regional merit.
71. In support of this activity, the company undertook baseline work in 2006. In summer 2007 EMT launched a consultation to seek views on the recommendations, inviting partners to identify potential opportunities and their role in any later implementation. The plans cover a series of recommendations for both existing and emerging destinations within the region. A number of themes which identify a critical mass within the East Midlands visitor offer and the associated opportunity for investment.
72. The results of the consultation activity will steer the shape of the investment programme for EMT over the period 2008-11 and the identified priorities will be incorporated as part of this Plan prior to its final publication. For regionally significant priorities it is likely that an area based approach to planning and development will be taken, with key partners contributing to an overall vision for the area and identifying and working up detailed proposals for anchor projects that will form key components.
73. Subject to further discussion, the intention is for the company to facilitate a Visitor Economy Investment Group as part of a regional network. The purpose is to steer programme activity and act as a strategic advisory body on visitor economy investment. Likely membership will include representation the DMP, SSP, local authorities and other key destination partners. The groups will take forwards the relevant recommendations identified within the Regional Investment Plans and also develop other opportunities of interest to the destination.
74. To support the investment work the company will ensure that the Government's '*Good Practice Guidance on Planning for Tourism*' is widely adopted and implemented. It is designed to ensure that the tourism industry understands the principles of the national planning policy and guides individual businesses in preparing planning applications. Importantly, the guidance encourages planners and tourism industry to work together effectively.

W. Destination Shaping

75. The role of the company as a DMO and our local authority partners in place shaping are well defined by the agreed Partners for England *Charter for Destination Management*. The Charter aims to identify the needs, roles and responsibilities for those key organisations active within the visitor economy to enable excellent destination management, place shaping and sustainable growth.
76. The company will work closely with EMT and our principal local authorities in developing the fundamental role they have in driving this agenda. A number of national pathfinder projects will be funded which embody the principles and practice of the Charter and promote best practice within destination management. This work will also support the integration of the visitor economy within the economic block of Local and Multi Area Agreements.

X. Visitor Services

77. Further to the success of the pilot activity undertaken to establish franchise Tourist Information Centres at Barnsdale Gardens and Bosworth Battlefield during 2006-8 and in line with the national strategy, any future expansion of the network will take the form of 'franchised' Tourist Information Centres. These centres will be located at sites that already attract healthy numbers of visitors and will provide a co-ordinated information service across the region, ensuring that visitors have access to a wide range of information sources at point of use.
78. The existing TIC network in the county will be strengthened further by maintaining quality control and ensuring consistent use of the county-wide visitor information network branding. Encouragement will be given to the wide-scale take up of best management practice.
79. Central to the visitor services network across Leicester and Leicestershire is the effectiveness of the 'HUB' tourist information centre situation in Leicester City Centre and the effectiveness of the call centre operation, currently outsourced. Both the location of the city centre TIC and the provision of call handling services will be reviewed in light of changes to the city centre foot print and footfall and changing customer habits.

Y. Support Strands

Objective 7:

To inform strategy and provide insight to improve the effectiveness of programme activity and modernise delivery

Strategic Targets	Numbers at end 2007	at %	Numbers By end 2011	%
Properties participating in the England Occupancy Survey	0		50	
Campaigns evaluated through electronic polling	3			100

Support Strands (in £'000s)	08/09	09/10	10/11	08/11
Insight & Evaluation	0	0	0	
Total				

Z. Intelligence and Insight

80. An annual analysis of the economic volume and value of tourism has been undertaken with use of the Scarborough Tourism Economic Activity Model (STEAM) since 2004. This has identified:
- 9) The economic scale of the visitor economy in terms of visitor numbers, nights and expenditure;
 - 10) The economic impact of the visitor economy in terms of jobs, GDP and GVA.
 - 11) A full view of the region's supply side - including all accommodation establishments and visitor attractions from district level upwards;
 - 12) The current and/or potential economic impact of developments which might be seeking public investment;
 - 13) Information about comparative performance against other sub-regions, such as those in the North West and North East, which have adopted the same methodology.
81. This insight has been invaluable from a strategic perspective in establishing baselines, tracking progress against targets, making the case for new investments and driving engagement with tourism enterprises on business support services and quality assurance. Trend data is now yielding a further dimension to inform longer-term strategy. This model will continue the survey over the period of the next Plan but to aid efficiency this will be coordinated centrally through EMT.
82. Agreement will be reached with active district council partners to agree the level and frequency of their participation in the STEAM model. It is likely that they will reduce the frequency with which they commission an analysis of the annual data at a district level, perhaps moving to a three year cycle.
83. EMT supports the creation of a new Tourism Intelligence Partnership as an independently chaired advisory body on tourism data and statistics, and of an additional, dedicated staff resource within the Office of National Statistics (ONS), to be paid for jointly by the RDAs, VB and ONS. It will ensure greater consistency in relation to how data and statistics is collected and interpreted, and how tourism surveys are commissioned in order to achieve greater consistency in terms of benchmarking and comparability.
84. The company will encourage actively the participation of tourist accommodation providers in the new on-line England Occupancy Survey, managed by VB, as a mechanism to capture levels of occupancy. Tourism businesses will be encouraged to participate so that accurate data becomes available for marketing planning and wider strategic planning purposes. Further consideration is needed, but it is likely that this will become the company's preferred source for such information and we will therefore discontinue participation in the LJForecaster model.
85. Evaluation of all major tactical marketing campaigns will continue to be handled by one agency on behalf of the regional network.
86. The company will undertake its own evaluation of all tactical and wherever possible strategic activity by polling customers electronically to ascertain levels of current of future response according to the campaign objectives.
87. Performance monitoring will be undertaken as follows:
- Quarterly reports to the LPL Board
 - Quarterly reports to the EMT Strategic Board

- 6 monthly reports to the City, County and active district councils
- A comprehensive annual report distributed to a wide range of partners

AA. Priority 4 - Inward Investment

Objective 8:

For Invest Leicestershire to make an ever growing contribution to Leicester and Leicestershire's wealth creation through job creation and safeguarding

Strategic Targets	Numbers at end 2007	at %	Numbers By end 2011	%
Jobs created and Safeguarded	1200		TBC	
Including core outputs	1000		TBC	

Budget (in £'000s)	08/09	09/10	10/11		08/11
Inward Investment	Tbc	Tbc	Tbc		
Total					

88. The main thrust of activity in this interim plan will be to grow further the awareness of the investment opportunities offered by the destination through high quality and effective focussed marketing activity and growing the pipeline of investment opportunities.

BB. Corporate Targets

Objective 9:

To be financially stable and viable

Strategic Targets	Numbers at end 2007	at %	Numbers By end 2011	%
Value of reserves as a percentage of turn-over	tbc		TB	10
Percentage of turn-over generated from non-public sources	Tbc	10	TBC	30

89. DMOs are small businesses, subject to the same pressures and risks as any other SME. Therefore, the need to focus on core stability of the organisation should not be forgotten.

CC. Annex 1 - Summary of Strategic Priorities, Objectives and KPIs (KPIs are per annum, by the end of the corporate plan period)

Priority	Objective	KPIs				
1 Marketing and Sales	1 To further develop the performance of the Business Tourism and Events sectors and the contribution they make to the visitor economy	1000 bednights	£50,000 levered funding	15,000 unique web hits	4 bids presented	
	2 To promote Leicester and Leicestershire as a destination of choice for leisure tourism	8000 bednights	£50,000 levered funding	35,000 Unique web hits	30,000 profiled records	
	3 To increase sales of the county's tourism product through a range of traditional and online channels	100 bookable products	50 pms users	5 bookable campaigns		
	4 To underpin strategic and tactical marketing by the development and implementation of a co-ordinated brand strategy for the city and county	500 partners adopting branding	4 tactical branding campaigns	8 relevant features	12 destination briefings	
2 Quality Improvement	5 To improve the competitiveness, productivity and quality of the offer to all types of visitors to the destination. Business and skills support	60% nqas participation	40% code of practice adoption	20% vqas participation	25 green accreditation	
		75 businesses supported	100 training opportunities Accessed			
3 Infrastructure Development	6 Proactively influence and facilitate the investment needed to reinvigorate the tourism product and visitor offer.	1 pathfinder	10 franchise TICs	80% customer satisfaction		
Support Strands	7 To inform strategy and provide insight to improve the effectiveness of programme activity and modernise delivery	50 participants in occupancy survey	100% campaign evaluation			
4 Inward Investment	8 For Invest Leicestershire to make an ever growing contribution to Leicester and Leicestershire's wealth creation through job creation and safeguarding	tbc				
	9 To be financially stable and viable	Balance sheet reserves of 10% of annual turn-over	30% of income from none-public sources			

DD. Annex 2 - Value of Tourism to the Economy of Leicestershire

Analysis by Sector of Expenditure			
(£'s millions)	2007	2006	% change
Accommodation	20.10	22.82	-12
Food & Drink	75.75	75.01	1
Recreation	28.88	28.59	1
Shopping	99.97	98.94	1
Transport	40.84	40.43	1
Indirect Expenditure	103.26	103.09	0
VAT	46.47	46.51	-0
TOTAL	415.26	415.40	-0

Revenue by Category of Visitor			
(£'s millions)	2007	2006	% change
Serviced Accommodation	44.67	48.87	-9
Non-Serviced Accommodation	3.38	3.02	12
SFR	117.95	117.26	1
Day Visitors	249.26	246.25	1
TOTAL	415.26	415.40	-0

Tourist Days			
(Thousands)	2007	2006	% change
Serviced Accommodation	460.3	457.9	1
Non-Serviced Accommodation	67.6	64.2	5
SFR	3,223.9	3,204.9	1
Day Visitors	8,994.0	8,885.7	1
TOTAL	12,745.8	12,612.6	1

Tourist Numbers			
(Thousands)	2007	2006	% change
Serviced Accommodation	273.3	272.2	0
Non-Serviced Accommodation	9.8	9.5	3
SFR	816.8	812.0	1
Day Visitors	8,994.0	8,885.7	1
TOTAL	10,094.0	9,979.4	1

Sectors in which Employment is supported

(FTE's)	2007	2006	% change
Direct Employment			
Accommodation	397	424	-6
Food & Drink	1,577	1,538	2
Recreation	729	711	3
Shopping	1,897	1,850	3
Transport	380	370	3
Total Direct Employment	4,980	4,894	2
Indirect Employment	1,418	1,395	2
TOTAL	6,398	6,289	2