Greater Manchester Destination Management Plan:
The visitor economy action plan 2012-13
1.0 Introduction

The Destination Management Plan (DMP) is an action plan for the visitor economy for Greater Manchester that sits below the tourism strategy, 'A Tourism Strategy for Greater Manchester 2008-13'. The plan is updated each year to capture what has been achieved, where we are now and what needs to be done to achieve our growth targets. The activity includes not only the plans of the Tourist Board, Visit Manchester*, but also those of other stakeholders and partners such as the ten local authorities of Greater Manchester (Bolton, Bury, Oldham, Manchester, Rochdale, Salford, Stockport, Tameside, Trafford, Wigan), Manchester Airport, other agencies and the tourism businesses themselves.

The DMP is a partnership document which is co-ordinated and written by Visit Manchester but which will now be developed through consultation with all the appropriate stakeholders through the Manchester Visitor Economy Forum. The Forum will meet bi-monthly, and comprises senior representatives from various visitor economy stakeholders. The Forum will be responsible for developing and agreeing the DMP and monitoring delivery of the actions by all relevant stakeholders.

In summary the DMP will;

- Specify where we are now and what we want to achieve over the next 12 months
- Review and set priorities, actions and targets
- Identify roles and responsibilities for all stakeholders
- Act as a key tool for consultation and engagement under the management of the Manchester Visitor Economy Forum

Members of the Manchester Visitor Economy Forum (as at April 2012)

The Chair of the Forum is Paul Simpson, Managing Director of Visit Manchester. Current members are as follows with others still to be confirmed;

Angie Robinson, Chief Executive, Manchester Central
Caroline Plant, Marketing Director, Manchester Airport
Julia Fawcett, Chief Executive, The Lowry
Keith Davies, Director of Development and Regeneration, Bolton Council (AGMA)
Mike Gibbons, Director of International Development, University of Manchester
Paul Simpson, Managing Director, Visit Manchester
Sara Tomkins, Assistant Chief Executive, Manchester City Council
Stephen Miles, Chair, Manchester Hoteliers Association
Vaughan Allen, Chief Executive, CityCo

*Visit Manchester is the tourist board for Greater Manchester and is a division of Marketing Manchester. Marketing Manchester is the agency charged with promoting the city on a national and international stage. We aim to develop Greater Manchester into a leading leisure, learning and business destination for domestic and international visitors, enhance the national and international reputation of the city-region and promote sustainable economic development and growth.
2.0 Strategic Context

VisitEngland

England has had a new national tourism body since 2009, VisitEngland.

VisitEngland launched a new ‘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 5% year on year growth over the ten year period of the strategy.

The Strategic Framework 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

VisitEngland subsequently launched a number of action plans: nine plus the All England marketing strategy in June 2011 and three more in January 2012. Visit Manchester is fully involved in the delivery of these action plans, as well as being one of four Pathfinder areas for VisitEngland and is a member of the national Destinations Forum. Manchester has been identified as a primary destination in VisitEngland’s successful RGF bid which will deliver additional marketing activity from 2012 - 2015.

Vision for Greater Manchester

As stated in ‘A Tourism Strategy for Greater Manchester 2008 – 2013’, Our vision is to build, ‘a city region fit for the people of Manchester, that delivers a better quality of life for the three million people who live and work here. If we build a destination that is fit for us then we will create a future City that will attract people from all over the world, particularly those with a thirst for discovery.’

Objectives

- To improve the visitor experience
- To enhance communication with visitors
- To develop the infrastructure
- To create iconic events, developments, initiatives and opportunities
- To ensure a better quality of life for residents
- To increase the productivity and performance of the tourism businesses
- To improve the skills level of people working in the visitor economy
- To improve community benefits:- accessibility, diversity and an inclusive night-time economy
3.0 Targets

The targets for Greater Manchester are set in line with the tourism strategy which runs from 2008 to 2013. Some of these targets were set at the beginning of the Tourism Strategy period, others have been revised following the Tourism Strategy review in 2011. Targets through to 2013 are:

- To increase staying visitor numbers from 9.6m to 10.6m
- To increase the number of overseas visitors from 1.19m to 1.3m
- To increase the value of tourism from £5.4bn to £6bn
- To increase the number of jobs supported from 73,540 to 81,000 (FTE) jobs
- To improve the economic impact of business tourism to Greater Manchester from £573m (2009 baseline) to £950m
- To increase the percentage of national and international Association business from 13% (2009 baseline) to 25%
- To improve national and international perceptions (Anholt)
- To maintain and ideally improve visitor satisfaction levels

Baseline data is from 2007 unless stated. Progress so far is shown in the table on page 13.
4.0 Achievements since 2008

Priority 1: Enhancing the Image

- Since 2008, 505 international journalists have been hosted in Manchester from target markets including USA, China, India, UAE, Germany, Spain, and the Netherlands.
- Media coverage with an AVE of more than £5.3m has been generated, with profile in publications such as the Lonely Planet, New York Times, Singapore Tatler, Etihad Inflight Magazine and the Financial Times.
- A positive shift in perceptions has been tracked in the Anholt City Brands Index. Since 2009 we have moved ahead of Dubai and Dublin, pulled an extra three places clear of Edinburgh, and have closed the gap on Brussels and Chicago – only one and two places behind respectively in 2011, whereas we were seven and eight places behind in 2009.
- Perceptions in our priority target markets have also improved, with the USA, China and Brazil showing the strongest improvement between 2009 and 2011, and the UK having the most positive shift between 2007 and 2009.
- Marketing Manchester has established both an image bank and a footage bank, enabling partners, stakeholders and the media access to high quality still and moving images of the city region. Broadcast footage of Manchester has been downloaded by ESPN, Nickleodeon, MTV and ITV among others.
- The I Love MCR campaign, developed in response to the riots in August 2011, was targeted specifically at nurturing the swell of civic pride and educating residents on the assets of the city region. In three weeks, the campaign generated 27k ‘likes’ on facebook; 40k mentions on twitter (trending twice in the UK) with a total digital value of more than £95k; an outdoor profile with a commercial value of over £200k and media coverage with an AVE of over £750k.
Our approach to domestic and international promotional activity has evolved into a seasonal, multi-faceted, multi-channel approach. A promotional strategy framework has been developed that enables key messages to be collated, prioritised and communicated in the most targeted way possible.

In 2011, the Summer and Christmas campaigns delivered a collective media reach of more than £3m, attracting over 400,000 visitors to the specific campaign areas of visitmanchester.com.

Domestic promotional activity has increasingly focused on families as well as the more traditional audience of cosmopolitan couples and discoverers; thematic campaigns such as Modern History, Manchester’s Countryside and Creative Tourist which promote the offer across Greater Manchester have gained traction in key niche markets.

Wherever possible, international marketing campaigns are delivered in partnership with airlines and destination airports, levering match funding and extending the reach of seasonal campaign messages to key leisure tourism markets. Highlights have included a partnership with Germanwings that saw an increase in bookings from Cologne to Manchester of more than 11%.

In partnership with Manchester Airport, MIDAS and the NWDA, Marketing Manchester managed the delivery of the £1.9m Air Services Delivery Fund, focused on route retention and development in the primary markets of USA and India. Successes included: United Continental launching an additional route from Washington to Manchester from May 2012, American introduced a daily flight from JFK from April 2011, Delta re-introduced JFK and retained the Atlanta – Manchester route. Increased frequency to Singapore and increased frequency and capacity to India via the Middle East were also secured.

Promotion of Manchester’s business tourism offer has been enhanced through the redevelopment of visitmanchester.com/conference and through continued investment in the production and distribution of the Conference Guide, and a Manchester presence at key exhibitions such as Confex.
Business Tourism is a key priority for Visit Manchester who has a clear and robust approach to targeting international and national association conferences in partnership with key stakeholders.

Manchester has hosted a number of key high profile conferences in the last few years including: Conservative and Labour Party Annual Conferences, CIPD, Soccerex European Forum, British Council of Shopping Centres, UNISON, TUC, Museums Association Annual Conference & Exhibition and the World Youth Student Tourism Congress.

A number of multi-year agreements for future conferences have been signed including Conservative Party Conferences 2013-17, Soccerex Global Convention 2014-17 and Chartered Institute of Housing 2012 and 2013.

The 2010 Conference Value and Volume Survey identified that the sector contributed £573m into the local economy in 2009. This not only provided a benchmark for the economic impact of conferences, but demonstrates the importance of business tourism to Greater Manchester.

Manchester instigated a two year relationship with the Meetings Industry Association (MIA) to provide supported membership for venues to achieve AIM accreditation (the national quality kitemark). Manchester has one of the highest concentrations of AIM accredited conference venues in the country.

Continual investment into the conference product, with key venues such as Manchester Central and Lancashire County Cricket Club, Trafford having undertaken significant improvements since 2008.
• Significant progress has been made with the opening of the all new Manchester Visitor Information Centre (MVIC) in 2010 in its new location. The MVIC is now accessing a much higher proportion of visitors as well as local residents and is scoring higher in most categories in the visitor satisfaction surveys. Reflecting changes in customer behaviour, the MVIC is the first visitor centre in Europe to use interactive Microsoft Surface Tables, allowing people to interact directly with the information available and discover a wide range of information independently. A Manchester Twitter feed streams onto screens and a 12-screen video wall advertises local and regional attractions. The primary asset of the MVIC remains the experienced team of staff who ‘walk’ the centre freely, welcoming an annual footfall of over 232,000.

• visitmanchester.com has undergone a complete redevelopment, with unique visitors growing from 785,000 in 2008 to a level that will exceed two million by the end of 2011/12. The new website has taken a distinct and bold step away from the traditional tourist board approach and incorporates real time information from real people, delivering a genuine, honest interpretation of the city.

• Improvements have also been made in the consistency and use of data on the destination management system, which now feeds both the MVIC and visitmanchester.com.

• MCR, Manchester’s destination magazine, launched in 2008 and has grown to become a biannual publication that delivers high quality editorial content which showcases the best that the city region has to offer.

• Across Greater Manchester, Stockport launched a new website, Bury TIC relocated to a shared visitor services area in The Fusilier Museum in 2009 and improvements have been made to both signage and way finding in Bolton and Bury.
Quality and Skills

• There have been improvements in the number of QiT* and VAQAS* quality accredited businesses throughout Greater Manchester since 2008.

• The ninth Manchester Tourism Awards will take place in Autumn 2012. Manchester Tourism Award winners have enjoyed good success at the regional Northwest awards with the winners then progressing onto the national Enjoy England Awards where seven Manchester businesses have won silver awards since 2007. The winners of the 2012 national awards will be announced in May of this year, Manchester has four nominees for 2012, including Manchester Visitor Information Centre in the Tourist Information Provider of the Year category.

• Over 1,000 people and almost 900 businesses in Greater Manchester have benefitted from NWDA/Visit Manchester subsidised customer service, leadership and management, marketing and young chefs training and skills programmes.

Events

• Greater Manchester has made significant progress in attracting and delivering high profile ‘iconic’ cultural and sporting events since 2008.

• Manchester’s rich cultural offering through its events, collections and exhibitions has been highlighted with the development of events such as; Manchester International Festival, Manchester Pride, Food & Drink Festivals in Bolton, Salford, Manchester, Tameside and Trafford, Rochdale Feel Good Festival, Ramsbottom Chocolate and Music Festivals, Stockport Festival of Light, The Manchester Weekender, AND Festival, and the Manchester Literature Festival.

• Following the Commonwealth Games in 2002, Manchester developed a major events strategy which led to the ‘Manchester World Sport 2008’ campaign resulting in Manchester being named the ‘World’s Best City for Sport’, at the Sports Business Awards in November 2008. Manchester has continued to outperform in hosting major events including; Ironman UK Triathlon – Bolton, National and European Badminton Championships, National Squash Championships, Rugby and Cricket Test Matches, International Taekwondo Open Championships, World Netball Series, Track Cycling World Cup, Paracycling World Championships, World Championship Boxing, British National BMX Series, RFL Super League Grand Final, and the Paralympic World Cup. The Greater Manchester Marathon will be re-introduced in Trafford from 2012.

• In 2010 1652 face-to-face interviews in the Greater Manchester Visitors Survey 2010 scored Greater Manchester as 4.6 out of 5 for ‘unique events and festivals’ compared to 4.3 from the 1777 sample in 2007.

*BQIT and VAQAS are the national quality accreditation schemes for accommodation and visitor attractions.
Visitor Attractions

There has been significant investment into a number of attractions since 2008:

- MOSI has had a £9m investment into a new Revolution Gallery, conference and learning centre, shop and café, all of which opened in January 2011.

- The People’s History Museum re-opened in 2010 following a £12.5m redevelopment.

- Manchester Art Gallery along with other North West museums has been in receipt of Renaissance and NWDA funding to improve exhibitions and attendance.

- In Bury a new Lancashire Fusilier Museum opened in 2009 and the redevelopment of Bury Transport Museum (£3m) was completed in 2010, Rochdale Pioneers Museum and Stockport Plaza have each received significant funding for improvements. Bolton Museum, Aquarium and Archive was extended and improved through a £500k redevelopment programme.

- Bolton Market’s Food Hall opened a cookery demonstration theatre in 2009 which together with other developments has led to an 80% increase in coach visits.

- Chetham’s School of Music is undertaking a £20m project to improve access and facilities at the school and open visitor facilities.

- Ordsall Hall in Salford has undertaken a £6.5m restoration using HLF funding, re-opening in 2011.

- In Trafford, the Dunham Massey Winter Garden opened in November 2009, Airkix opened in January 2010, Legoland Discovery Centre opened in March 2010, and Aerial Extreme in August 2010.
Other Investment

- The successful development of MediaCityUK includes new hotels, retail, food and drink and leisure, as well as the launch of BBC tours and invited show audiences.
- A £30m, three phase redevelopment of Manchester Central to create additional and more flexible spaces including a new foyer area, entrance and new events space.
- A new £19m BMX Centre opened in East Manchester in 2011.
- Event City opened near to the Trafford Centre in 2011 providing additional event and exhibition facilities.
- The Point at Lancashire County Cricket Club, Trafford, opened in 2010 following a £190m development of the site as a world class venue fit to host international cricket, including enhanced conference and event facilities.
- The opening of Salford City Stadium in January 2012, home to Salford Reds and Sale Sharks.
- ‘Bolton One’ a unique leisure facility with a county competition standard swimming pool opened in 2012.
- ‘The Excellency’ conference and Asian wedding venue opened in Bolton in 2011.
- Successful establishment of regular themed markets in Stockport including vintage, handmade and crafts, teenage and local producers.

Accommodation

Greater Manchester has continued to attract hotel development since 2008, despite the difficult economic trading conditions. These include the following:

- Crowne Plaza City Centre (opened 2008, 228 rooms)
- Park Inn by Radisson (opened 2009, 252 rooms)
- Holiday Inn Express Manchester Arena (opened 2011, 192 rooms)
- Holiday Inn Express Oxford Road (opened 2010, 147 rooms)
- Stay Manchester Serviced Apartments (opened 2010, 84 apartments)
- Max Serviced Apartments (opened 2011, 85 rooms)
- Holiday Inn MediaCityUK Salford Quays (opened 2010, 218 rooms)
- Ramada Manchester Salford Quays (opened in 2009, 142 rooms)
- Travelodge, Altrincham, Trafford (opened March 2012, 99 rooms)
- Premier Inn, Bury town centre (opened 2011, 115 rooms)
- ETAP Salford (opened 2009, 210 rooms)
- Travelodge, Radclyffe Park, Salford (opened 2011, 156 rooms)
- Premier Inn, Reebok Stadium, Bolton (opened 2008, 126 rooms)
- Travelodge, Bolton (opened 2011, 80 rooms)
Manchester Airport completed its £80m investment in the re-development of both Terminal 1 and 2 during 2009/10, which included improved security processes, new retail spaces and improvements to arrivals and departure lounges.

ASDF funding has helped support the development of new and improved flights into Manchester Airport.

Manchester Visitor Information Centre was completely re-designed using state of the art technology and re-located to Piccadilly Gardens, opening in June 2010.

MediaCityUK is now complete including a new tram stop, bus routes and taxi rank. A new footbridge improving pedestrian flow around The Quays and better linkages between the Imperial War Museum North, Old Trafford and MediaCityUK and a 2,200 space car park.

Redevelopment of Manchester’s Medieval Quarter. Pedestrianisation and signage has helped make the area more visitor friendly and has defined the area of Manchester Cathedral, Chetham’s School of Music, The Triangle Shopping Centre (in former Corn Exchange building) and now the new National Football Museum.

Successful bid for Arts Council funding for the Irwell Sculpture Trail.

Further development undertaken at the Irwell River Park development, a £72m urban river park connecting Salford and Manchester.

The Rock development opened in Bury in 2010 – a £300m development with restaurants, retail and cinema supporting the night time economy and improvements to the public realm.

Bolton has developed Middlebrook Retail and Leisure Park since 2008 and doubled town centre coach parking spaces.

Completion of the re-development of the Stamford Quarter (£40m) and The Graftons (£10m) in Altrincham, Trafford, plus continued land assembly to ensure delivery of Altair, a £150m redevelopment of a five acre site which will include landscaped public squares, a hotel, retail, restaurants and a permanent ice rink.

Priority 6: Improving the Infrastructure
5.0 Review of Progress

Overall Performance – key measures

<table>
<thead>
<tr>
<th>Contribution to the wider economy</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic impact to Greater Manchester (Unindexed)</td>
<td>£5.4bn</td>
<td>£5.2bn</td>
<td>£5.4bn</td>
<td>£5.8bn</td>
<td>STEAM</td>
<td></td>
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<tr>
<td>FTEs supported by tourism in Greater Manchester</td>
<td>73,540</td>
<td>73,174</td>
<td>75,268</td>
<td>76,965</td>
<td>STEAM</td>
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<tr>
<td>Economic impact to Manchester (Unindexed)</td>
<td>£2.74bn</td>
<td>£2.62bn</td>
<td>£2.67bn</td>
<td>£2.93bn</td>
<td>STEAM</td>
<td></td>
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<tr>
<td>FTEs supported by tourism in Manchester</td>
<td>34,609</td>
<td>34,514</td>
<td>35,665</td>
<td>37,322</td>
<td>STEAM</td>
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<tr>
<td>Economic Impact to Greater Manchester from Conference &amp; Business Events Market</td>
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<td>Conference Value &amp; Volume</td>
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<tr>
<th>Performance</th>
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<tr>
<td>Hotel occupancy annual average – Greater Manchester</td>
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<td>Hotel occupancy annual average – city centre</td>
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<td>ICCA ranking – UK cities</td>
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<td>ICCA ranking – Global cities</td>
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<tr>
<td>Anholt ranking - overall</td>
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<table>
<thead>
<tr>
<th>Visitor Numbers</th>
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<tbody>
<tr>
<td>Visitors to Greater Manchester (all)</td>
</tr>
<tr>
<td>Staying visitors to Greater Manchester</td>
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<tr>
<td>Day visitors to Greater Manchester</td>
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<tr>
<td>Visitors to Manchester (all)</td>
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<tr>
<td>International visits to Greater Manchester</td>
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<td>International visits to Manchester</td>
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<table>
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<tr>
<th>Visitor Experience</th>
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<tr>
<td>Average rating for destination offer (all categories)</td>
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</table>

All economic impact figures shown are ‘unindexed’ and represent the value of tourism at that year in time.
Business Tourism Performance

- The 2009 Conference Value & Volume study provided a baseline study that evidenced strong sector performance as indicated below:
  - £573m economic impact generated to Greater Manchester (£289m to Manchester)
  - £310m income to conference venues
  - £263m additional spend on accommodation, eating out etc
  - 4.2m delegates generating 6.9m delegate days
  - 63% of the total impact generated from delegates from outside the Northwest
  - Sectors: 55% corporate; 32% Public Sector; 11% National Associations; 2% International Associations
  - International delegates however contribute 7% of the economic impact

- In terms of international business visits, as measured by VisitBritain and the Office of National Statistics through the International Passenger Survey, Manchester remains third behind London & Birmingham, a strong position but identifying that ongoing work is required to continue to raise the profile of Manchester as a business and conference destination.

- The Great British Tourism Survey undertaken by Visit England (formerly UKTS) shows Manchester has increased its position for domestic English business visits from third in 2008 to second in 2010 behind only London.

Leisure Tourism Performance

- In terms of growth in domestic markets, those making their first visit to Manchester in 2011 were most likely to be from the East of England (for 28% of visitors this was their first visit), East Midlands (24%), London (23%) and South West (23%). [source: UK Short Breaks Evaluation 2011]

- In 2010 Australia, Singapore and China all became new markets for Manchester with all three reaching the top ten for international leisure visits to Manchester for the first time and therefore showing relatively fast development and consequent potential.
  - Australia generated 14,000+ leisure visits in 2010 (compared to 9000+ in 2009) placing it third after Ireland and USA.
  - Singapore generated 4500+ leisure visits in 2010 (compared to 1500+ in 2009) placing it ninth.
  - China generated 4400+ leisure visits in 2010 (compared to 2500+ in 2009) placing it tenth.

- In 2007 the average length of stay was 5.5 days but this decreased to 4.5 in 2010 so is an area that needs supporting for the remaining lifetime of the DMP where national economic conditions allow (Greater Manchester Visitors Survey 2007 and 2010).

- Visitors were asked to rate the destination’s performance across a range of 13 consistent categories either relating to Greater Manchester’s tourism product offer or supporting infrastructure. In 2007 the average rating was 4.2 out of 5 which increased in 2010 to an average rating of 4.5 out of 5.

Feedback from the 2011 Tourism Strategy Review

The Tourism Strategy review conducted in 2011 highlighted the following areas of progress:

- Strong sector performance
- Higher visitor satisfaction levels
- Notable improvements to public transport
- An increase in conferences and notably the improved profile from hosting major political conferences
- Improvements in street cleansing
6.0 Challenges and Opportunities

The tourism strategy review also highlighted the following challenges:

- The need to improve the welcome experience through improved signage and interpretation, the quality and experience of our gateways and the quality of the taxi driver experience
- The need to improve engagement between the various visitor economy stakeholders
- The need to improve connectivity
- The need to improve the night time offer
- The need to strengthen the ‘iconic’ elements of the tourism offer
- The need to exploit more fully the business tourism offer
- The need to improve the telling of the Manchester ‘story’
- The need to develop and improve genuine distinctiveness across Greater Manchester

In addition to the challenges highlighted above, the city region also faces a number of wider challenges. The current economic situation means all stakeholders have less resource and need to plan carefully to stimulate activity and maintain and grow business levels. Leisure and Business tourism are currently very price sensitive with short lead in times. Public sector funding cuts have had a direct impact on Visit Manchester and the local authorities. People have less disposable income and less job security although this may help the ‘staycation’ effect. Current increases in fuel costs will impact on both business costs and the propensity of potential visitors to travel. Competition both within and outside the UK remains fierce and international markets will be affected by Air Passenger Duty (APD), exchange rates and the instability of the Euro.

These challenges need to be addressed through the DMP over the remainder of the strategy period, 2012 and 2013.

There are though a number of significant opportunities:

- Olympic Football, the Torch Relay and Cultural Olympiad events in 2012, as well as any 2012 displacement effect.
- The opening of the National Football Museum in July 2012 and the profile for the city region from both Manchester United and Manchester City being at the top of the Premier League.
- The impact of both the relocation of the BBC to MediaCityUK and the planned relocation of ITV including the Coronation Street set, strengthening the visitor appeal of The Quays.
- The launch of The Quays Cultural Framework and Arts Council/AGMA funding for 2012 delivery.
- The continued ‘staycation’ effect and the additional funding provided by DCMS for the new Visit England 20.12 and VisitBritain GREAT campaigns, for which Manchester will be a campaign partner.
- The securing of Regional Growth Fund marketing money by Visit England for 2012 -2015. Manchester is one of the 14 primary destinations that will be working with VisitEngland on the campaign.
- The continued creation of a varied and appealing cultural and sporting events programme e.g. Manchester International Festival, significantly raising the profile of the city region.
- The continued investments in cultural facilities e.g. the Whitworth Art Gallery.
- The impact of the delivery of the National Hospitality Academy’s ‘Hotel Futures’ hospitality training hotel in Oldham by 2015.
- The opportunity to further improve the impact of business tourism, including the confirmation of major political conferences through to 2017.
- The creation of visitor facilities at Chetham’s which will also provide a platform to tell the story of ‘Medieval Manchester’.
- The £1.4bn Metrolink expansion which in 2012 will connect businesses and communities in Rochdale and Oldham to the network.
- Rugby League World Cup 2013, with the potential for the final to be in Manchester.
- The Ashes returning to Lancashire County Cricket Club, Trafford in 2013 and Test Cricket confirmed through to 2016.
- The development of Airport City to serve global markets as a business and transport hub offering hotel, conference, retail and leisure facilities, plus an aviation infrastructure that will accommodate growing numbers of passengers and cargo.
7.0 Priorities and Actions going forward

Outlined below are Manchester’s priorities as identified at the beginning of the strategy period and as reported against in terms of progress earlier in the document. These reflect the findings of the tourism strategy review but essentially remain unchanged from previous years.

1. Enhancing the image
2. Promoting Manchester to national and international visitors
3. Creating a leading conference and business destination
4. Improving the welcome and provision of information to visitors
5. Developing and enhancing the product
6. Improving the infrastructure

There remains a perception in some markets of Manchester as a grey, industrial city. Manchester’s original modern brand vision is the foundation for our image. Working together (public and private sectors) reinforces and adds credence to the brand, and cross-sector working enables economies of scale to combat these negative perceptions.

Objectives

• To change perceptions of Manchester around the world, through targeted press coverage and marketing campaigns
• To inspire potential visitors into coming to Manchester, using the brand image to create desire
• To guide tourism stakeholders in the use and application of the brand
• To educate residents on local tourism assets and encourage civic pride through local media

Priority 1: Enhancing the Image

Actions for 2012/13

<table>
<thead>
<tr>
<th>Activity</th>
<th>Lead Organisation</th>
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</thead>
<tbody>
<tr>
<td>1. Co-ordinate media familiarisation trips from priority target markets in order to achieve an AVE of £2.5m</td>
<td>Visit Manchester</td>
</tr>
<tr>
<td>2. Maximise the potential of the international unaccredited media in attendance at the Olympic Games through the delivery of press conferences and organisation of familiarisation trips</td>
<td>Visit Manchester</td>
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<tr>
<td>3. Evolve the image bank and online film footage services with enhanced images and footage</td>
<td>Visit Manchester</td>
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<tr>
<td>4. Work with stakeholders on the sense of place strategic priority, weaving the original modern brand values into developing initiatives</td>
<td>Visit Manchester</td>
</tr>
<tr>
<td>5. Development of a global ambassadors project to better utilise high profile figures who have both an association with Manchester and a global impact within their field (prioritised in support of key messages)</td>
<td>Visit Manchester</td>
</tr>
<tr>
<td>6. Co-ordination of city and airport dressing for major events and exhibitions such as Political Party Conferences and sporting events (e.g. Olympic Football)</td>
<td>Visit Manchester/Manchester Airport</td>
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GREATER MANCHESTER DESTINATION MANAGEMENT PLAN

Manchester is a key UK destination for both national and international visitors, who come here for both leisure and business purposes. In 2010 Manchester was again the third most visited city in the UK by international visitors. Targeted marketing campaigns have been delivered in key markets for a number of years, and despite the global economic climate, it is important that investment in marketing continues to ensure continued market share.

Manchester is England’s second city and boasts a major international airport. It has both an urban and rural offering within its city-region boundaries for leisure visitors, and a conference quarter based right in the city centre. Manchester’s location enables visitors to come from and/or go to many parts of northern, central and eastern England and north Wales within an easy drive or train ride. Manchester’s airport serves around 200 destinations worldwide and connects to 16 airports in the United Kingdom, making it easy to get to, but also a gateway to other destinations.

**Objectives**

- Increase the number of visitors to Manchester, encourage them to stay longer and spend more money in the local economy
- Ensure the survival of existing key air routes
- Attract leisure visitors from new / developing markets

**Priority 2: Promoting Manchester to National and International Visitors**

**Actions for 2012/13**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Lead organisation</th>
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<tbody>
<tr>
<td>1. Promote Manchester as a unique visitor destination within international priority markets of USA, India, UAE, China, Germany, Ireland, Spain and the Nordics</td>
<td>Visit Manchester</td>
</tr>
<tr>
<td>2. Work with Manchester Airport and identified airlines to increase inbound passenger traffic</td>
<td>Visit Manchester/ Manchester Airport</td>
</tr>
<tr>
<td>3. Promote Greater Manchester to a domestic audience as a family friendly destination with a diverse variety of things to do</td>
<td>Visit Manchester/ Local Authorities/ VisitEngland</td>
</tr>
<tr>
<td>4. Maximise opportunities created by the International Year of Co-Operatives 2012 and designation of ‘World Capital of Co-Operatives’</td>
<td>Rochdale/Visit Manchester</td>
</tr>
<tr>
<td>5. Create seasonal, multi-channel promotional campaigns that drive interest and encourage conversion to bookings, linking to thematic campaigns such as Creative Tourist, Manchester’s Countryside and Modern History</td>
<td>Visit Manchester</td>
</tr>
<tr>
<td>6. Promote Manchester as a leading European conference destination</td>
<td>Visit Manchester/ Manchester Central /VisitEngland</td>
</tr>
</tbody>
</table>
Manchester has significant potential as a major European business tourism destination and with Manchester Central’s expansion and the new facilities at the University of Manchester, the city is perfectly placed to maximise its potential for large scale conferences. With the access provided by Manchester Airport, the city offers a genuine alternative to London as a place to hold major conferences and conventions. The city has a proven track record and a reputation as one of the most dynamic conference destinations in Europe.

The business tourism offer continues to be enhanced through the construction of new high-quality conference hotels and facilities, increased budget bed-stock and ongoing programmes of refurbishment which will further position the City as a destination of choice.

**Objectives**

- Further increase the value and volume of business tourism
- Increase the number of international business tourism and conference visitors
- Improve the perception of Manchester as a conference destination

**Priority 3: Creating a Leading Conference and Business Destination**

**Actions for 2012/13**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Lead organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strengthen the offer within key markets, including a combined bidding process for international associations</td>
<td>Visit Manchester/Petersfield Partnership</td>
</tr>
<tr>
<td>2. Accelerate work with the four universities to investigate the potential of key academic research strengths delivering national and international conference business</td>
<td>Visit Manchester/Universities</td>
</tr>
<tr>
<td>3. Refine the research and lead generation approach within key markets to target international associations</td>
<td>Visit Manchester</td>
</tr>
<tr>
<td>4. Re-ignite the ambassador programme to identify and energise both new and existing local hosts to help attract international conferences</td>
<td>Visit Manchester/Universities/Manchester Central</td>
</tr>
<tr>
<td>5. Support the partnership with Manchester Academic Health Science Centre (MAHSC) to create a unique programme of conferences led by academics, researchers and surgeons in MAHSC</td>
<td>Visit Manchester/MAHSC</td>
</tr>
<tr>
<td>6. Explore key city initiatives to ensure conferences play an important role in the strategy (e.g. The Graphene Hub, Airport City and MediaCityUK)</td>
<td>Visit Manchester/New Economy/Manchester Central</td>
</tr>
<tr>
<td>7. Visit Manchester to contribute to the value and volume of business tourism by supporting potential conference business to the value of £30 million per annum</td>
<td>Visit Manchester</td>
</tr>
<tr>
<td>8. Work with the key gateways; Manchester Airport and Manchester Piccadilly to improve delegate welcome</td>
<td>Visit Manchester/Manchester Airport/Network Rail</td>
</tr>
</tbody>
</table>
GREATER MANCHESTER DESTINATION MANAGEMENT PLAN

Information to visitors can be separated into two distinct areas: providing visitors with succinct, easy to find information to assist them in researching and planning their trip, and supporting them when they arrive through different contact points across the destination. Wherever possible we aim to maximise the economic contribution of visitors: encouraging them to stay longer, do more and spend more money.

Objectives

- To increase visitor dispersal, motivating longer stays and repeat visits
- To ‘make it easy’ for the visitor to find out about Manchester, to book their journey and the services they require during the stay
- To improve Manchester’s welcome to enhance and add value to the visitor experience
- To provide the “right” information to visitors through the channel most relevant and appropriate for their needs
- To support and encourage the quality and breadth of the visitor offer and visitor experience

Priority 4: Improving the Provision of Information to Visitors

Information to visitors can be separated into two distinct areas: providing visitors with succinct, easy to find information to assist them in researching and planning their trip, and supporting them when they arrive through different contact points across the destination. Wherever possible we aim to maximise the economic contribution of visitors: encouraging them to stay longer, do more and spend more money.

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Actions for 2012/13

<table>
<thead>
<tr>
<th>Activity</th>
<th>Lead organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Deliver the next iteration of visitmanchester.com, incorporating a travel layer and a fully functional mobile version of the site to assist visitors during their stay</td>
<td>Visit Manchester</td>
</tr>
<tr>
<td>2. Focus promotional campaign activity on the variety of things to see and do across Greater Manchester in order to encourage greater dispersal and repeat visits</td>
<td>Visit Manchester</td>
</tr>
<tr>
<td>3. Provide an excellent visitor information service across Greater Manchester maximising digital and mobile technology wherever possible</td>
<td>Visit Manchester/Local Authorities</td>
</tr>
<tr>
<td>4. Incorporate mapping technology utilised on Microsoft Surface Tables within the MVIC into new digital street furniture being developed by MediaCo</td>
<td>Manchester</td>
</tr>
<tr>
<td>5. Maximise the city dressing opportunities presented by the Olympic Games, working with key gateways to improve the visitor welcome</td>
<td>Visit Manchester</td>
</tr>
<tr>
<td>6. Investigate the potential for new/improved visitor information using mobile technology, apps etc through Manchester City Council’s ‘Hackathon’ event in summer 2012</td>
<td>Manchester/Visit Manchester</td>
</tr>
</tbody>
</table>
Priority 5: Developing and Enhancing the Product

This priority area covers all aspects of the tourism product, primarily focusing on the businesses themselves and their employees, but also including the product in terms of dispersal strategies and what visitors do when they come to Manchester. It also covers reasons to encourage visitors to come, such as events and festivals.

The visitor’s experience is influenced by a number of areas, not least the quality of the accommodation, the visitor attractions, the restaurants, and the service that is received during the stay. High quality and consistency is particularly important to a destination attracting so many international and business visitors. We need to raise our game to ensure that we do deliver a world class service.

Objectives

- To ensure that Manchester’s visitor experience meets expectations and delivers quality on all levels
- To continue to develop the appeal, profile and impact of events and festivals
- To support tourism businesses to improve their productivity and profitability by ensuring that tourism businesses are supported to fill skills gaps and meet training needs, to improve quality and accessibility, and to promote sustainable growth
- To support signature projects, filling gaps in the offer, and offering opportunities to develop the visitor experience
- To improve the quality and reputation of the food and drink offer and support the use of local foods and suppliers

Actions for 2012/13

<table>
<thead>
<tr>
<th>Activity</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Delivery of successful 2012 events; Torch Relay, Cultural Olympiad,</td>
<td>Trafford/Manchester</td>
</tr>
<tr>
<td>Olympic football</td>
<td></td>
</tr>
<tr>
<td>2. Supporting the continued growth and development of The Quays as a</td>
<td>Salford/Trafford (Quays Visitor Destination Group)</td>
</tr>
<tr>
<td>visitor destination including delivery in 2012 of the Arts Council/AGMA</td>
<td></td>
</tr>
<tr>
<td>funded Quays Cultural Framework</td>
<td></td>
</tr>
<tr>
<td>3. Delivery of an improved business support signposting service through</td>
<td>Visit Manchester</td>
</tr>
<tr>
<td>a new visitmanchester.com/corporate site</td>
<td></td>
</tr>
<tr>
<td>4. Maximise opportunities from the launch of the National Football</td>
<td>Visit Manchester/Manchester</td>
</tr>
<tr>
<td>Museum in July 2012</td>
<td></td>
</tr>
<tr>
<td>5. Continue to build a quality visitor offer based on QIT and VAQAS</td>
<td>Visit Manchester/Local Authorities</td>
</tr>
<tr>
<td>accreditation and supported by Annual Tourism Awards</td>
<td></td>
</tr>
<tr>
<td>6. Launch the revamped Pioneers Museum, summer 2012 and retain and</td>
<td>Rochdale</td>
</tr>
<tr>
<td>expand the Greater Manchester Fire Service Museum</td>
<td></td>
</tr>
<tr>
<td>7. Continued progress with the ‘Hotel Futures’ National Hospitality</td>
<td>Manchester Hoteliers Association/Oldham</td>
</tr>
<tr>
<td>Training Academy hotel project following the projects launch in March</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td></td>
</tr>
<tr>
<td>8. Continued development of high quality events to increase visitors</td>
<td>Local Authorities</td>
</tr>
<tr>
<td>and help develop sense of place across Greater Manchester e.g. Bury</td>
<td></td>
</tr>
<tr>
<td>Light Night, Dig the City, Bolton 2012 Year of Sport</td>
<td></td>
</tr>
<tr>
<td>9. Delivery of Tourism Connect outputs improving quality and creating</td>
<td>Visit Manchester</td>
</tr>
<tr>
<td>jobs in rural accommodation</td>
<td></td>
</tr>
<tr>
<td>10. Delivery of Food Connect outputs through to 2013 improving the</td>
<td>Visit Manchester/Local Authorities</td>
</tr>
<tr>
<td>profile and use of local food and drink</td>
<td></td>
</tr>
<tr>
<td>11. £4.5m Refurbishment of Bolton Market, starting in 2013</td>
<td>Bolton</td>
</tr>
<tr>
<td>12. Continued growth and development of East Lancashire Railway as a</td>
<td>Bury/Rochdale</td>
</tr>
<tr>
<td>key attraction in north Manchester</td>
<td></td>
</tr>
<tr>
<td>13. Further HLF bid for Bramall Hall following success of initial bid.</td>
<td>Stockport</td>
</tr>
<tr>
<td>Planned improvements include significant repairs, improved interpretation</td>
<td></td>
</tr>
<tr>
<td>and new visitor facilities</td>
<td></td>
</tr>
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</table>
Greater Manchester Destination Management Plan

Manchester has a built environment with a pronounced historical significance from the amazing industrial buildings, the modern city centre and the waterways to the smaller towns and easily accessible countryside that appeal to a range of visitors. However, the quality of the public spaces is not always of a high standard and through our vision to create a destination that is inspiring for its residents, we will be creating a better quality environment for our visitors. In addition to this, we need to ensure that visitors are able to travel around the city-region easily, reaching parts of the destination that appeal to them and we must put into place strategies to ensure the city is a 24 hour city, and one that has appeal to families.

Objectives

- To improve the quality of the public realm in key destinations across Greater Manchester, particularly encouraging the development of green space and blue corridors wherever possible
- To develop strategies to open up the city and towns during evenings and nights to a wider audience
- To support the development of “icons” increasing the attractiveness of the tourism offer
- To improve sustainable transport options and integration for visitors, and provide better information and easier ticketing options

Priority 6: Improving the Infrastructure

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<tr>
<td>1. Establishment of the Manchester Visitor Economy Forum as the principle stakeholder group overseeing destination management and visitor economy growth</td>
<td>Visit Manchester</td>
</tr>
<tr>
<td>2. Maximise opportunities to improve travel and local transport information for visitors as a result of Manchester’s Digital Strategy</td>
<td>Manchester/ Visit Manchester</td>
</tr>
<tr>
<td>3. Greater Manchester investment programme into next generation broadband focused on town centres</td>
<td>AGMA</td>
</tr>
<tr>
<td>4. Significant investment in Metrolink extensions to Manchester Airport, Oldham, Rochdale and Ashton and new transport interchanges in Altrincham (Trafford), Bolton and Rochdale</td>
<td>TfGM</td>
</tr>
<tr>
<td>5. Development of coach strategy/coach drivers code of practice and progress towards ‘Coach Friendly’ status in the city centre. Local Authorities to maintain ‘coach friendly’ status as appropriate for each town centre</td>
<td>Local Authorities</td>
</tr>
<tr>
<td>6. Implement the recently completed City Centre Way Finding Strategy to improve the ease of navigation across the city and engender a sense of place, using digital applications wherever possible</td>
<td>Manchester/ Visit Manchester</td>
</tr>
<tr>
<td>7. Collaborative focus at a Greater Manchester level on the development of town centres including looking at joint marketing and Purple Flag accreditation to address night time economy issues</td>
<td>AGMA</td>
</tr>
<tr>
<td>8. Rochdale town centre redevelopment including THI bids for Rochdale and Middleton</td>
<td>Rochdale</td>
</tr>
<tr>
<td>9. Support for Network Rail investment into Victoria Station upgrade, Northern Hub investment and North West electrification</td>
<td>New Economy/ TfGM/ Visit Manchester</td>
</tr>
<tr>
<td>10. Review of visitor welcome aspect of taxi driver training</td>
<td>Manchester Hoteliers Association/ Manchester/ Visit Manchester</td>
</tr>
<tr>
<td>11. Continued development and delivery of Irwell River Park</td>
<td>Salford</td>
</tr>
</tbody>
</table>