Destination Management Forum

Thursday 14 July 2011

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Welcome!

Lady Cobham
Chairman, VisitEngland

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Destination Management Forum

James Berresford
CEO, VisitEngland

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Regional Tourism 1999 - 2010

• Regional Development Agencies (RDAs) created

• RDAs given Strategic Leadership responsibility for tourism (2003)

• DCMS regional tourism funding ‘direct’ to 9 RDAs

• Recognition of Destination Management functions and structures below regional level, expansion, creation and formalisation of DMOs at local level.
Local Enterprise Partnerships (LEPs)

- 36 LEPs currently
- 97% of local authorities covered by LEPs
Tourism the current landscape

- **Local tourism bodies**
  - emphasis on marketing and promotion
  - 107 number of local tourism bodies
  - 40 (ish) can be considered DMOs
  - some bodies operating within a larger entity
  - smaller bodies looking for engagement with VE

- **New organisations** becoming involved in tourism/visitor economy – Chambers of Commerce, Business Improvement Districts, LEPs

- **34 LEPs** with a clearly identified interest in tourism
Strategic Framework – 2010 - 2020

• National Tourism Strategy

• Stakeholders working together to achieve 5% annual growth

• VisitEngland is the custodian of this document
  – Responsible for driving forward its implementation by partners
  – Coordinating the development of specific Action Plans
  – Monitoring progress of implementation
  – Measuring the impact

• Provides the context for VisitEngland’s activities
Strategic Framework Objectives

- To increase England’s share of the global visitor market
- To offer visitors ‘Compelling Destinations of Distinction’
- To champion a successful thriving tourism industry
- To facilitate greater engagement between the visitor and the experience
The Action Plans

• Core
  – National Marketing Strategy
  – Destination Management
  – Travel and Transport
  – Modernising Visitor Information

• Specialist
  – Rural
  – Seaside Resorts
  – Business Tourism

• Cross Cutting
  – Accessibility
  – Wise Growth
  – Welcome
  – Quality
  – Skills
This is a collective responsibility
Our leadership and engagement

Chairman (VE)

Strategic Industry Advisory Group

Major representative industry bodies & co-optees

VE Board

Visitor Economy Forum

All

Chairman (VE Board Member)

England Destinations Forum

DMOs
Destination Management Forum

• Provide an opportunity for the exchange of good practice between destinations and between VE and destinations.

• Enable the sharing of different approaches to destination management, partnership working and identify activities where economies of scale can be achieved.

• Identify barriers and opportunities that encourage tourism growth.

• Encourage the adoption and implementation of the Strategic Framework action plans.
Criteria to attend

• Meet the Government’s *Tourism Policy criteria on Governance* (or working towards it)- a partnership between the public and private sector.

• Have a *status and remit locally to manage tourism*.

• Have an established (published) *destination management plan*, or be in the process of developing one (with a detailed completion/ publication date).

• Committed and actively working to *deliver the strategic framework* and national marketing strategy.
Succeeding in a new landscape

- This (the DMF) is first steps in our collective new landscape
- Securing connectivity between local and national
- Making sure the focus is on destination issues
Questions and Answers

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National Surveys and Destination Intelligence

Sharon Orrell
VisitEngland

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Destination Intelligence

• Our aspirations:
  
  – Provide disaggregated information from national surveys as far as this is possible (with guidance about how to interpret)
  
  – Allow national surveys to be used as a platform for cost-effective, destination-funded boost samples and/or extended questionnaires
Volume and Value – Domestic Overnight Travel

- Nationally – measured by GB Tourism Survey
- Current methodology since mid-2005
- 100,000 contact interviews annually
  - c.14,000 past 4 week trips recorded nationally each year
Volume and Value – Domestic Overnight Travel
National Trends

Rolling 12 Month Totals – Trip Volumes

Tips (m)

Jan-Mar
11 vs 10

+7%

+4%

+2%

Holiday  VFR  Business

VisitEngland™
Volume and Value – Domestic Overnight Travel

The Challenge

- 100,000 contact interviews annually
  - c. 14,000 past 4 week trips recorded nationally each year
  - c. 1000 – 2000 trips per region
  - c. 200 – 500 trips per county
  - ...and less than that for all but the largest towns, cities and local authorities
Our Solution...

- Use three year averages for LA’s / towns / counties
- Supply a guide to estimating sample sizes and margins of error
- Advise that “health warnings” are combined with a dose of common sense
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Volume and Value – Day Visits

• New Day Visits survey launched January 2011, results available Spring 2012

• 25,000 interviews in England should provide details of c.12,000 tourism day trips

• Destination information collected at the level of town/village and so local authority results can be analysed
  – BUT will need more than one year of data

• To speed this process – there is an option to buy in to boost sample in your catchment area
Business Performance - Attractions

- Annual Survey of Visits to Visitor Attractions
  - We will continue to invite every attraction in the country to participate
  - ...but we will be looking for your help to keep numbers up!

- Quarterly Attractions Monitor (Performance and Confidence)
  - Current sample c.300 per quarter (+EH/NT data) – can’t be analysed below regional level
  - To improve destination coverage, options of sharing data, or buying in a boost sample
Business Performance - Accommodation

- Occupancy survey (serviced accommodation)
  - National survey limited in scope - basic regional analysis
  - Several options to improve destination coverage – from supporting us with recruitment to sharing your own data through to commissioning a destination boost

- Stock audit has recently been updated and results are now published at county level

- Business confidence monitor currently only at national level (500 businesses each wave) - future potential for destinations to buy a local boost sample
Visitor Satisfaction

- Visitor satisfaction has been measured as part of our brand tracker since 2009 - and the questionnaire was updated and expanded this month

- Respondents who have taken a break in England in the past 12 months are asked to rate the destination they visited most recently

- Measures include overall satisfaction, satisfaction with key dimensions and importance of those dimensions for visitors
Satisfaction by Destination

Source: Brand & Communications Tracker
Brand Perceptions

- The tracker questionnaire is focused mainly on “brand England” but will also deliver a segmentation for all attract brands based on brand commitment:
  - What proportion of past 2 year visitors are “committed” to your destination?
  - What proportion of non-visited are “open” to visiting?

- Later this year we will work with our research agency to scope out a “destination module”
  - Funded by participating destinations (5 – 10?)
  - Extra 5 minutes added to questionnaire (whole or partial sample?)
  - Brand image data for a range of destinations, tracked over time
  - Other relevant information?
Thank You!
Getting down to business - Future forums what would you value?

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Destination Management Action Plan

Nick Brooks-Sykes
Northwest Development Agency

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DMO = Destination Management Orchestra?
What is a Destination M* Organisation?

• An organisation or group of organisations that are focused on the growth of the local visitor economy
• Not one organisation can complete all the functions in one place (or places)
• Destination management organisations are about partnerships (public/ private and 3rd sector)
• The “glue” that brings it all together
What does Destination Management involve?

**Common Vision**
- Partnership
- Understanding destination SWOT
- Destination Management Plan

**Visitor Experience**
- Clean, tidy, safe, inviting and welcoming places
- Accessible destinations

**Developing the destination**
- Understanding Performance
- Product development and investment

**Selling the destination**
- Co-ordinated, holistic and focused marketing
- Information provision
Destination Management Plans

• Vision

• A shared statement of intent for a given period of time on how to:
  – Manage
  – Develop; and
  – Promote

• Identifies the opportunities and threats

• Articulates each stakeholder’s role and responsibility
An Inclusive Approach

Local Government Association (LGA)  
Local Government Improvement & Development (LGID)  
English National Parks Authorities Association (ENPAA)  
Tourism Management Institute (TMI)  
Association of Town Centre Management (ATCM)  
Action for Market Towns (AMT)  
Tourism Alliance (TA)  
Keep Britain Tidy  
RDA tourism leads  
British Destinations (BD)  
Historic Towns Forum (HTF)  
Responsible Tourism Partnership (RTP)

Visit County Durham  
Lancashire and Blackpool Tourist Board  
Somerset County Council  
The National Forest  
Visit York  
Tourism Society and TMI  
Visit Kent  
Leicester & Leicestershire Enterprise Partnership (LLEP)  
Holiday and Park Homes  
Isle of Wight  
Marketing Birmingham  
Northumberland Tourism  
Visit Chester and Cheshire  
Leicester Shire Promotions Limited  
Forest of Dean District Council  
Responsible Tourism Partnership  
British Destinations  
BHA  
Tourism Tyne and Wear  
Historic Towns Forum  
British Beer and Pubs Association  
East Midland Zoological Society  
Cumbria Tourism  
Northumberland County Council
Vision

To deliver authentic and distinctive destination experiences, with a clear focus on the needs of residents, visitors and the environment, which will contribute to a 5% growth, year on year, in the England tourism market by 2020.
Objectives

1. To increase understanding among decision makers and stakeholders of the economic, social and environmental value of effective destination management.

2. To increase the number of areas implementing co-ordinated and focused destination management, with the aim of improving the performance of local visitor economies and generating wider local benefits.

3. To share best practice among strategic planners and practitioners to ensure high quality, integrated destination management strategies.
To increase understanding among decision makers and stakeholders of the economic, social and environmental value of effective destination management.

• Agree a common understanding of destination management

• Make the case for why destination management is important
To increase the number of areas implementing co-ordinated and focused destination management, with the aim of improving the performance of local visitor economies and generating wider local benefits.

- Establish and agree the components of good destination management
- Establish a group of exemplar destinations based on agreed positioning and performance criteria
- Publish a list of Destination Management Organisations
- Build on existing networks and events
To share best practice among strategic planners and practitioners to ensure high quality, integrated destination management strategies.

- Research existing resources for the management of places and destinations
- Develop a portal that will enable key resources to be sourced by those with a role in managing destinations
- Share the lessons from the transition pathfinder programme
Early Areas to be Addressed

• A common understanding of destination management

• Agree future participants in the Destination Management Forum – criteria?

• A destination management web portal
Destination Management in Practice

Melanie Sensicle
Visit County Durham

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Destination basics

Core product
- 500 accommodation providers
- 100 attractions
- 20 activity providers

County divided up into:
- Dales
- Vale
- City
- Coast

They all belong to Durham!
Company basics

- Established in June 2006
- Fully operational by Sept 2007
- Board of Directors
  - 10 – 8 private sector, 2 public sector

Funding over five year period
- £3.2m from RDA
- £547k from public authorities
- £275k from private sector
List of attraction projects plus…

- Nature-based tourism investment in the AONB and Durham Heritage Coast
- Beamish
- Bowes Museum
- Hamsterley Forest
- Harperley Camp
- Bishop Auckland Gardens
- Binchester Roman Fort
- Locomotion
- Barney Bridge
- Killhope Mine
- DCCC Riverside Site
- Raising the Standard
- Durham Conference Bureau
- Taste of Teesdale
- Taste of Weardale
- WHS Bid for the Stockton to Darlington Railway Line
Missing!

- An evidence base on which to make decisions
- A destination to manage and market
Evidence and infrastructure

- What are we saying about the destination? – branding study
- Who are we talking to? – segmentation study
- Infrastructure – sector groups eg Durham Attractions Group and stakeholder engagement
The plan is for the destination

All organisations and agencies, private, public and third sectors, who are active in developing and delivering the visitor economy strategy


It is not a business plan for the DMO, it is a plan for the whole sub region to work on
The plan will help us all

- To focus collective attention on what actions will make a real difference
- Turn strategy into action
- Ensure local priorities influence sub regional strategy and vice versa
- Identify common activity and help joined up delivery
- Prevent vanity projects soaking up time and money

And action plan based on evidence for the whole destination
Durham’s 7 priorities

1. Optimise the potential of Durham City to attract visitors to NEE
2. Increase spend through a step change in quality
3. Development local distinctiveness in line with the image and identity of the county
4. Tackle seasonality through events and business tourism
5. Grow destination profile by developing nationally significant product
6. Extend stay by optimising potential of town centres/market towns
7. Manage and maintain the public realm with the visitor in mind
The plan in action

**Optimise the potential of Durham City to attract visitors to NEE**

- Developing new visitor attraction, World Heritage Site Visitor Centre just opened, Cathedral and University visitor management and interpretation work, two new attractions at feasibility stage

**Increase spend through a step change in quality**

- Taste Durham initiative 60 businesses taking part, accommodation accreditation up 15% in three years

**Development local distinctiveness through brand themes**

- New place brand, redefined geography Durham Dales, Vale of Durham, Durham City, Durham Coast and each town has a usp
The plan in action

Tackle seasonality through events and business tourism

Lumiere, Mysteries, Book Festival, Lindisfarne Gospels
Meet in Durham, new venues website with Hoteliers’ Association

Grow destination profile by developing nationally significant product

Durham City branded attraction development, Auckland Castle

Extend stay by optimising potential of town centres/market towns

Destination development plans for 5 towns – Seaham, Stanhope, Bishop Auckland, Chester le Street, Barnard Castle

Durham City on the way
Durham print before the destination brand
Note the number of colours, fonts, different style images, geographical locators. It is difficult to recognise that it is the same destination.
This is Durham

Your guide to the City and County, including places to visit, eat and shop.

Durham pocket guide 2011
Process outline

Stage 1 – quick and easy, does the project fit strategically
Stage 2 – more in depth, 11 questions to respond to
ATP works closely with projects at stage 2
Objective is to shape projects so they are successful
Priority level given by ATMaP committee
1 = great potential, meets criteria, serious consideration for funders, planners etc
2 = potential, some criteria not met, needs more development
3 = needs a rethink or redirecting to another sector
How is the content created?

Adventure Valley

Harperley Prisoner of War Camp

Binchester Roman Fort
Conclusion

We have been lucky
BUT
You make your own luck
Question and Answer session

Melanie, Sharon and Nick

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Summary

James Berresford
CEO, VisitEngland

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