TOURISM

A 5 year Tourism Strategy for Rutland County Council 2007 - 2012

Rutland
County Council

MULTUM·IN·PARVO

Executive Summary

Without doubt tourism is a significant growth sector; it is capable of increasing economic growth and social stability, and can create year round appeal for the County – it is therefore a sector which Rutland must focus on developing. Importantly for Rutland, domestic tourism is currently a strong growth area; consumers are increasingly cash rich but time poor and short breaks in the UK to recharge ones batteries are now a common addition to the main overseas holiday.

In order to cater for the increasingly discerning domestic market, Rutland needs to distinguish itself from other destinations with a clear identity, appealing to the widest audience. By working in partnership with others, Rutland County Council aims to provide the required strategic direction to enable the successful development of tourism in the county over the coming years.

The strategy focuses on three key areas:

1. Building & Consolidating a Brand
2. Quality
3. Sustainability

Funding for the Tourism Unit will be provided by Anglian Water who own Rutland Water and will be undertaking major works around the site over the next few years, beginning in 2008. In order to minimize the impact of these works and to provide positive support for local people, tourism and economy, Rutland County Council will receive funding over 5 years to develop a Tourism Team that will deliver this strategy through a clearly defined and cohesive approach and develop a programme to ensure its sustainability beyond that time.

Foreword by Peter Jones, Portfolio holder for Culture and Partnerships. Rutland County Council

Rutland is lucky to have a wide variety of tourism activities on offer. This strategy aims to celebrate and build upon what we have. From the activities at Rutland Water to the historic heritage of our market towns; Uppingham and Oakham with their famous festivals and fringe events, you are sure to find something in our county that you will enjoy.

This strategy has been launched in 2007 and will be revised on a rolling programme with comprehensive evaluation towards the end of 2011. It is not a definitive or inflexible document; we will continually review milestones and actions to ensure we are delivering an up to date, reactive and effective tourism strategy,

I am sure that many Rutland residents, workers and visitors will benefit from its delivery and find our county and more enjoyable place to live, work and visit.

Mission Statement
"To deliver a sustainable, quality tourism industry, in keeping with the natural beauty and historic heritage of Rutland which attracts a wide range of visitor types year round"

We will do this by achieving aims and targets including;

Strategic Aims
1. Increase the number of accommodation providers taking part in the Grading Scheme to 48 by 2010
2. Increase the number of bed spaces and bed nights by 5% by 2010

Rutland LAA Targets
To improve the quality of the tourism product by:
1. Increasing the numbers employed in tourism accommodation
2. Increasing the number of bed nights
3. Increasing the number of visitors to our market towns

Rutland is the smallest county in England and is also one of the most rural counties in England. This rurality produces a unique environment and one that is wonderful to visit and live or work in. It also produces a number of challenges that are typically associated with any rural area such as access to services, employment opportunities and investment possibilities. These challenges naturally have an impact on the successful development of the tourism industry, and whilst this strategy does not aim to change the character of Rutland, its goal is to celebrate its distinctiveness and provide a clear and ambitious plan for its future development and success.

Rutland – where we live ......**2001 census figures**

- Total population   34,563

- Total households   13,457

- Area   152 square miles

- Annual visitor numbers   Over 1.5 million per year

- Low rates of crime

- Low unemployment rates

What do we mean by Tourism?

Tourism is ultimately a service industry, reliant on efficiently meeting and exceeding the needs and expectations of its customers in order to maintain appeal and sustain demand. Sustainability is largely dependent on the co-operation and partnership working of all key industry stakeholders. Rutland businesses need to work together to provide a consistently high level of service to all visitors at every point of contact, work to protect the natural environment whilst publicising its strengths and have a clear ambition for future tourism success.

Responsible for 5% of all employment in the UK, tourism has an impact on many business sectors, and has been harnessed and developed by a number of counties in the creation of successful tourism destinations, helping to increase employment, and boost local economies.

The value of tourism is clear; at a UK level, Visit Britain, the organisation responsible for the national tourism offering, estimates that tourism is worth £85 billion per annum or 3.5% of the economy. Regionally, tourism in the East Midlands employs 95,000 people and is worth £5.3 billion annually. Locally in Rutland, tourism supports the employment of almost 1,500 people in full time positions, who serviced 1,624,000 visitors in 2005; an increase of 1% on 2004*.

To efficiently target the correct visitor market, it is important to realise that tourism trends are changing. Research conducted on behalf of Visit Britain confirms that short trips are the most frequent type of trip taken in England in recent years, with 2-night breaks the most popular duration; this marks a significant move away from the week long summer holidays of earlier years. Shorter breaks are also high revenue breaks, with visitors spending more on average per night on a short break. The car is the most popular transport option with 75% of all tourist trips in the UK involving the use of one to get from origin to destination.

It is also important to realise the importance of targeting the overseas market. In 2006 there were 32.1 million visits to the UK from overseas visitors, an increase of 7% on the previous year. The largest markets for inbound tourism to the UK are USA, France and Germany. Whilst it would not be appropriate for Rutland to embark on a marketing initiative alone, by partnering with East Midlands Tourism and a Destination Management Organisation (DMO) who have responsibility for delivering both quality and marketing support, inbound tourism will prove to be a valuable market; increasing lengths of stay and spend, which will ultimately raise the profile of the county both in the UK and abroad.

*STEAM statistics: 2005. Tourism volume and value forecasting model

Tourism in Rutland

Rutland has made significant progress in raising the profile of tourism through its own initiatives and publications;

- The introduction of Rutland Tourism has given the local tourism industry an opportunity to work towards the common aim of promoting and developing a high quality offering. This board of representatives from local businesses and organisations are vital to the continued success of Rutland's appeal to visitors, and can make a positive contribution to the tourism based economic growth in the county.

- East Midlands Tourism and the Destination Management Organisations are tasked with driving and delivering the development of tourism in the region and in Rutland on behalf of the government.

- Within the Local Area Agreement for Rutland, there are a number of tourism objectives which the county council is committed to delivering. These are focussed on improving the quality, sustainability and appeal of Rutland as a tourist destination and are therefore important factors in the overall strategy.

- The Local Strategic Partnership (Rutland Together) identified a key objective for tourism in the county through its community strategy – A Plan for Rutland;

  "To ensure that tourism growth plans incorporate sustainable development themes so that Rutland's unique culture and heritage is protected"

- The Blueprint for Tourism, (see appendix C) created in 2005, is a valuable document helping to identify how the county plans to work together in order to attract greater tourism business. It highlights the key strengths and opportunities for tourism development, and outlines the ambitions of the key stakeholders. This document can be seen as a useful foundation on which to build the future strategy.

Rutland Tourism Statistics

Number of accommodation providers*   127

Number of tourist attractions*   21

Visitors in 2006*   1,606,110

Full time jobs supported by tourism*   1,456

Statistical Resource
STEAM (Scarborough Tourism Economic Activity Monitor) calculates the economic impact of tourism. STEAM measures tourism from the supply side and is not designed to provide a precise and accurate measurement of tourism but instead gives an indication of trends.
One of the first objectives of the tourism strategy is to establish a database on which we can rely and use as a true measure of growth.

"Tourism is hugely important to the East Midlands region and offers significant potential for economic development. It's a sector that contributes some £5bn to the local economy and provides jobs for around 152,000 people - with around one million trips made here
by overseas visitors annually"

East Midlands Tourism www.eastmidlandstourism.co.uk
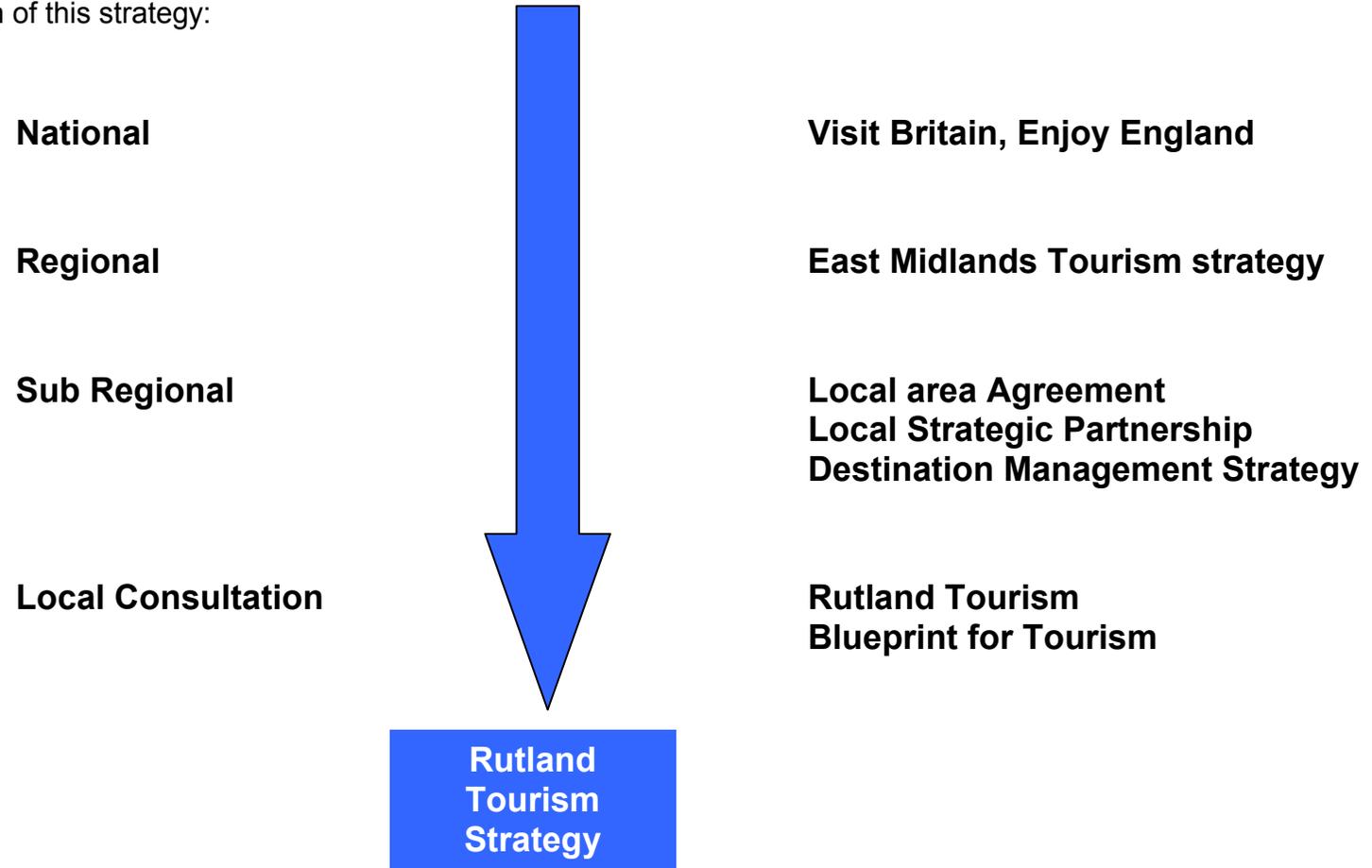
*STEAM 2006. Tourism volume and value forecasting model

So why have a tourism strategy for Rutland?

It will provide Rutland with an overall strategic vision for tourism, and it will also help to:

- Identify the needs of visitors and businesses

- Demonstrate the positive contribution made by tourism to the economic, social and environmental wellbeing of the Rutland population

- Establish a shared vision for key partners and stakeholders

- Provide an evidence base for strategic activity and future funding

- Act as a framework for performance review

- Utilise resources in the best way

- Inform and influence the work of partners

- Raise the profile of tourism opportunities in Rutland

- Inspire communities

- Create new and exciting opportunities for Rutland

How has the tourism strategy been developed?

In order to develop a meaningful strategy, it is necessary to make reference to information available from national and regional agencies. The delivery of a successful local product is dependant on having integral links with the national tourism offering and using elements of best practice and lessons learnt in other destinations. The following sources were used during the research of this strategy:

National		**Visit Britain, Enjoy England**
Regional		**East Midlands Tourism strategy**
Sub Regional		**Local area Agreement** **Local Strategic Partnership** **Destination Management Strategy**
Local Consultation		**Rutland Tourism** **Blueprint for Tourism**

Rutland Tourism Strategy

Rutland County Council's Golden Thread

All Rutland County Council strategies are part of an overall plan to deliver services to the people of Rutland. This tourism strategy aims to deliver specific elements of "A Plan for Rutland" the Community Plan, together with Rutland County Council's strategic aims and objectives, and the Local area Agreement. These documents provide the foundations on which to build a robust plan for future delivery.

"A Plan for Rutland" – The Community Strategy

Rutland County Council Strategic Aims & Objectives

Rutland Local Area Agreement

Tourism Strategy

Tourism Work Programme

Strategic Approach

Effective Delivery

Emerging Themes

There are a number of common themes emerging from local, regional and national research on tourism and successful delivery;

- Ensure the best possible access to tourism facilities

- Regularly consult with end users of tourism

- Ensure greater awareness and better use of funding opportunities

- Help people to achieve their full potential through skill development

- Increase levels of involvement and participation in tourism

- Tackle social exclusion and ensure equal opportunities

Local research undertaken via a SWOT analysis outlines other areas for consideration in the development on tourism:

Strengths	Weaknesses
- Market Towns – Oakham & Uppingham with their historic characterful streets, public schools and strong retail offering - Unspoilt countryside – offering a multitude of walking routes - Location – Close to major road networks and large cities, easily accessible to visitors - Rutland Water – A valuable resource offering activities including cycling, walking, horse riding, sailing and fishing - Traditional English atmosphere – traditional pubs serving real ale, homemade food in charming surroundings - Variety of accommodation – Large hotels, smaller hotels, B&B accommodation and camping facilities - Independent retailers – Offering something different to the usual high street offering - Enthusiasm of local community – Keen to involve themselves in promoting the county and protective of its image	- Level of awareness – It is widely accepted that potential visitors do not know where Rutland is or what attractions are available in the county - Well known attractions – The biggest fixed attraction is Rutland Water, there are no other big attractions which people would specifically travel here to see - Wider welcome – Rutland needs to work to ensure it is socially inclusive across all sections of the community and improve accessibility for minority groups, disabled visitors and the less mobile - Lack of well known shopping outlets – there is a reliance on the independent shops to cater for all visitor needs
Opportunities	**Threats**
- Overnight stays – By marketing the county better, Rutland can become more attractive to those seeking a weekend or short break in the UK - Diversify tourism offering – Develop equestrian tourism, offer spa break packages, give the visitor a reason to stay for longer - Find several niches – Use the wide ranging art/theatre/music events available to market Rutland as a choice for a cultural break. Use the individual hotels and excellent restaurants to appeal to food lovers and romantics - High spending tourists – Visitors will pay more if the perceive they are getting value for money in a quality tourism product - Develop inbound tourism – Work alongside neighbouring counties to develop a marketing strategy to appeal to overseas markets - Specialist group travel – Encourage volume in visitor numbers by attracting special interest tours - Responsible Tourism – Carbon footprints are a cause for guilt to be associated with overseas travel by plane. - Technology – By improving the internet offering, Rutland can be promoted to a wider audience 24 hours a day - Escapism – The lack of commercialized attractions lends Rutland to being more attractive to those looking for escapism	- Neighbouring towns such as Stamford which have a strong draw for a similar target market as Rutland - Size of offering – It is important to ensure a continuous appeal throughout the year to give visitors a reason to come to Rutland - There are perceived limits to the Rutland offering around seasonality/opportunities - Overseas travel – Dynamic packaging and a highly competitive travel industry as well as the growing requirements and awareness of consumers has led to overseas trips becoming more affordable for a wider number of people - Damage to character – There may be a perceived damage to the character of the county if the number of visitors increases - Affordability – Rutland does not cater for the mass market but can offer value for money to visitors.

Tourism Challenges

- Partnership Working
Of the challenges facing the successful development of tourism, Partnership working between both public and private sector is one of the most important to get right. Tourism development solely administered by either local businesses or a local authority in isolation will be done so subjectively depending on the needs of the businesses in question. Public Sector involvement can balance the needs of the businesses and provide an objective view and strategic framework.

- Creating a Wider Appeal
The most effective and profitable tourist destinations appeal to a wide range of visitors without excluding any particular group. It will be necessary to identify the strengths in Rutland and establish a means of promoting those to the widest target market applicable, at the most beneficial times.

- Quality
Additionally, raising the standards of the overall customer experience and engaging all stakeholders in this objective regardless of business size is a challenge which needs to be addressed.

- Overseas Visitors
Attracting the overseas market is one of the biggest challenges which, if planned and executed correctly, can lead to some of the biggest financial rewards. By working in partnership with other councils and the Destination Management Organisation, benefits can be shared and effective working relationships developed. Accommodation providers must also be aware of the specific needs of different nationalities and think global.

- Sustainability
Vitally, tourism must be sustainable across three key areas

Economically   By improving the income and prospects for local businesses and offering opportunities for growth

Socially   By having a positive impact on the local community, offering employment and creating new facilities which benefit both the visitor and the local population

Environmentally   By balancing the needs of the visitor with the capability of the local environment and protecting the natural beauty of the county.

Tourism is adaptable and must continue to rise to the needs of its customers and consistently meet and exceed their expectations in order to grow. In identifying and acting on trends, Rutland can remain competitive and forward thinking in a dynamic market place. By working closely with East Midlands Tourism, Rutland can benefit from access to work already undertaken in this area, using the findings to strengthen and adapt its own tourism offering.

Consumers now have more choice than ever before in all aspects of life, particularly in terms of holiday choice, so by providing a clear focus about what Rutland has to offer, to whom it is being offered, and what the benefit is to the visitor, it will enable potential visitors to distinguish Rutland from other destinations and identify the "what's in it for me" factor.

Some of the key trends for the mid to long term already identified by East Midlands Tourism (EMT) are shown below, and these have affected the EMT strategy and will have an effect on the Rutland tourism strategy:

- Spending on leisure activities will increase although time allocated to leisure will decrease
- Value for time will become as important as value for money
- Visitors will look to self improve and learn from their break
- An increasing concern about leading a healthy lifestyle will increase the demand on sporting or activity breaks
- The seniors market will become increasingly important
- People will take more holidays, albeit short breaks
- There will be an increasing demand on quality self catering accommodation for short breaks
- The internet will become increasingly important for accessing information and making bookings

For Rutland, this means;

- Knowing the Rutland customer base; being focused and acknowledging that Rutland cannot be all things to all people
- Giving visitors a reason to stay longer/overnight
- Delivering a high quality product, one which visitors are prepared to pay for, but which also delivers value
- Developing a healthy living ethos and promoting activities and leisure pursuits which provide a sense of well being
- Offering choices for all ages
- Developing choices for short break packages
- Identifying and promoting the range of accommodation available, trying to ensure a broad choice
- Embracing technology and providing an efficient and easily navigable information source

The Strategic Framework

Strategic and economic development within the East Midlands is directed by the East Midlands Development Agency (EMDA), whose primary role is to bring regional focus to the economic development of the region. As part of its Regional Economic Development Strategy, it highlights specific targets relating to tourism;

- Raising visitor expenditure to 4.5% of the region's GDP in 2010 (in 1999 it represented 3.5% of GDP)
- Increasing visitor value rather than volume by increasing overnight stays. Overall spend to increase by 2% by 2010 (Figures from 2002 show day trippers spend on average £10 per person, overnight visitors spend on average £49 per night)

In turn, East Midlands Tourism (EMT) is charged with delivering these targets through strategic planning on behalf of EMDA. The vision for East Midlands Tourism is that;

"Tourism will be playing a significantly greater role in the prosperity of the region by 2010"

EMT's tourism strategy document outlines key principles on which tourism development will be based. These include

- Building on good practice
- Being committed to quality
- Responding to the customer
- Being financially and environmentally sustainable
- Improving the quality of life.

At sub-regional level, Welland Sub-regional Strategic Partnership estimates that tourism contributes £14 million annually to the sub-regional economy, and is an investment area for the future. Its primary objectives include;

- Increasing the quality of the offering
- Integrating tourism and leisure opportunities
- Increasing skills
- Exploitation of culture and heritage
- Promotion of marketing opportunities.

At local level, Rutland will work with its Destination Management Organisations to take on the principles and objectives outlines by the regional and sub-regional directorate, adding local relevance to some of the key themes and utilising the Rutland Local Area Agreement as a framework to establish its own aims and objectives.

A key outcome specified in the LAA is;

"Improving the quality of the tourism product"

And specific 3 year targets have been assigned under the following indicators;

- Increase in employment in tourism accommodation
- Increase in number of bed nights
- Increase in hourly average number of visitors to Oakham and Uppingham

These targets will be achieved through the implementation of the Tourism Work Programme as detailed in Appendix A.

Underpinning the 3 year targets are a 3 strategic aims, which will be the key to successful tourism in Rutland:

- Consolidating and Building on a Tourism Brand
- Improving Quality
- Developing Sustainability

The Target Objectives

Objective 1 – Building and Consolidating the Tourism Brand for Rutland

To consolidate and build the Tourism Brand for Rutland, based on existing good practises, which can be used to appeal to a wide but specifically targeted range of visitors.

In order to secure custom, all products or services need an identity; in the case of Rutland, this will be something which visitors can easily associate with the county. A well thought out brand can be a vital asset to a product. Essentially, a brand should get the following things right in order to be a success;

- Communication – at regular intervals and in a format that is convenient and accessable by all
- Quality – of a consistent level to encourage trust and repeat business
- Positioning – targeting the right audience with the right message
- Sustainability – able to move and adapt with consumer needs and wants

In the case of Rutland, this will be something which visitors can easily associate with the county e.g cultural, activity, well being themes

Short Term Objectives to March 2008

1   Communication

- The traditional hard copy visitor guide is still an important provider of useful information, however, current trends indicate that a bi-annual Rutland Guide will provide more relevant information in a modern format for the user. The publication will have a magazine style rather than the current directory format.
- In addition we will we will concentrate on communicating with the visitor via SMS text, web and email, as well as traditional contact methods of direct mail and fax.
- Investment will be made in updating and improving the visitor's web experience.
- Relationships will be built with customers, by compiling a visitor database and using this information to target visitors
- Links will be added from "Go Rutland" to key partner websites.

2. Produce dedicated short break promotional literature
   - Identify clear theme for the publication on which to base short breaks e.g Seasons in Rutland
   - Source specific visitor packages and promotions
   - Implement promotion online and in hard copy
   - Identify method of tracking uptake
   - Provide feedback to suppliers on success of promotion

3. Investigate feasibility of including Rutland in an increased number of specialist group tour operators programmes
   - Initiate contact with specialist groups such as sport, culture, antiques, cookery and heritage
   - Facilitate deals between accommodation/service provider and tour operator
   - Encourage promotion of specialist group visits to the county

4. Encourage consistent quality across all customer service points
   - Offer guidance and support to businesses wishing to invest in improvements to skills and training
   - Identify new training schemes or opportunities which could benefit local businesses

5. Work with DMO to establish primary marketing solution
   - Identify key strengths and selling points, including the using the synergy and links with Stamford
   - Establish links with other tourism websites, special interest publications & other potential distribution channels

Mid Term Objectives to March 2010

1. Establish look and feel of Rutland brand image

2. Establish brand guidelines for tourism businesses

3. Create clarity across all contact with customers both printed literature and online

4. Establish marketing strategy for tourism

5. Research brand awareness and make improvements

6. Implement target marketing for retail tourism

Long Term Objectives to March 2012 and beyond

1. Establish Rutland as a destination of choice

2. Develop and market niche tourism opportunities

3. Ensure a long term and evolving tourism unit for Rutland

Objective 2 – Improve the quality of the tourism product

Quality is a subjective word, however, for the purposes of this document quality can be seen as;

"The totality of features and characteristics of (Rutland) that bear on its ability to satisfy stated or implied needs"
www.dictionary.com

In order to achieve a high level of quality as perceived by visitors, Rutland needs to exceed the customers' expectation of quality at every opportunity. These include; quality of all types of information, both before and during the stay; quality of facilities on offer, including accommodation, transport, restaurants, entertainment/events and the environment for tourism; and quality of service level received before, during and after their visit. Visitors also need reassurance that they are receiving value for money (and time) from their stay in Rutland, otherwise a repeat visit is unlikely to take place.

Short Term Objectives to March 2008

1. Review and improve quality of technology offering
   - Improve accessibility to tourism information through one clear website, with strong links to other relevant websites
   - Streamline internet offering to make navigation easier and quicker for visitors
   - Offer contact facility for queries, directed to the TIC
   - Develop online events calendar and visitor information

2. Undertake demographic research into tourism to establish baseline information for measuring success and improvements in quality

- Gather tourism statistics from STEAM
- Undertake review/analysis of data
- Use previous years figures to establish baseline to measure future activity and improvements in bed nights provision and uptake

3. Development of 3 year tourism strategy
   - Identify key strategic long term aims
   - Incorporate LAA and regional objectives
   - Produce evolving strategy document

Mid Term Objectives to March 2010

1. Utilise data to identify opportunities for improvements to tourism offering

2. Work with local businesses to encourage accreditation

3. Initiate Rutland Service Awards to recognise top performing businesses in tourism

Long Term Objectives to March 2012 and beyond

1. Establish method of measuring the quality of the tourism product on a regular basis and use customer feedback to make further improvements

2. Identify methods of tracking tourism trends and harnessing opportunities for development

3. Enable local stakeholders to work in partnership towards common objectives through guidance and signposting of opportunities

4. Work closely with DMO and neighbouring counties to promote a culture of quality development and ensure the long term sustainability of the tourism unit and product in Rutland

Objective 3 – Sustainability

Rutland already has the necessary infrastructure required to provide a successful tourism offering, including good road access, attractions both natural and man made, and facilities including hotels and restaurants to cater for visitors to the county. However, the key to creating a sustainable tourism environment lies with taking account of the environmental, social and economic factors affecting sustainability and building on Rutland's strengths in these areas. And these themes link well with an objective outlined in the Community Strategy (Plan for Rutland) – that is, to ensure that tourism growth plans incorporate sustainable development themes so that Rutland's unique heritage and culture is protected.

Environmental Sustainability
Developing tourism in any destination is a delicate balance between encouraging growth in the local economy by bringing more tourists to the destination to spend money and time and use the resources; but taking consideration of the reason tourists are attracted to the destination in the first place and ensuring that the natural appeal of the destination is not harmed by the development of tourism. This is a particularly important issue for Rutland – due to the size, rural aspect and natural appeal of the county.

Social Sustainability
In order for the local people to continue to welcome tourists, there must be a reward for the community; this will primarily be income driven in terms of increased prosperity of the locality. The tourism offering needs to consider the views of and the impact on the local communities, by including them in consultation on events and other issues which may affect them. In addition, encouraging visits from overseas will boost visitor numbers especially those staying overnight and will help local businesses of all sizes to maintain and improve their offering over time. The key partnerships already forged, which bting providers, end users and local people together, need to be fostered and developed in order for tourism to continue to be given the priority focus it has currently.

Economic Sustainability
Tourism should deliver the improvements to the local economy which local people need, and should be able to deliver this in a sustainable way. Importantly, tourism needs to be a profitable long-term investment for stakeholders, and this will be achieved through offering an attractive proposition for investors with clear long term aims and financial rewards. The servicing of tourists in accommodation, attractions and restaurants provides a number of jobs for the community, however the seasonality of employment in the sector is historically a problem. The long-term employment needs of local people are therefore an important economic issue to address, with the aim of increasing the number of permanently employed staff in tourism jobs. In turn, training and skills provision will be a vital investment to the long-term strength of the industry.

Finally to continue to ensure the economic sustainability of the Tourism Unit and its services, after the Anglian Water funding, it will be necesssary to develop self financing tourism programme, wnich will ensure the on-going support for tourism in Rutland

Short Term Objectives to March 2008

1. Establish effective working relationship with Destination Management Organisation
   - Identify primary objectives
   - Develop work programme
   - Instigate regular communication
   - Establish unique selling points for Rutland, utilising the outdoors, leisure, culture and increasingly popular 'well being' themes as the draw for visitors and market this accordingly

2. Establish effective working relationship with Anglian Water and other relevant key partners for tourism
   - Identify opportunities for collaboration and share ideas for improving/increasing tourism
   - Work to achieve objectives of the funding agreement
   - Re-establish stakeholder representation of Tourism sector

3. Create clarity in tourism services available to visitors by establishing a directory of service providers
   - Research and compile complete list of accommodation, attractions, restaurants, pubs and other leisure services
   - Make information available online and in hard copy format including using the synergy and links with the Stamford corridor

Mid Term Objectives to March 2010

1. Ensure the ongoing promotion of Rutland at key events nationally and work with DMO to establish long term strategy for sustainable tourism
2. Establish a marketing campaign based around "Learn To" weekends
3. Offer guidance and advice to young people concerning jobs in tourism

Long Term Objectives to March 2012 and beyond

1. Strengthen the range of accommodation available especially quality self catering accommodation
2. Invest in new technology
3. Encourage investment in attractions and new initiatives which could benefit tourism
4. Work with DMO to exploit inbound tourism opportunities in conjunction with neighbouring counties and in particular to work with Stamford and environs to ensure the sustainability of the Tourism unit

How will tourism be managed and supported in Rutland?

Until March 2007, Leicestershire Promotions Ltd (LPL) provided the tourism marketing and promotion work for Rutland through their role as the Destination Management Organisation (DMO). They worked through a partnership called Rutland Tourism which was made up of representatives of LPL and local tourism industry individuals and interested parties. Additional monies were provided by East Midlands Tourism (EMT) through specific projects to LPL to provide the service for the whole of Leicestershire and Rutland.

Following an evaluation of the tourism product in Rutland, it was agreed that marketing and promotion will henceforth be carried out by Lincolnshire Tourism in association with the newly formed Rutland Tourism group and Rutland County Council.

The new Rutland Tourism group will be launched in the autumn of 2007 to coincide with the 10th anniversary celebrations of Rutland gaining independence from Leicestershire, and the 30th anniversary of Rutland Water.

The proposed members of the newly formed group will include representation from

- Camping and Caravanning
- Large accommodation providers
- Small accommodation providers
- Tourist attractions
- Retail providers
- Recreation/Leisure providers
- Arts for Rutland
- Anglian Water
- Rutland County Council
- Others as required

The group will be supported by Rutland County Council's Community Economic Development Manager and the two Tourism Officers funded by Anglian Water.

Bi-annually a tourism forum will be held, to which all tourism providers will be welcome to attend and share their views.

Funding for the Tourism Unit will be provided by Anglian Water who own Rutland Water and will be undertaking major works around the site over the next few years, beginning in 2008. In order to minimize the impact of these works and to provide positive support for local people, tourism and economy, Rutland County Council will receive funding over 5 years to develop a Tourism Team that will deliver this strategy through a clearly defined and cohesive approach and develop a programme to ensure its sustainability beyond that time.

Appendix a

WORK PROGRAMME   PROJECT   Tourism Development/Marketing Officers

BLACK TYPE DENOTES SHARED OBJECTIVES/TARGETS
BLUE TYPE DENOTES TOURISM DEVELOPMENT OFFICER RESPONSIBILITY
RED TYPE DENOTES TOURISM MARKETING OFFICER RESPONSIBILITY

STRATEGIC AIM/LAA OUTCOMES (if applicable)	INDICATOR / OBJECTIVES	MILESTONES	ACTIONS	TARGET DATES	MEASURE
1. Improving quality of the tourism product **4 Indicator/ objectives** **15 Milestones**	Increase number of bed nights by 5% per annum	Streamline internet offering to make navigation easier and quicker for visitors. (See Also Destination management Activity)	Work with IT and other necessary parties to reduce number of official tourism websites to one, linked to Rutland.gov / Anglian Water Leisure website and accessible through search engines.	Mar 08	Easy to use and identify tourism website with online booking facility for events and accommodation
			Develop strategy to ensure Rutland related websites appear high in search engine results	Mar 08	Rutland searches to appear in page one of results
			Conduct online poll to gauge usefulness of web provided information to visitors	In place Mar 08	80% satisfaction rate

STRATEGIC AIM/LAA OUTCOMES (if applicable)	INDICATOR / OBJECTIVES	MILESTONES	ACTIONS	TARGET DATES	MEASURE
			Establish a more effective TIC & Visitor Centre offering, including remote back up	Mar 08	80% satisfaction rate
		Ensure Rutland has a presence at key events locally and nationally which could benefit local accommodation and service providers	Attend events including game fairs and sporting events to offer information about Rutland to potential visitors	May 08	Maintain levels of occupancy around weekend dates.
			Increase length of average stay around event weekend	May 08	Increase average length of stay by 20%
			Identify commercial / corporate events such as conferences and target for accommodation provision	May 08	3 local / cross border events identified and marketed to.
			Negotiate with key event holders / corporate hosts / conference organizers for a link to Rutland from their home page	May 08	Exposure on 3 corporate / event web sites with links to Rutland

STRATEGIC AIM/LAA OUTCOMES (if applicable)	INDICATOR / OBJECTIVES	MILESTONES	ACTIONS	TARGET DATES	MEASURE
	Undertake demographic research into tourism issues	Gather detailed information on tourism bed nights per year. Set baseline for county bed nights (LAA)	Review data held by DMOs / STEAM / RCC	End Jul 07	Clear baseline on which to benchmark future performance
			Undertake research within local market	Sept 07	Clarity and relevance of statistical information. Comparison to STEAM data
		Create Rutland events and competitions aimed at target market	Arrange golf, fishing, cycling competitions with prize fund. Target specialist groups promoting competition.	May 08	Increase in group bookings for target sectors
		Production of Short Breaks Leaflet/online based on seasons in Rutland.	Source packages and discounted rates to be featured in publication.	Dec 07	10 suppliers minimum to supply packages/rates
			Negotiate with local printing companies to secure printing at lowest cost	Dec 07	3 companies to be invited to quote, one to be chosen

STRATEGIC AIM/LAA OUTCOMES (if applicable)	INDICATOR / OBJECTIVES	MILESTONES	ACTIONS	TARGET DATES	MEASURE
			Load packages online bookable under specific code to track success rate	Jan 08	5% increase in number of bookings (be taken via special offer code)
		Taster Weekends	Invite travel journalists to Rutland for a weekend stay. Accommodation, access to Rutland Water attractions, meals and entrance into events included complimentary basis in return for article on Rutland, arranged via DMO and hosted by Tourism Officer	Jun 08	10 journalists visits Minimum of 5 published pieces with National Circulation Minimum 2 published pieces with regional circulation
		3rd party agreements in conjunction with DMO to attract visitors	Negotiate special rates during underperforming dates during peak and shoulder season. Promote through DMO national marketing	Dec 08	Uptake of low season offers as result of direct marketing, traceable via redemption code. Minimum 100 bed nights
			Negotiate links on neighboring county websites eg Lincolnshire to ensure Rutland is dual featured where possible	Dec 07	Weblinks with Leicestershire / Lincolnshire / Northants

STRATEGIC AIM/LAA OUTCOMES (if applicable)	INDICATOR / OBJECTIVES	MILESTONES	ACTIONS	TARGET DATES	MEASURE
		Work with Healthy Communities Officer to promote weekends of sporting activity	Learn to…weekends promotion on website. Negotiate discounted rates for participation in sports for trial period	May 08	3 Learn To weekends planned in for Spring 2008 including activities as follows Golf Fishing Sailing Cycling
		Create an accommodation directory listing all accommodation providers in the county	Establish split of graded v non graded accommodation	Dec 07	Publication of comprehensive directory of accommodation for visitor use
			Separate directory into those graded and those not, including website links where possible	Dec 07	Publication of comprehensive directory of accommodation for visitor use
			Establish "price from" rate for inclusion in directory for each supplier	Dec 07	Publication of comprehensive directory of accommodation for visitor use
			Promote "photo" presence of all properties on and in all promotional media including websites / literature	Dec 07	95% of graded properties to have photo image on GoRutland.com

STRATEGIC AIM/LAA OUTCOMES (if applicable)	INDICATOR / OBJECTIVES	MILESTONES	ACTIONS	TARGET DATES	MEASURE
			Create directory and make available on internet	Dec07	Success of publication with visitors/increase in satisfaction
		Increase public access to tourism information	Investigate viability and positioning of poster size maps and accommodation guides for use in public space / car parks	Dec 07	Identify 3 sites in Oakham and Rutland CC Produce product and position
			Investigate potential opportunity for touch screen technology for TIP and accommodation information provision in Oakham / Uppingham and around Rutland Water	Dec 07	Produce viability study and identify potential providers
			Investigate potential opportunity for mini Tourist Guide and Map" in vending machines in Oakham / Uppingham and around Rutland Water	Dec 07	Produce viability study and identify potential providers
	Increase in hourly average number of visitors to Oakham and Uppingham	Identify key events which could be used to attract visitors	Create online events calendar	Mar 08	LAA measure

STRATEGIC AIM/LAA OUTCOMES (if applicable)	INDICATOR / OBJECTIVES	MILESTONES	ACTIONS	TARGET DATES	MEASURE
		Develop direct mailing and Data collection protocol	Direct mail programme developed to market key messages.	Dec 07	Protocol and programme of activity in place
			Build database of marketing information from all relevant sources including museums / business community / private sector	Mar 08	Up to date database of contacts
	Increased employment in Tourism accommodation	Offer customers an assured choice of accommodation	Offer local businesses advice and support on gaining accreditation	Ongoing	Year on Year improvement in individual businesses sample
		Offer young people guidance and advice concerning jobs in tourism	Arrange for local hotels/suppliers to take part in careers fair where applicable at local school/college	Sept 08	Attendance at 1 local careers fair
			Arrange for local business to go and speak at a school detailing career opportunities	May 08	Increase in tourism career interest. Minimum of 1 event
			Encourage work experience placements in conjunction with local businesses	Ongoing	Young people gaining employment during school holidays at tourism establishments
			Hold event during Enterprise week to	Nov 07	1 day event in conjunction with princes

STRATEGIC AIM/LAA OUTCOMES (if applicable)	INDICATOR / OBJECTIVES	MILESTONES	ACTIONS	TARGET DATES	MEASURE
			encourage interest in tourism sector as a career		trust
		Identify tourism business opportunities and inform potential providers who may not be existing tourism businesses	Offer assistance/guidance to provider	Ongoing	Diversification of local businesses/expansion/increase in employment opportunities (longterm)
2. Improve economy and infrastructure through tourism offering	Increase the number of accommodation providers taking part in the Grading Scheme to 48 by 2010	Make offering of online booking facility to 10 businesses currently without an online booking facility	Leicestershire Promotions to provide licenses and training	Sep 07	Online facility enabled
			Identify & select appropriate businesses	Sep 07	Online facility enabled
			Set up monitoring process	Dec 07	Adopted by 10 graded accommodation providerrs.
	Develop strategy for future tourism development	Short to mid term tourism strategy to Mar 08	Develop and consult on tourism strategy	Oct 07	Publication and implementation of strategy
		Long term strategy to March 2011	Develop and consult on tourism strategy	Dec 07	Publication and implementation of strategy
			Integrate and develop	Dec 08	Increase in visitor

STRATEGIC AIM/LAA OUTCOMES (if applicable)	INDICATOR / OBJECTIVES	MILESTONES	ACTIONS	TARGET DATES	MEASURE
			strategy for attracting overseas visitors		numbers from target markets overseas
	Manage relationships with key partners	Manage DMO relationship and co-ordinate action	Quarterly meeting with relevant DMO staff regarding marketing	Dec 07	Delivery of DMO responsibilities and targets
			Quarterly meeting with relevant DMO staff regarding development. Including grading, quality and statistical information	Mar 08	Delivery of DMO responsibilities and targets
STRATEGIC AIM/LAA OUTCOMES (if applicable)	**INDICATOR / OBJECTIVES**	**MILESTONES**	**ACTIONS**	**TARGET DATES**	**MEASURE**
Facilitate sector driven tourism group	Re-establish Rutland Tourism Group, set clear objectives Establish Tourism Forum Set up email database of all tourism providers.	Quarterly meetings with clear objectives Bi-annual meetings Send regular tourism updates via email & encourage feedback	Oct 07	Objectives met	
			Co-ordinate collation of key Tourism Group member details and distribute throughout all tourism businesses in Rutland to enable all stakeholders to access a representative	Dec 07	Ease of access to members of Tourism Group and Tourism Officer

STRATEGIC AIM/LAA OUTCOMES (if applicable)	INDICATOR / OBJECTIVES	MILESTONES	ACTIONS	TARGET DATES	MEASURE
			Signposting of opportunities	Ongoing	Uptake of library by local businesses
		Initiate the Rutland Service Awards 2008	Visitor surveys to be collated and annual Tourism Dinner to be launched. This will also offer a networking opportunity and chance for all sizes of business to achieve an award	By Nov 08	Dinner to be launched at end of 2008
		Tourist Information boards/signage to be refurbished/replaced	Obtain quote for replacement of signs and information points	April 08	Implementation of new signposts
		Review service level at key contact points	Create tourism questionnaire, targeted at specific providers with objective of measuring satisfaction level at key service delivery points. Implement bi-annually at beginning & end of summer to monitor improvement	Launch May 08	Increase in customer satisfaction levels by 10%,
			Provide feedback and guidance on service delivery improvement to relevant suppliers	Ongoing	Increase in efficiency of tourism services and satisfaction of visitors as measured by subsequent questionnaire
	Identify trends and	Establish data	Gather quarterly update	TBA	Production of database

STRATEGIC AIM/LAA OUTCOMES (if applicable)	INDICATOR / OBJECTIVES	MILESTONES	ACTIONS	TARGET DATES	MEASURE
	opportunities for tourism	collection method through DMO	from DMO on tourism trends		store for statistical data
			Share relevant statistics with Tourism Group	TBA	Statistics to be shared quarterly with forum
			Analyse tourism trends and offer guidance on opportunities for improvement	Ongoing	Identification and sharing of opportunities for development
	Engage with local and statutory groups	Attend all relevant meetings of interest to tourism.	Attend Rutland Tourism meetings to consult and seek steer for projects.	Ongoing	Raise profile of tourism and consult with service providers
			Maintain relationships with Oakham Town Partnership and Uppingham Town Partnership	Ongoing	Clear joined up working practices developed
			Support Active and Enriched LSP theme group	Ongoing	Joint delivery of LSP objectives
			Attend Rutland water partnership meeting	Ongoing	Provision of Tourism update to members
		Develop programme of public art and realm improvements with Arts 4 Rutland	Through partnership with local cultural and business sectors, develop projects for public art to assist in informing, educating and entertaining residents and visitors	May 08	Programme of potential projects developed and prioritised for delivery

3. Create an effective brand for Rutland	Increase awareness of Rutland events	Utilise funding to employ professional PR group to undertake promotional work	Provide input and tourism perspective and use publicity opportunities to increase tourism to Rutland	Ongoing	Raise profile of Rutland and increase visitors to the county
			Establish method of reporting relevant events for publication	TBA	
		Co-ordinate publication of monthly 'Whats On in Rutland' poster	Arrange publication and distribution of information within and outside local community	Ongoing	Raise awareness of events taking place and increase attendance
		Design Rutland brand image including logos, leaflet format etc			
		Create clarity in printed literature	Devise and implement standardised format for tourism leaflets (where possible) to avoid duplication and reiteration of information	TBA	Cohesive, clear identity for all tourism related literature including online and hard copy format
	Utilise regional press and radio to promote both Rutland events and tourism in Rutland in general	Provide a centralised hub to assist industry partners to promote events and tourism offering	Devise standard template for press releases		
			Provide contact point for local media and local tourism businesses		
			Collate archive of all media activity		
	Provide liaison support to Anglian	Act as liaison point for AWS regarding			

STRATEGIC AIM/LAA OUTCOMES (if applicable)	INDICATOR / OBJECTIVES	MILESTONES	ACTIONS	TARGET DATES	MEASURE
	Water Services, RCC and general public with regard to Wing treatment works	the developments around Rutland Water			
		To act as principal point of contact within council and deal with enquiries regarding construction activity around Rutland W			
	Develop quality offering in tourist and visitor information	Maintain local tourist information with local tourist information centre and RCC Visitor Information Centres	Manage stock levels of printed literature.		
			Provide relevant information concerning activities and events to information centres and ensure co-ordinated approach to promotions		
Arrange celebration of Rutland's 10th Anniversary of Independence	Arrange music concert to take place during September to audience of target 300	Act as principal organiser and co-ordinator for all aspects of the event	Negotiate with suppliers, stage hire etc to ensure minimal funding required.	September 07	Successful staging of concert

Appendix B

LAA delivery plan

Theme	Reward Outcomes	Indicators	Milestones	Key proposed actions 2007/2008 (SMART) including an analysis of risk and actions to mitigate (include your bid for pump—priming in this area clearly linked to the action the pump priming will support)	Responsibility
Building our infrastructure	Improving the quality of the tourism product		Develop new tourism team within Community Economic Development	**Action –** Recruitment of 2 tourism officers covering development and marketing of tourism offering within county. By end of August 2007 **Risks –** Suitability of applicants, Anglian Water S106 funding availability **Mitigation –** High quality recruitment process together with appropriate remuneration package. Lobby for speedy delivery of S106 funding. **Pump –** None	Community Economic Development Manager
			Delivery of Mid-term Tourism Strategy	**Action –** Develop mid-term strategy providing focus to work delivery by end June 2007 **Risks –** None **Mitigation –** None **Pump –** None	RCC Tourism Development officer
			Engage Destination Management Organisation to promote national / international offering	**Action –** Receive presentations from 2 DMO. Select suitable partner and provide brief for future development. Engage DMO on contact by end July 2007 **Risks –** Underperformance of DMO, lack of support from East Midlands Tourism **Mitigation –** Robust selection process, meet and discuss proposals with EMT **Pump –** None	Community Economic Development Manager

Theme	Reward Outcomes	Indicators	Milestones	Key proposed actions 2007/2008 (SMART) including an analysis of risk and actions to mitigate (include your bid for pump— priming in this area clearly linked to the action the pump priming will support)	Responsibility
			Development of detailed work programme to provide steer to project delivery. To cover all elements of work including but not limited to those on Strategic Delivery plan	**Action –** Produce work programme by end June 2007 and update quarterly. Plan to be used in conjunction of strategic delivery plan. **Risks –** Acceptance by Rutland Tourism /other partners **Mitigation –** High quality detail of proposed actions and expected outcomes **Pump –** None	Community Economic Development Manager
		REWARD - Increased employment in Tourism accommodation	Increase of 5% (24) over baseline of 492	**Action –** Provide advice and support regarding training and funding to local businesses. Minimum of 20 by March 2008 **Risks –** Low uptake from sector **Mitigation –** Promote benefits **Pump –** None	RCC Tourism Development officer

Theme	Reward Outcomes	Indicators	Milestones	Key proposed actions 2007/2008 (SMART) including an analysis of risk and actions to mitigate (include your bid for pump—priming in this area clearly linked to the action the pump priming will support)	Responsibility
				Action – Provide guidance on sector to young people through schools and colleges. Promotion of 1 tourism advice fair in county by March 2008. Arrange local businesses to speak at schools/colleges detailing career opportunities by March 2008 **Risks –** Low take up from sector **Mitigation –** Increased promotion **Pump –** None	RCC Tourism Development officer
		REWARD - Increase number of bed nights booked in county	Increase of 5% (??) over baseline of ??	**Action -** Establish baseline of number of bed nights by end July 2007. Use of STEAM model and date held with Destination Management Organisation **Risks –** Availability of reliable information, reluctance of industry sector to engage **Mitigation –** Interrogation of STEAM model for suitability, promotion of positive action within sector. **Pump –** None required	RCC Tourism Development officer
				Action – Streamline and profile raising of internet offering **Risks –** Failure of partners to engage **Mitigation –** Positive approach **Pump -** None	RCC Tourism Development officer

Theme	Reward Outcomes	Indicators	Milestones	Key proposed actions 2007/2008 (SMART) including an analysis of risk and actions to mitigate (include your bid for pump—priming in this area clearly linked to the action the pump priming will support)	Responsibility
				Action – Provide subsidised online booking software to target market small accommodation businesses. Promote levels of "Graded" accommodation to improve offering **Risks –** Take up levels **Mitigation –** Value for money and potential future benefits **Pump -** None	RCC Tourism Development officer
				Action – Identification of under-performing dates and develop strategy with DMO / providers to address. By end March 2008 **Risks –** Levels of engagement from sector, availability of data **Mitigation –** Positive approach. **Pump -** None	RCC Tourism Development officer
		REWARD - Increase in the hourly average number of visitors to Oakham and Uppingham	Increase of 5% (34) over baseline of 690	**Action –** Promotion of local retail offering in partnership with Market Town Partnerships and Town Centre Managers. Joint development of business forum to promote and provide directory of retail outlets. **Risks –** Low uptake from sector, low level of engagement with TCN and town partnerships **Mitigation –** Closer working partnerships with Town Centre Managers including shared outcomes and outputs **Pump -**	Community Economic Development Manager RCC Tourism Development officer

Theme	Reward Outcomes	Indicators	Milestones	Key proposed actions 2007/2008 (SMART) including an analysis of risk and actions to mitigate (include your bid for pump—priming in this area clearly linked to the action the pump priming will support)	Responsibility
				Action – Development of Service Level Agreements for Town Centre Managers to detail minimum levels of service from both parties. In place by September 2007 **Risks – L**ow level of engagement with TCN and town partnerships **Mitigation –** Link delivery to funding **Pump -** None	Community Economic Development Manager. RCC Tourism Development Officer
				Action – Specific promotion of "Tourism" based retail including Antique, Art and speciality product retailers, including farmers markets. Identification of target retailers by September 2007. Production of sector specific leaflet / web pages by October 2007 **Risks – L**ow level of engagement from sector **Mitigation –** **Pump -** None	RCC Tourism Development Officer

Appendix C   **Rutland Tourism**
                                        BLUEPRINT FOR ACTION 2004 - 2007

The Blueprint for Action is presented in five distinct Action Areas.

ACTION AREA 1   - Tourism Profile
                        Top-line statement of intent for the business of tourism throughout Rutland, set within the East Midlands tourism region.

ACTION AREA 2   - Tourism Leadership and Co-ordination
                        Clarifying our role within the newly emerging tourism structures and sub-regional destinations, together with the mechanisms and responsibilities for raising profile in a cohesive and integrated way.

ACTION AREA 3   - Attracting the Visitor
                        How Rutland Tourism will work with and through the chosen Destination Management Partnership (LPL) and the East Midlands region's 'attract and disperse' tourism strategy to attract visitors to Rutland.

ACTION AREA 4   - Services for the Visitor
                        How Rutland Tourism will focus on integrating/co-ordinating/developing the Rutland tourism product to ensure easy access to information and to deliver a high quality customer experience to visitors (and locals) whilst they are here in the area.

ACTION AREA 5   - Services for the Tourism Industry
                        How Rutland Tourism will engender closer working relationships between members of the tourism sector in order to: raise quality, share best practice, develop the product, access funding and track performance.

Further information concerning the Tourism Blueprint is available on request