

# Shakespeare's ENGLAND

STRATFORD-UPON-AVON | ROYAL LEAMINGTON SPA | KENILWORTH | WARWICK



## A DESTINATION MANAGEMENT PLAN FOR THE SHAKESPEARE'S ENGLAND REGION 2015 – 2025

### Foreword

Tourism and the visitor economy are an essential element of the economy of Shakespeare's England, and the wider Coventry and Warwickshire economy, because it supports businesses, jobs, routes to employment and a wider supply chain.

The 10.2 million trips to Shakespeare's England every year account for a total value from tourism to local businesses of £631 million, which supports 11,000 jobs. It is a serious business and a business which will further benefit from the priorities, actions and approach defined within this destination management plan.

It is great to see Shakespeare's England Destination Management Organisation working with key partners, businesses, stakeholders and individuals across the region to develop this plan because partnership working is the way forward.



It sets out a clear direction for everyone to consider what we all need to do to maximise the impact of tourism and the wider visitor economy, and its potential, in the sustainable economic future of the region. It also provides us all with a framework to identify where there is the potential to strengthen and develop strategic partnerships across the wider Coventry and Warwickshire LEP area where we can see mutual benefits for joined-up working.

It would be great for all partners, both in the public and private sector, to support the implementation of this plan and to reap the benefits of the priorities that it sets out.

Jonathan Browning  
Chair of Coventry and Warwickshire Local Enterprise Partnership

# THE DESTINATION MANAGEMENT PLAN

## Introducing the concept of a Destination Management Plan

A Destination Management Plan (DMP) is the shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying clear actions that they will take and the apportionment of resources.

VisitEngland sees the development of Destination Management Plans (DMP) throughout England as an essential tool for delivery of a successful visitor economy – equally, National Government policy encourages destination organisations to become focused and efficient bodies – DMPs are one mechanism to achieve this. A structured plan will focus effort, reduce duplication and maximise investment in the right areas, bringing independent and individual partners together to benefit and develop the visitor economy.

## THE DMP IN SHAKESPEARE'S ENGLAND

### What this means for the Shakespeare's England Region

Tourism is one of the key drivers of economic growth to the South Warwickshire economy and surrounding areas. It generates a total business turnover to the area of £631 million annually and supports 11,077 jobs. Across the whole county it generates a total business turnover of just over £1 billion to the local economy which supports 18,395 jobs.

With so many individuals, SMEs, public and private sector bodies involved in some aspect of tourism across the area including the marketing, management and development of the area's visitor economy it is important that there is a focused plan with clear priorities. This Destination Management Plan (DMP), will focus effort, reduce duplication and maximise investment in the right areas, bringing independent and individual partners together to benefit and develop the visitor economy.

This plan has the backing and support of key strategic partners across the region including:

Royal Shakespeare Company, Shakespeare Birthplace Trust, Birmingham Airport, Bicester Village, Warwick Castle, English Heritage, National Trust, Shakespeare's England DMO membership, Eden Hotel Collection, Warwick District Council, Stratford-on-Avon District Council, Warwickshire County Council, Coventry and Warwickshire Local Enterprise Partnership (CWLEP).

The priorities for action which have emerged from this plan will capitalise on those opportunities, provide solutions to any barriers and are supported across the region by the DMO - Shakespeare's England, the industry and private and public partners alike.



## KEY FACTS AND FIGURES

### Volume and value

Key volume and value statistics are derived from the Research Solution's 'Shakespeare's England Tourism Economic Impact' report 2013 (TEIA). This includes a breakdown from national level data (Great Britain Tourism Survey and International Passenger Survey) and jobs and income data from the Annual Survey of Hours and Earnings, and at local level from the occupancy survey.

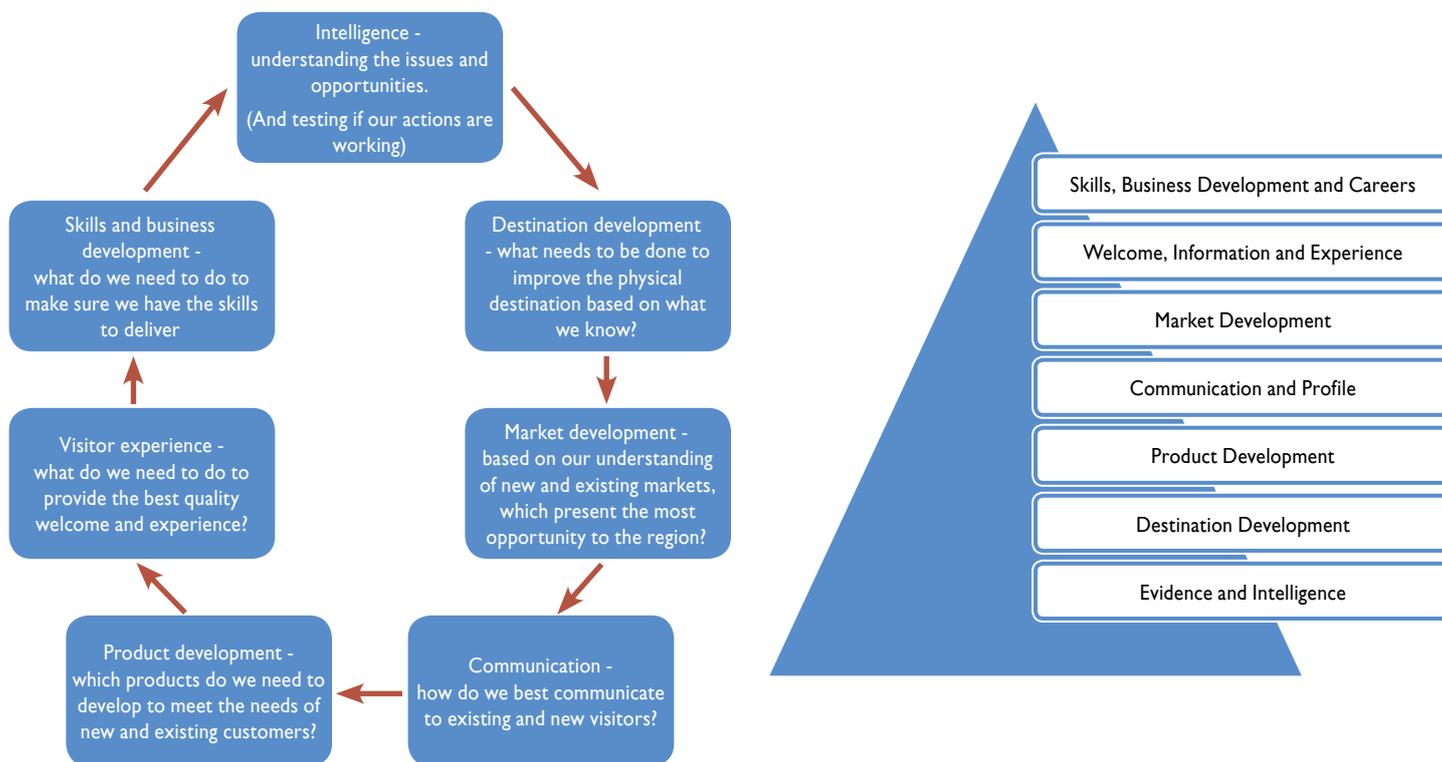
- 10.2 million trips were taken in Shakespeare's England – 9.3 million day trips and 0.89 million staying trips.
- Visitors spent £505 million in the area, which is an average of £42 million spent in the local economy each month.
- Overnight trips account for a total of 2.37 million nights in the area. These overnight visits generated £175 million, compared with £315 million from day trips.
- **The 10.2 million trips account for a total value of tourism to the local business turnover of £631 million, which supports 11,077 jobs. These jobs breakdown as 8,678 direct tourism related jobs and an additional 2,398 non tourism jobs dependant on the multiplier spend from tourism.**

This is further underpinned by data from the Coventry and Warwickshire LEP, which reports that 40,000 people are employed in culture and tourism (CWLEP figures) across the entire LEP area. The total business turnover generated in Warwickshire as a result of tourism is estimated to be £1,036,368,000 and it supports 18,395 jobs. (Warwickshire Tourism Impact Report 2013).



## THE PRIORITIES

The information gathered through assessing the strengths, issues, barriers and opportunities presented to Shakespeare's England region gives a clear direction to this destination management plan and sets out a route map for priorities and action. Each of the priorities set the scene for implementation across the destination management plan.



### Outline of priorities for action for the Shakespeare's England region:

#### **PRIORITY ONE: Evidence base and intelligence**

This priority underpins much of understanding of the destination, where we are and what our opportunities are. Research and intelligence must be consistent and collected across the region, turning this intelligence into the evidence will be crucial to underpin and give a rationale to identified development opportunities and potential funding bids.

#### **PRIORITY TWO: Destination (infrastructure) development**

In terms of physical destination development, this priority provides the focus for key infrastructure development opportunities (from signage to scoping new developments) and the strategic direction and connectivity required to implement the identified needs.

#### **PRIORITY THREE: Market development**

This priority outlines how we decide what markets provide our best opportunities to increase volume and value of visitors. The Shakespeare's England region has a broad appeal and attracts a wide range of visitors, across a wide range of markets. It will be crucial to develop new markets which provide opportunities for the best growth, to assess the offer of the destination in terms of its product market fit, its appeal to new markets, and the process of how we can develop the product to appeal to their needs.

#### **PRIORITY FOUR: Communication and profile**

This priority focuses on the need for the Shakespeare's England region to better communicate its location and wider offer, pinpointing its position in the UK and its profile as a destination of international importance. It provides opportunities for closer joint working on digital platforms and focused, joined up branding.

#### **PRIORITY FIVE: Product development**

Opportunities for product development have been identified; this priority outlines the key actions needed to develop new products and offers to attract new markets and extend the dwell time/ return propensity of existing visitors.

#### **PRIORITY SIX: Welcome, information and experience**

There is an identified need to improve the welcome provided to visitors, from on-line information at the start of their journey to the overall experience they have in the region during their stay. This would include the welcome from businesses and local residents alike to joint-tickets, packages and special promotions. This priority focuses efforts around this theme.

#### **PRIORITY SEVEN: Skills, business development, education and careers**

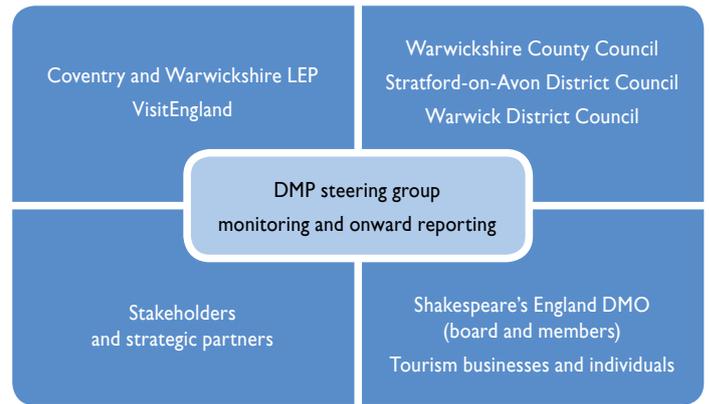
The development of careers and people working in the industry has been identified as a priority – the actions in this area will focus on skills, business development, apprenticeships and better working relationships between employers and the education providers.

## MONITORING AND MEASURING

### How this will be monitored and measured

Each of the priorities will have a nominated lead, they will work to develop a focused and measurable action plan for each priority and identify the key individuals and organisations who will be accountable and responsible for their delivery.

These leads will form a steering group (DMP Steering group), which will meet quarterly under the direction of a chair person, where the actions and progress will be reported. These reports/outcomes will be made available to all partners and will form part of the visitor economy reporting for the CWLEP.



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