

## TOURISM PANEL

**Venue:** Town Hall,  
Moorgate Street,  
Rotherham.

**Date:** Monday, 2nd June, 2008

**Time:** 2.00 p.m.

### A G E N D A

1. To determine if the following items are likely to be considered under the categories suggested in accordance with the Local Government Act 1972.
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
3. Apologies for Absence.
4. Minutes of the previous meeting held on 17th March, 2008. (copy attached) (Pages 1 - 4)
5. Matters Arising.
6. Items raised by Industry Representatives.
7. Panel visit to Winthrop Park - for discussion.
8. Minutes of the Yorkshire Tourist Board Authority Forum as follows (copies attached):- (Pages 5 - 29)
  - (i) Voice of Tourism
  - (ii) Tourism Authority Forum – 24<sup>th</sup> January, 2008.
  - (iii) Tourism Authority Forum – 25<sup>th</sup> April, 2008.
  - (iv) Tourism Authority Forum – 25<sup>th</sup> April, 2008 – Activity UpdateJoanne Edley, Tourism Manager, to report.
9. Rotherham Visitor Centre Retail Policy - updated 2008. (report attached) (Pages 30 - 42)  
Joanne Edley, Tourism Manager, to report.
10. Rotherham Renaissance Marketing Update including Bus Advertising Campaign.  
Alison Hall, Renaissance Marketing Officer, to report.
11. Update on progress on the Draft Rotherham Visitor Economy Plan 2008-2013. (report attached) (Pages 43 - 45)  
Joanne Edley, Tourism Manager, to report.
12. Any Other Business.
13. To agree the Date, Time and Venue for the next meeting.  
MONDAY, 14<sup>TH</sup> JULY, 2008 at 2 p.m. at the Town Hall, Moorgate Street, Rotherham.

**TOURISM PANEL  
MONDAY, 17TH MARCH, 2008**

Present:- Councillor Smith (in the Chair); Councillors Austen, Boyes and Walker.

together with:-

Joanne Edley	Tourism Manager
Dawn Campbell	Events and Promotions Officer
Natalie Haynes	Holiday Inn
Bernard Jones	South Yorkshire Transport Museum
Marie Hayes	Events and Promotions Service Manager

**69. APOLOGIES FOR ABSENCE**

Apologies for absence were received from:-

Councillor R. Littleboy	
Councillor A. Sangster	
Tom Waldron-Lynch	Hellaby Hall Hotel
Keith Ayling	Chesterfield Canal Partnership
Julie Williamson	Dearne Valley College
Elenore Fisher	Cultural Services Manager
Steve Blackbourn	Principal Officer Museums, Galleries and Heritage
Phil Rogers	Director of Culture and Leisure

**70. MINUTES OF THE PREVIOUS MEETING HELD ON 4TH FEBRUARY, 2008**

Consideration was given to the minutes of the previous meeting held on 4<sup>th</sup> February, 2008.

Agreed: That the minutes of the previous meeting be approved as a correct record.

**71. MATTERS ARISING**

Members referred to the on-going success of Winthrop Park.

**72. ITEMS RAISED BY INDUSTRY REPRESENTATIVES**

(1) The following items were reported by the Tourism Manager on behalf of Tom Waldron-Lynch:-

- (i) Yorkshire South Tourism Board meetings

Tom invited member of the Panel to let him have any items they wished

him to raise at these meetings.

- (ii) Confex – February 2008 –London

It was reported that Yorkshire South Tourism won the Best Destination Stand.

- (2) Natalie Hayes, Holiday Inn, reported:-

- (i) the Holiday Inn was short-listed for best Business Hotel in South Yorkshire at an Awards Ceremony held at the Armories, Leeds.

- (ii) Magna also won an award for best attraction.

### **73. THE DRAFT REVIEW OF THE TOURISM PLAN 2005 - 2008**

Joanne Edley, Tourism Manager, reported on a review of the Rotherham Tourism Panel.

It was pointed out that the Plan had been in place over the period 2005 to 2008 and required a full review.

Details of the consultation process which had been carried out with partners were given.

It was also reported that an Economic Impact Assessment had been commissioned to inform the review and this was due to be completed at the end of April 2008. This would assess how much tourism is worth to the region over the past three years.

Members of the Panel considered the appendix to the report which detailed progress from April 2005 to January 2008 and commented on:-

- Beer Festival
- Theatre
- Galleries and the York and Lancs Museum
- Keppels Column
- Amendment to No 9 re: work with partners to sustain an attractive and high quality landscape both in rural and urban areas, through consultation:- it was suggested that the word “antagonise” should be deleted
- Rother Valley College – had been incorporated into Rotherham College of Arts and Technology (RCAT)
- Rotherham Ambassador Scheme and Yorkshire South Tourism’s scheme
- Conference destination
- The need to identify attractions in each village in conjunction with RiDO and the Parish Councils
- More opportunity in the next plan for more partnership working with

Parish Councils and local groups

Agreed:- That the progress of the review be noted.

#### **74. YORKSHIRE TOURIST BOARD MINUTES AND PAPERS**

Joanne Edley, Tourism Manager, introduced the following:-

(1) Minutes of meetings of the Yorkshire Tourist Board held on

- 12<sup>th</sup> October, 2008 – Tourism Authority Forum
- 8<sup>th</sup> November, 2008 – Tourism Operators' Group

(2) Papers 24<sup>th</sup> January, 2008:-

- Take Tourism Seriously Campaign
- Eurostar and National Express
- Sustainability

Members of the Panel commented on:-

- Green Business Scheme (which would be included in the new Visitor Economy Plan)
- 2012 Olympics
- Visit Britain Event
- European Tourism budget
- Work of the International Links Officer
- Sustainable tourism

Agreed: That the minutes, papers and issues raised be noted.

#### **75. YORKSHIRE SOUTH TOURISM - SPRING CONFERENCE**

Marie Hayes, Events & Promotions Service Manager, reported on the Yorkshire South Tourism Spring Conference which was held on 28<sup>th</sup> February, 2008 in Doncaster.

The following points were noted:-

- 130 partners
- marketing opportunities
- YST website
- Business tourism
- Commencement of work on rural and leisure areas of the market
- Sustainable hotels
- Guest link – on-line bookings
- Gardens of South Yorkshire
- Workshops

Agreed:- That the report on the conference be noted.

**76. CHANGES IN MANAGMENT ARRANGEMENTS - UPDATE**

Marie Hayes, Events & Promotions Service Manager, reported on changes to the management structure which meant that as from 1<sup>st</sup> April, 2008, Tourism and Town Centre Events would be incorporated into her Service Area.

It was pointed out that the Visitor Information Centre would remain in its current location. Alternative office accommodation was being sought for the Town Centre Management staff to enable the Events and Promotions Service Manager's team to relocate to the Visitor Information Centre from Crinoline House.

**77. ANY OTHER BUSINESS**

Members of the Panel reported on the following:-

(1) Over 50's Club

Publicity was requested for the above including a bus tour of Rotherham's former industrial sites.

(2) Familiarisation Visits

Staff and other volunteers had attended a Guiding Course at Clifton Park Museum.

(3) Aston Hotels

This hotel was opening up at the business park near to the airport on 21<sup>st</sup> April.

**78. DATE, TIME AND VENUE FOR THE NEXT MEETING**

Agreed:- That the next meeting of the Tourism Panel be held on MONDAY, 28<sup>TH</sup> APRIL, 2008, at 2.00 p.m. at the Town Hall, Moorgate Street, Rotherham.

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	<b>Tourism Panel</b>
<b>2.</b>	<b>Date:</b>	<b>2<sup>nd</sup> June 2008</b>
<b>3.</b>	<b>Title:</b>	<b>Minutes of the Yorkshire Tourist Board Tourism Authority Forum</b>
<b>4.</b>	<b>Directorate:</b>	<b>Environment and Development Services</b>

**5. Summary**

The Tourism Panel Terms of Reference require the minutes of the Yorkshire Tourist Board Tourism Authority Meetings to be presented to the Tourism Panel.

**6. Recommendations**

- The Update of Yorkshire Tourist Board Tourism Authority Forum Papers 25<sup>th</sup> April 2008, The Minutes of the joint Tourism Authority Forum and Tourism Operators Group 24<sup>th</sup> January be received and the contents noted by members.
- Discuss any items to be raised by Tourism Panel Members at the next Tourism Authority Tourism Forum with Yorkshire Tourist Board by Councillor Walker and at the Tourism Operators Group by Mathew Beck.

## **7. Proposals and Details**

Rotherham Metropolitan Borough Council is a member of Yorkshire Tourist Board. Through the membership of this organisation a councillor is nominated to attend meetings with an officer.

Cllr Walker and The Tourism Manager attend these meetings on behalf of Rotherham Metropolitan Borough Council and the Tourism Service. Mathew Beck attends the meetings of the Tourism Operators Group on behalf of Magna.

The minutes of the meetings are to be presented to the Tourism Panel for information and any items that members of the Tourism Panel wish to be raised at future meetings with Yorkshire Tourist Board are to be discussed.

Papers from the meeting of the Tourism Authority 25<sup>th</sup> April 2008 included The Voice of Tourism, State Aid and a letter that had been written by Helpful Holidays to all Local Authorities including Rotherham Metropolitan Borough Council. A joint response was sent through Yorkshire South Tourism / Sheffield City Council and from Yorkshire Forward in response to the letter to Helpful Holidays. Another paper included information on the Review of VisitBritain's roles and responsibilities and the response from Yorkshire Forward on behalf of the region. An update was provided on meetings with transport providers and the Yorkshire Tourist Board Business Plan 2008 -09.

A discussion took place regarding the review of the delivery of Tourism in the region of Yorkshire and it was agreed that it was difficult to comment on the review and proposals without being provided information prior to the meeting or on the day to enable an effective response from the Tourism Authority Forum. It was highlighted that communication to the Local Authorities about the review and the proposals had been non existent and this needed to be communicated with Yorkshire Forward and the area tourism partnerships to improve this situation in the future.

## **8. Finance**

There are no financial implications for receiving the minutes of the Yorkshire Tourist Board.

## **9. Risks and Uncertainties**

Yorkshire Tourist Board is an external organisation and the Council does not have any control over their individual decisions and actions of the organisation. The outcome of the Review of how the delivery of Tourism in Yorkshire will be undertaken and how this will affect the Yorkshire Tourist Board and area Tourism Partnership activity from 2009 is still unknown.

## **10. Policy and Performance Agenda Implications**

The membership of Yorkshire Tourist Board provides support for Tourist Information Centres, Local Authority Tourism Services and the sub regional tourism partnerships. The Rotherham Tourism Plan includes Yorkshire Tourist Board as one of its partner organisations and assists with the delivery of the Tourism Plan which involves;

Improving and promoting the image of Rotherham by transforming the image of Rotherham and addressing the negative views both within and outside of the Borough

Provide an excellent and sustainable environment for businesses by providing the conditions to attract and support people with new ideas, business start ups and ensure continued long-term business growth

Provide an excellent environment for people to fulfil their potential by enhancing people's skills to participate in and benefit from regeneration

The Tourism Plan includes the priority of sustainability it is essential that all tourism related developments are sensitive to the local community, benefits the local economy and environment

It includes the enhancement of public transport, access to public rights of way for cycling and walking

The plan includes wildlife and open spaces, culture, leisure and sport  
The plan has considered Best Value and included relevant performance indicators

### **Background Papers and Consultation**

**Papers for the meeting 25<sup>th</sup> April 2008 and the minutes of the meeting 25<sup>th</sup> January are attached for reference.**

**Contact Name :** *Joanne Edley, Tourism Manager, ext.6891*

**email:** [Joanne.edley@rotherham.gov.uk](mailto:Joanne.edley@rotherham.gov.uk)





## Tourism Authority Forum

Agenda Item:5

Friday, 25 April 2008  
Yorkshire Tourist Board

### Voice of Tourism

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#### 5.1 State Aid Update

I believe all local authorities have been written to by Helpful Holidays regarding their state aid complaint to the EU regarding VisitBritain, VisitWales and VisitScotland on-line booking service. This complaint has been a very long running case which originated from a complaint made in November 2004 that publicly funded services were unfairly competing with commercial holiday booking services. The complaint has been split into three separate cases by the Commission because of differences in the way the English, Welsh and Scottish services are funded and organised - although there has been no formal decision yet on whether to clear the schemes or open a formal investigation.

The origins of the complaint I believe was the concern that online booking via EnglandNet (which powers VisitBritain websites) would be charging a lower commission (circa 10%) compared to the normal self catering commission of 20-30%, with the potential risk that the property owners of Helpful Holidays product may switch to VisitBritain due to lower commission levels. The complaint focused on the unfair competition of this lower commission level arguing that this was because of Government funding of initial set up costs of EnglandNet, which a commercial booking agency would need to cover, hence higher costs. There has been a number of changes over the years to address the issues raised by the complaint regarding the polling of data via EnglandNet and the commission charging, but it seems that the whole issue has become a mission of principle now.

The actual competition issue of bookings via VisitBritain is minimal as admitted by Helpful Holidays, but the complaint continues. The implications of the complaint if successful is potentially huge as almost every national tourist board offers on line booking and in theory they would potentially have to remove such service which is against the demands of the consumer. The risk is once the EU bureaucrats get involve the needs of the industry and consumer gets forgotten and things are determined by regulations/rules.

Yorkshire Forward is leading on this issue regionally and any future updates will be circulated to all partners, however, the advice is that no action is required at this stage.

#### 5.2 VisitBritain Review

The following letter from Yorkshire Forward to the Chairman of VisitBritain , Christopher Rodriguez, sets out the region's response to the Framework Review for the Development of British Tourism:

*"Dear Christopher*

#### **Framework review for the development of British tourism**

*Thank you for your letter inviting input into the framework review for the development of British tourism. I am delighted to be responding on behalf of the Yorkshire and Humber region - as part of our new way of working regionally, we have consolidated our thoughts into this regional response. You will recall from your meeting with our Board representatives last year, that Yorkshire Forward were taking stock of the process of structural change at regional level, out of this process came the recommendation, now being implemented, that the Regional Development Agency, Yorkshire Tourist Board and the destination Tourism Partnerships work better together in a 'Network' approach. This is*

now beginning to yield real results and our collective response to this framework review is one demonstration of this.

I would like to confirm that Yorkshire and Humber welcome this framework review. We strongly believe that it provides a real opportunity to look at the national level support for tourism in much the same way as we have been taking a critical look at tourism support within the region. As such the framework review is timely, at regional level we have gone through a comprehensive process of change since the involvement of the Regional Development Agencies as strategic lead bodies for tourism in their areas which is now completing. However, we do feel that the framework review is not yet demonstrating the degree of radical thought that we would want to see. The question central to the review seems to be how VisitBritain should address its 4 strategic objectives of:

- Marketing England and home and overseas;
- Marketing Britain overseas;
- Supporting the development of national tourism policies and the resolution of key national tourism issues;
- Securing the tourism benefits of the 2012 Olympic and Paralympic Games.

To approach the framework review more radically would be to ask the question as to whether these 4 strategic objectives are indeed right going forward? particularly in the context of change I have outlined regionally.

Specifically, we believe that the strategic objective of marketing England needs rethinking as we question the rationale for VisitBritain promoting England domestically, where this is done through an England brand. Our region believes that domestic consumers do not buy England but rather buy its constituent regions and destinations. Consequently we would suggest that the marketing of England may best be delivered outwith of VisitBritain. The England brand needs management and development by an umbrella organisation which engages the Regional Development Agencies (or lead by the RDAs) due to our role and responsibility within the regions. This could assist in aligning national and regional marketing activities.

These issues of brand and alignment of activities are mirrored in the overseas markets, where they are further complicated with market presence of Britain and UK – we need a clear agreement as to what brands work in which markets.

In terms of national policy, we support a stronger lead specifically for England, including leadership on key issues of national importance and the umbrella organisation could work with VisitBritain in achieving this through a bottom up approach. Currently, VisitBritain is not able to distinguish between policy and delivery in such a way as to engage effectively with the regions. National policy and leadership will include raising the understanding of the importance of the visitor economy across Government.

Your consultation letter also includes a series of identified outcomes for which VisitBritain needs to work with other agencies to deliver – surely the outcomes towards which VisitBritain needs to work to cannot be identified in advance of the findings of the review and of gaining understanding from those partner agencies as to their requirements of VisitBritain?

As a result of your meeting with our Board members last year, you will be aware that VisitBritain have undertaken a mapping exercise on 'touch points' between VisitBritain and the Yorkshire and Humber region. This exercise has been particularly helpful informing our thinking regionally on how best to refresh the relationships taking account of the changed regional picture and indeed this is work ongoing with yourselves. However, what is striking from the exercise is the very wide range of activities that VisitBritain currently undertakes. Going forward, VisitBritain needs to clearly prioritise its activities and concentrate on doing a few things, that need a national approach, well. We would be happy to discuss further with VisitBritain what these few things are in practice.

To conclude, the process of change that has been comprehensively developed at regional level and below now needs to happen at national level. VisitBritain really needs to understand the changes regionally and appreciate that structures of support are now different in different regions and respond to this in terms of its own organisation and activities. The key to doing this in a reduced budget

*scenario is to clearly prioritise activities which do need to happen at national level and add value to regional activity.*

*I hope this response from our region is helpful to the review process. It is a high level response and deliberately does not delve into the detail of VisitBritain's current activities. I look forward to your proposed discussions with stakeholders.*

*Yours sincerely*



*Andy Tordoff  
Head of Tourism*

*Contributing partners:*

*Yorkshire Tourist Board  
Visit Hull and East Yorkshire  
Visit York  
West Yorkshire Tourism Partnership  
Yorkshire Dales and Harrogate Tourism Partnership  
Yorkshire Moors and Coast Tourism Partnership  
Yorkshire South Tourism*

5.3 Transport
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## **Introduction**

Further to previous reports on the recent changes to the rail services to the region, the following report outlines progress to date with developing relationships with the main operators.

### **Eurostar**

This development opens up exciting opportunities for developing inbound tourism into the region, as it provides further choice of travel to the consumer, and additional routes into the region. However the roll out of through ticketing is planned to be phased. The initial focus comprising Phase 1 of the rollout, has been on outbound services from London. From November 14 2007 passengers were able to purchase tickets from the Ashford contact centre and from mid December via [www.eurostar.com](http://www.eurostar.com).

Phase 2 will enable customers travelling from the Continent to purchase through tickets for inbound travel, however the timetable for implementation of this has been postponed until 2009.

VisitBritain had made a commitment to fund campaigns in France and Belgium during 2008 in support of the inbound services, and a campaign proposal has been circulated to key regional stakeholders who may be interested in participating. However in light of the postponement of inbound through ticketing this has been put on hold until such time as the timetable for through ticketing is clear.

YTB will continue to keep a watching brief on the situation.

### **National Express**

A meeting was held between the Marketing Director of YTB and the Marketing Director of National Express on January 11, and a verbal update was given at the last meeting.

Since this further meetings have been held between the two Marketing teams, and a plan of activity is being finalised. This includes:

1. A two-week burst of 48-sheet London Underground advertising in May. The creative for this features York and Leeds imagery from our current Make Yorkshire yours campaign and a central pane featuring the National Express East Coast (NEXC) £10 each way price message.
2. A confirmed May seat sale on the west Yorkshire route (London Kings Cross / Leeds) which means extra capacity (up to 1 million seats) being made available at the cheaper fares. As part of this YTB have the opportunity to take a feature and offer a competition prize in the NEXC May e-newsletter being sent to near 1 million targeted consumers. Content is likely to include clearly visible website links to [www.yorkshire.com](http://www.yorkshire.com) and the chance to win a luxury shopping break in Leeds. Other price-related 'reader offers' may be provided to YTB to be promoted where appropriate – this is likely to include via YTB consumer e-newsletters (both scheduled monthly and ad hoc), online and possibly via a direct mail piece.
3. NEXC will be taking a Yorkshire-themed advertorial in a June edition of The Telegraph's Stella magazine to promote both the route and the miniature price message. We will be running a joint YTB / NEXC ad page alongside the advertorial for maximum impact. It should be noted that the Stella magazine proved to be one of the best performing platforms for our National press advertising in the autumn '07 and January '08 bursts of the Make Yorkshire yours campaigns.
4. The July-Sept quarterly edition of Livewire magazine (on train magazine) will feature York as lead destination with a Double Page Spread (DPS) at the back. We are inputting content into this and sourcing a VIP competition prize in York for extra destination coverage.
5. Joint television advertising is being investigated with a view to run in early 2009 as part of a new campaign. This is likely to include a 10 second ad on to a 30 second Yorkshire advert – the Yorkshire section will strategically 'sell' the region whilst the NEXC message will be tactical and will detail how tickets can be booked.

Our previously good relationship with GNER is continuing with the new team at NEXC.

## **Grand Central**

A meeting was held on 26<sup>th</sup> March between the Marketing Director plus Marketing Campaigns Manager of YTB and the Managing Director of Grand Central. The purpose of this was to explore joint working with Grand Central, looking to bring passengers into the region from our core London market and support GC in their current efforts to enhance brand awareness.

Grand Central currently operate 3 services per day between Sunderland and London King's Cross, and the southerly route from York is non-stopping which is a differentiating factor to the stopping NEXC service. Other leading service elements are:

1. Relatively cheap fares
2. Extra luggage / bicycle space
3. Friendly staff (symmetry with the key themes in our Make Yorkshire yours campaign e.g. warm Yorkshire welcome)
4. Good quality catering

We are currently working up a portfolio of joint promotional opportunities for Grand Central to consider.

## **Other Rail Franchises**

Meetings are being pursued with the other rail companies, with Arriva as the next key priority.

## **Recommendation**

That the report is noted.



## Tourism Authority Forum

Thursday, 24 January 2008

Thackray Museum, Leeds

Chairman: Judith Donovan/Cllr Carl Les

### Present

#### **Local Authorities:**

Bradford MDC  
Calderdale MBC  
Hambleton DC  
Kirklees MDC  
Leeds City Council  
Scarborough Borough Council  
VisitBritain  
Yorkshire Culture

#### **Tourism Operators' Group:**

Chairman:  
Captain Cook Memorial Museum  
Off The Rails  
Harewood House  
Craven Garth  
Moors & Coast ATP  
Tourism Association North Yorkshire  
Cubley Hall  
The Penhouse/Hodgson's Choice  
British Waterways  
Dales Haven Guest House  
Magna  
Stoney End  
No 17 Burgate  
Eureka! The Museum for Children  
Wentworth Castle & Stainborough Park  
National Coal Mining Museum for England  
Marketing Advisor/Tourism Consultant  
Black Swan Holiday Park  
Ripley Castle  
AU Marketing

#### **ATP Observers:**

Harrogate & The Dales ATP  
Moors & Coast ATP  
West Yorkshire ATP

Visit Hull & East Yorkshire  
York ATP

Yorkshire South Tourism ATP  
Yorkshire Tourist Board

### Members

Cllr Tony Hall (part)

Cllr David Jeffels (part)  
Rupert Peters  
Elaine Stuart

Clare Morrow  
Charles Forgan  
Colin Clifford  
Elaine Speight  
Ena Dent  
Ian Ashton  
Joan Lovejoy  
John Wigfield  
Kim Hodgson  
Lesley Grogan  
Martin Crowson  
Matthew Beck  
Pamela Hague  
Patricia Oxley  
Rebekah Smith  
Richard Evans

Richard Saward

Ruth English

Sean McCourt  
John Bridges  
Steve Price

### Officers

John Swinburn  
Dr Helen Marshall

Jess Newbould  
Phil Cole

Sarah Howsen  
Sarah Ward  
Simon Dunn  
Liz Tattersley  
Janet Reuben  
Ian Tempest  
Kate MucMullen  
Caroline Wilson  
David Andrews  
Joanna Royle  
Zoe Wilde

**1. APOLOGIES:**

Apologies had been received from the following local authorities: Cllr Wilde (Barnsley); Cllr Carter (Calderdale); Cllr Evison (East Riding of Yorkshire); Cllr Jones (Doncaster); Cllr Hocknell (N E Lincolnshire); Cllr Rosling-Josephs (Sheffield); Cllr Hudson (Wakefield); Cllr Walker (Rotherham); Cllr Frank (Ryedale); R Hall (North York Moors National Park); William Weston (Yorkshire Dales National Park); Christine Edwards (N Lincolnshire); Carol Renahan (NYCC); Also from Chris Welsh and Richard Jones (Yorkshire South Tourism); Amanda Potter (Govt. Office for Yorkshire & The Humber); Andy Tordoff (Yorkshire Forward) and from TOG members: Sir Thomas Ingilby; Catherine Lumb; Sally Ramsey and Maria Wilcock.

**2. MINUTES OF LAST MEETINGS:**

**2.1 Tourism Authority Forum – 12 October 2007:**

**Resolved:** That the minutes of the Tourism Authority Forum held on 12 October 2007 be taken as read and approved as an accurate record.

**2.2 Tourism Operators' Group – 8 November July 2007:**

**Resolved:** That the minutes of the Tourism Operators' Group meeting held on 8 November 2007 be taken as read and approved as an accurate record.

**3. INTRODUCING NEW YTB CHAIRMAN:**

Judith Donovan introduced Clare Morrow who would be taking over as YTB from 1 April 2008. Clare Morrow had grown up in Hull and was a journalist by trade; working for the past fifteen years for ITV Yorkshire. She was delighted to be taking over the role at this time; outlining how far YTB had come over the last three years to become the most successful tourism marketing agency and in great shape to respond to Yorkshire Forward's review of tourism. Clare went on to say that YTB had negotiated a contract for 'business as usual' for 2008-9 and was in negotiation with Yorkshire Forward for a three year contract from 2009. This would depend on all tourism partnerships to work much more closely and, if successful, could result in Yorkshire Forward's current three year investment of £15m increasing to £30m for 2009-2012.

However, timescales were tight (Yorkshire Forward would make its decision in July 2008) and it was YTB's intention to be as collaborative as possible. After some initial blue sky thinking, Clare Morrow intended to have wider discussions with each of the tourism partnerships with a view to being in a position by late Spring to agree a collective way forward.

Judith Donovan thanked everyone for their support and friendship during her three year term in office and wished everyone success for the future.

Judith Donovan left the meeting at this point and Cllr Carl Les took over the chair.

**4. TEAM YORKSHIRE TOURISM:**

**4.1 YTB Draft Business Plan 2008-09:**

Due to the fact that the 2008-09 draft business plan had been deferred by the Board at its meeting on 23 January 2008, this item was deferred to the next meeting.

**4.2 Quality – 80% Target:**

The national tourism strategy target for 2010 to have 80% of accommodation inspected to the National Quality Assurance Scheme standards had been reduced to 60%. At the TAF meeting on 12 October 2007, it had been resolved that a recommendation be put to the Board for a Task & Finish Group to develop an action plan to achieve the 80% target by 2009

(minute ref: 4.4) and David Andrews reported back that the ATPs were, in principle, in support of aiming for this target and that work was underway to establish a baseline figure of known stock, from which progress towards this 80% target could be measured. Talks were also being held with VisitBritain and the AA on incentives for recruitment, retention and for rewarding continued investment for those who had already achieved silver/gold standards.

The national target was in respect of establishments rather than bedspaces and the general feedback was for establishments to continue to be used as the indicator.

- i) Self-catering accommodation: To date, Quality in Tourism (QIT) had confirmed that 70% of self-catering accommodation in the region was assessed by themselves. YTB was in the process of establishing how many assessments were being carried out by other self-catering agencies but was confident that this would bring the total close to 80%.

It was felt that canal boats (and other niche sectors) should be included in the self-catering figures.

- ii) Serviced accommodation: Figures for serviced accommodation assessments were believed to be much lower than self-catering.

Charles Forgan raised the idea of 'distinction criteria' to reflect the values of the Yorkshire brand.

There was also some support for a statutory inspection scheme.

#### **4.3 Membership:**

As membership was one of the issues highlighted in Yorkshire Forward's review to be revisited, this item was deferred to a future meeting.

### **5. VOICE OF TOURISM:**

#### **5.1 Take Tourism Seriously Campaign:**

Attention was drawn to the recent 18% cut in funding for VisitBritain and the campaign led by The Tourism Alliance to press for a reversal of this decision and for separate funding to deliver the 2012 Olympic tourism strategy. Members asked that facts and figures on tourism be circulated by YTB to enable them to lobby their own MPs on this issue: *Action: DA*

#### **5.2 Eurostar/National Express Update:**

- i) Eurostar: Through ticketing for Eurostar travel was not progressing as quickly as hoped and until this was available, YTB could not see the benefit of investing in VisitBritain's campaigns for this market. Discussions to this effect had taken place with VB and the campaigns were currently on hold. The situation would continue to be monitored closely.
- ii) National Express: Meeting were being held with National Express to develop a more strategic relationship; agree common objectives and work together on activities that would bring mutual benefit.

### **6. SUSTAINABILITY:**

Following the Sustainability Think Tank held in September, YTB's Board had formed a Sustainability Sub-group to develop ideas that could be taken forward. The following recommendations had been approved by the Board on 23 January 2008:

- i) That YTB re-states its support for the seven principles of sustainable tourism that are referred to in the Regional Tourism Marketing Strategy.
- ii) That YTB takes the lead for immediate action on principle 5 (*adoption of a more sustainable approach to tourism activity by visitors and regional businesses*) and

principle 6 (*conservation and enhancement of the built and natural environment through effective visitor management across a diverse region*).

- iii) That YTB joins the Green Tourism Business Scheme.
- iv) That YTB develops a proposal to promote GTBS to its members across the region
- v) That YTB appoints a Manager for Sustainable Tourism to lead initiatives in this policy field.
- vi) That YTB uses the number of businesses joining GTBS as an indicator of sustainability on YTB's scorecard.

It was suggested that 'Deliciously Yorkshire' be considered as an indicator for measuring sustainability. Uptake of this scheme at the present time was thought to be relatively small but would be considered by the new manager.

Colin Clifford highlighted that businesses achieving the gold GTBS standard can also gain accreditation with Euro Park (particularly important at this time for the Yorkshire Dales National Park).

Ruth English asked whether YTB could provide any planning support to help listed buildings introduce sustainable measures. It was pointed out that the new tourism planning guidance would cover some of these issues.

Sarah Ward asked what YTB's role would be regarding carbon off-setting. YTB had no plans in place as yet but confirmed that carbon off-setting was firmly on the agenda.

Lesley Grogan highlighted the national scheme being launched by British Waterways at Easter to encourage more people to use canals and their tow paths and YTB was keen to incorporate this as part of the 'Outdoor Yorkshire' sub-site of Yorkshire.com.

## **7. ADDED VALUE - INFORMATION EXCHANGE FOR MEMBERS:**

- 7.1 Lesley Grogan (British Waterways) was looking to source organic food producers to support a PR campaign. Whilst there was no known definitive listing available, supplements were regularly produced by The Guardian and other newspapers and magazines on organic suppliers.
- 7.2 Ruth English highlighted the dependence of other service providers on the tourism industry and whether membership could be broadened to encompass these businesses. Ian Tempest suggested that The Tourism Alliance should not forget the wider supply chain network when lobbying the government for more funding for tourism.

## **8. ANY OTHER BUSINESS:**

- 8.1 Great Yorkshire Show:** John Bridges asked YTB for assurance that there would be a Yorkshire tourism stand at this year's show. Joanna Royle reminded members that this was not part of YTB's current remit and could not, therefore, give any assurances but could confirm that there was a desire to reinstate this and that YTB was looking into it.
- 8.2 Local Authority Attendance:** Sean McCourt raised concerns at the lack of attendance by the Harrogate representative to these meetings. The Chairman shared concerns about the general lack of local authority support for TAF meetings and assured those present that this was being debated. He suggested that TOG members raise their concerns with the councillors in question. John Wigfield suggested that the facts and figures requested for lobbying MPs (minute 5.1) also be used when speaking to local council representatives.
- 8.3 Excellence In England Awards:** Matthew Beck noted that the 2008 awards were to be held in Liverpool and asked what YTB was doing to bring the awards to Yorkshire. Joanna Royle confirmed that YTB had been lobbying VisitBritain and would continue to do so.

## **9. DATE OF NEXT MEETING:**



The next TOG meeting will be held on 6 March 2008 – venue to be confirmed.  
The next TAF meeting would take place on Friday 25 April at YTB's offices in York.



## Tourism Authority Forum

Friday, 25 April 2008  
 YTB Offices, York  
 Chairman: Cllr Carl Les

### Present

#### **Local Authorities:**

Barnsley MDC  
 Bradford MDC

Calderdale MBC

Kirklees MDC  
 Leeds City Council  
 North York Moors NPA  
 Rotherham  
 VisitBritain  
 Yorkshire Culture

#### **ATP Observers:**

Harrogate & The Dales ATP  
 Moors & Coast ATP

#### **Yorkshire Tourist Board**

### Members

Cllr Anne Hawksworth

Cllr Geraldine Carter

Richard Hall  
 Cllr Sheila Walker  
 Jenny McGee  
 Elaine Stuart

### Officers

Graham Noble  
 Tim Hirst  
 Anne Untisz  
 Kersten England  
 Chris Evans  
 Jess Newbould  
 Nicky Lockwood

Joanne Edley

Sarah Howsen  
 Sarah Ward

David Andrews  
 Joanna Royle  
 Alison Ruddick

## 1. **APOLOGIES:**

Apologies had been received from the following local authorities: Cllr Wilde (Barnsley); Cllr Heseltine (Craven); Cllr Evison (East Riding of Yorkshire); David Shields (Hambleton); Cllr Butterfield (Harrogate); Cllr Sims (Kirklees); Cllr Hocknell & Chris Jones (North East Lincolnshire); Cllr Fort & Carol Renahan (North Yorkshire CC); Cllr Frank (Ryedale); Cllr Jeffels (Scarborough); Cllr Rosling-Josephs (Sheffield); Ian Tempest (Visit York); Cllr Weston (Yorkshire Dales National Park). Also from Andy Tordoff (Yorkshire Forward); Liz Tattersley (West Yorkshire ATP); Elaine Stuart (Yorkshire Culture) and Amanda Potter (Government Office for Yorkshire and the Humber).

## 2. **MINUTES OF LAST MEETINGS:**

### 2.1 **Tourism Authority Forum – 12 October 2007:**

**Resolved:** That the minutes of the Tourism Authority Forum held on 12 October 2007 be taken as read and approved as an accurate record.

### 2.2 **Joint Tourism Authority Forum/Tourism Operators' Group – 24 January 2008:**

**Resolved:** That the minutes of the joint TAF/TOG meeting held on 24 January 2008 be taken as read and approved as an accurate record.

## 3. **FUTURE STRUCTURE OF TOURISM**

By way of background Yorkshire Forward had set up a Task & Finish Group to look at the structure of tourism. The findings state that the current model of a regional body (ie YTB)

working collectively with ATPs is broadly the correct model but it is not working as efficiently or as effectively as it could. It also highlighted that Yorkshire Forward should be more strategic with less operational involvement.

Whilst the Task & Finish report has not been circulated Yorkshire Forward has highlighted some areas for change relating to YTB including membership, a change of name and also evaluation of location.

A Change Management Board has been set up by YTB and the ATPs together with a number of Task & Finish Groups charged with looking at product/quality, communications, marketing, influence and governance and knowledge management. The purpose of discussion at the TAF meeting was to give LAs the opportunity to say how they want to engage and influence to feed into the Change Management Board meeting.

In terms of timescale, the Yorkshire Forward July Board meeting would be looking at progress made in the change management process with the final proposal going to the Yorkshire Forward October Board meeting for final approval meaning that an outline 3 year business plan would need to be in place by September. Funding available has been indicated up to £10 million per annum for 3 years which would need to be match funded.

There was a strong feeling that Local Authorities were being asked to comment on something that they had received very little information on and without knowing the details and the options available. YTB confirmed that the Change Management Board had representation from each of the ATPs and the ATPs were each charged with communicating back to their stakeholders including the LAs.

LAs felt that Yorkshire Forward needed to have a better understanding of, and dialogue with Local Authorities. The timescale and in particular the time of year is especially difficult for LAs but also for the private sector with it being main season.

Yorkshire Forward is asking that an outline 3 year Business Plan be submitted in September with the contract starting by April 2009 at the latest. At the moment YTB is the preferred supplier. However if the Yorkshire Tourism Network ie YTB and the ATPs are not seen to have made sufficient progress by July then the contract will go out to tender. To date feedback from Yorkshire Forward is extremely positive so much so that they are already asking that some of the changes proposed in the change management process be reflected in YTB's 2008/9 Business Plan.

Local Authorities certainly have a key role to play in tourism but the difficulty comes in deciding at what level – local, regional or both – via Regional Assembly being one possible solution.

Yorkshire Forward is moving from project basis to programme basis. Currently have over 1,000 projects and want to reduce this to 50-60 programmes. Tourism is the first to go through this process.

It was suggested that a meeting be held in early June to which leaders, chief executives and tourism portfolio holders all be invited to try to establish future engagement and direction. Carl Les confirmed that all had been invited to this TAF meeting in an effort to get them engaged in tourism and the change management process.

After a lengthy but useful debate a number of outputs were identified, namely that Local Authorities do have a large role to play whether it be termed as in tourism, the visitor economy, economic regeneration or economic development and it should be a continuing role. The timescale is extremely challenging but not impossible. Some direct consultation with Local Authorities is needed and direct communication rather than through the ATPs needs to be considered. The fact that ATPs were set up differently did have its own challenges and a common approach across the region would be helpful with at least a need to sign up to best practice. The views expressed by the TAF would be fed through to the Change Management Board.

#### 4. TEAM YORKSHIRE TOURISM:

##### 4.1 YTB Business Plan 2008-09:

Whilst the 2008/9 Business Plan had been approved by the YTB Board minor changes have been requested by Yorkshire Forward as part of the contractual negotiations with further funding confirmed to support additional activity.

Additions to the Business Plan include attendance at World Travel Market, funding for the Regional Monthly Visitor Survey.

YTB would be attending the Great Yorkshire Show having decided that it is a key event, despite local marketing no longer being part of YTB's agreed remit. Agreement to be able to attend had been received late in the day hence the delay in being able to confirm prices with potential partners. This situation would be avoided in future by the programme approach.

YTB confirmed that an Exhibitions Working Group had been set up with part of the remit being to explore all wider opportunities for promoting Yorkshire as a tourism destination alongside inward investment, for example.

Sustainability has previously been a cross cutting theme but now also has specific actions with reference made to the creation of a new post and signing up to the Green Tourism Business Scheme.

Pages 14 & 15 showed a Balanced Score Card approach to monitoring key indicators. This had been shared with the ATPs and general agreement reached to adopt a common approach to allow a consistent approach to data capture as part of the collective Business Plan approach.

Some concerns were expressed over the measure for quality referring to 4 and 5 star properties when listed building status, for example, made it impossible for a property to achieve this. YTB confirmed that the schemes do now have more flexibility with the quality of experience having more prominence. The important thing is to be able to show that investment is being made and this is endorsed by interest from investors in developing 4 and 5 star hotels in the region.

The question was asked as to whether or not any financial assistance was available for businesses wanting to be assessed. Some ATPs were able to offer this and YTB confirmed that this is an area that the Yorkshire Tourism Network would seek to address and gain consistency across the region.

##### 4.2 YTB Activity Update

The following points were highlighted from the report:

**Enjoy England Awards for Excellence:** The Devonshire Arms had been successful in winning Gold for Small Hotel of the Year. In addition Whitby had been named Best Day Out via a consumer voted award run through the Daily Mail travel website. This was a public recognition of the investment which has gone into the resort since the establishment of the Whitby Tourism Renewal Scheme by Yorkshire Tourist Board ten years ago.

Action: It was agreed that a letter of congratulations be sent to Whitby on behalf of the TAF.

Tour of Britain: The Yorkshire stage would take in the east of the region predominantly starting in North East Lincolnshire, going through Hull and the East Riding and finishing in Dalby Forest. Due to the size of the region and the infrastructure in place, the opportunity of

Yorkshire hosting two stages in future is currently being explored which would help position Yorkshire as the home of cycling.

2012: The majority of activity and benefit to the region would come post 2012. However there is the opportunity for the region to host events which will be displaced out of London because of 2012. Yorkshire would also be seeking to position itself as a potential base for visitors to the Games due to accessibility and a wealth of activities to do around the Games. In terms of hosting sporting events, Yorkshire is suggesting Dalby Forest as a venue for the mountain biking.

David Andrews confirmed that Yorkshire would have a presence at Beijing with representatives from the cities expected to attend promoting a pan-Yorkshire message. VisitBritain was co-ordinating a tourism presence and would be selling Britain as a whole armed with the latest information and literature.

Make Yorkshire yours: The MYy2 campaign would come to an end in June. The campaign has been extremely successful with over 60,000 responses between January and March. The focus of the campaign has been to drive traffic to the website and the success was borne out by the website attracting three times more number of visits than the same time last year.

YTB has also been working with partners in North Yorkshire on a Year of Adventure project. Cumbria has a similar longer established campaign but already Yorkshire is featuring higher on Google search engines which is clearly indicative of its success.

Overseas activity in the Netherlands, Belgium and particularly Spain has gone extremely well and a full evaluation is underway. YTB is currently working with Jet2 who is launching a new route from Lubeck near Hamburg into Leeds Bradford.

Business Tourism: YTB is currently exhibiting IMEX in Germany supporting Conference Yorkshire South and Harrogate International Centre with initial feedback very positive and a full debrief was planned. A buyer networking event had been held in January in Brian Turner's private dining room at the London Millennium Mayfair hotel. The event was well attended by key buyers and a number of them have already visited the region as part of a YTB co-ordinated familiarisation visit.

## **5. VOICE OF TOURISM:**

**5.1 State Aid Update:** This debate looks set to continue for some time with a possibility that the inspected only policy may be brought into the debate further complicating it. Should the complaint be upheld, it would mean that no national tourist board would be able to offer real time booking.

**5.2 VisitBritain Review:** The consultation period has now ended with VisitBritain having received 40 high level responses and held more than 50 'Captains of Industry' breakfasts and hosted a forum on the website. This initial feedback supports the need for VisitBritain to be a stronger voice for tourism, have a better approach to strategic development, a need for co-ordinated policy and clarity of roles and four task groups have been established.

Responses are now being collated and the next stage is solution development which will mean pulling together a document for further consultation during June. The final recommendation is expected late summer.

A consultant has been appointed to pull together facts and figures currently missing and put the information in a language that the Treasury understands to further support the case for tourism.

Geraldine Carter expressed concern over the tone of the letter that was sent on behalf of the region feeling it to be extremely negative. To put it in context, David Andrews confirmed that the letter had been put together after consultation with the ATPs and following a meeting with

Christopher Rodrigues, Chairman of VisitBritain. The letter had only been sent to VisitBritain and not DCMS and was therefore seen as an internal document. Jenny McGee confirmed that VisitBritain understands the context of the letter.

## 5.3 Transport

Concerns were expressed over the new fare structure being introduced by National Express which would see only three tickets being offered and the potential impact this could have. YTB had discussed fare structure at a meeting with National Express and the change had been brought in to simplify things and provide the customer with greater price transparency. High revenue targets had also been set by government and the East coast mainline was a route where supply and demand would clearly support this approach. Research confirmed that the majority of leisure visitors would travel off peak, however this was not the case for business visitors.

Cllr Walker advised the meeting that Rotherham is working hard with South Yorkshire PTE to promote free travel for older people via the Visitor Centre and this is a market which has enormous potential and it is an area more LAs need to get involved in and promote.

Richard Hall said that with the rising cost of fuel more needs to be done to ensure the consumer is able to easily access all public transport information from one integrated source to make it a viable option- at the moment it is too difficult. He further asked if rising fuel costs were being factored into YTBs research and plans and YTB confirmed that is being taken into account.

## 6. SUSTAINABILITY:

In line with the recommendation approved by the Board on 23 January 2008 YTB is seeking to appoint a Sustainable Tourism Manager who would report to the Marketing Director. The post would be responsible for driving forward a number of initiatives working closely with VisitBritain who has recently introduced a green start introductory level scheme for accommodation providers who want to try and make their businesses operate in a more environmentally friendly way. The person will also work to support areas moving forward with the Green Tourism Business Scheme (Moors & Coast ATP, Yorkshire Dales, York) and look to rolling out a region-wide scheme in the future.

The Yorkshire Dales & Harrogate ATP has put in a bid for Europarc accreditation. It is the first time that a destination has tried to achieve this for an area outside of the NPA boundaries ie encompassing the marketing area. An inspector has spent 4 days in the region with initial feedback from the visit very positive and a decision is expected in June.

## 7. ADDED VALUE - INFORMATION EXCHANGE FOR MEMBERS:

- 7.1 Geraldine Carter advised that Helen Marshall would shortly be going on maternity leave and asked if meeting as part of the SLA could be arranged shortly which YTB agreed to arrange.

**Action:** YTB

## 8. ANY OTHER BUSINESS:

- 8.1 Geraldine Carter asked that in case she should not be re-elected her thanks to YTB and the Tourism Authority Forum for the support received over the years be noted.

## 9. DATE OF NEXT MEETING:

The next joint TAF/TOG meeting will be held on 4 July – venue to be confirmed.

It was highlighted that this date clashed with the LGA conference and YTB agreed to check LGA dates in future to avoid further clashes.



## Tourism Authority Forum

Agenda Item:4.2

Friday, 25 April 2008  
Yorkshire Tourist Board

### **YTB Activity Update**

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Communications
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**1) Enjoy England for Excellence Awards**

Four Yorkshire finalists will be flying the flag at the national Enjoy England Awards for Excellence on Wednesday 23 April 2008 in Liverpool. The finalists are as follows:

Bed and Breakfast of the year – Clow Beck House, Crow on Tees  
([www.clowbeckhouse.co.uk](http://www.clowbeckhouse.co.uk))

Small Hotel of the year – The Devonshire Arms Country House, Skipton  
([www.devonshirehotels.co.uk](http://www.devonshirehotels.co.uk))

Outstanding Customer Service – Mick Logg, Sno!Zone at Xscape, Castleford,  
([www.snozoneuk.com](http://www.snozoneuk.com))

Best Tourism Experience of the year – Christmas at Castle Howard, Castle Howard Estate,  
York. ([www.castlehoward.co.uk](http://www.castlehoward.co.uk))

**2) Tour of Britain 2008**

The national launch took place at the London Transport Museum on Thursday 3 April 2008.

Currently working with Yorkshire Forward and regional partners to organise the regional launch of the route in May 2008. Yorkshire Tourist Board is leading on the regional marketing and PR, working closely with the national TOB'08 communications team to maximise the profile of the event in the region.

**3) 2012 Yorkshire Communications Strategy/Plan**

Work is progressing on the development of marketing and communications plans to take effect from the Beijing Games in August 2008 up until 2017 to maximise opportunities for the region to enhance the profile and tourist potential of Yorkshire, raise awareness of the region's sporting offering and cultural and business opportunities, and to secure positive media coverage for Yorkshire by using 2012 as an opportunity from which to promote the region.

YTB is working with Tourism Partnerships on 2012 and opportunities arising to encourage an integrated effort which will result in maximum share of voice and return.

**4) Communications Meetings**

Due to lack of attendance the March TP Communications Meeting was cancelled and rescheduled for 17 April 2008. The focus of this meeting will be on PR, linking up with regional and local initiatives and events/meetings to significantly reduce duplication and avoid date clashes through the year.

**5) White Rose Awards 2008**

The date and venue of the White Rose Awards has been confirmed for Wednesday 17 September 2008 at Bridlington Spa. The Awards will be launched to the industry mid April. Information will be posted to the Yorkshire tourism industry and entry forms along with award and criteria information will be posted to [www.yorkshiretouristboard.net](http://www.yorkshiretouristboard.net).

Market Intelligence
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**1) Regional Visitor Survey**

Following the tendering process for the Regional Visitor Survey, QA Research in partnership with the Tourism Network have been appointed as consultants to run this survey. QA are meeting with the Research Task and Finish Group for an inception meeting on 15 April and it is hoped that the surveys will start in early May.

YTB will be project managing this survey on behalf of the Research Task and Finish Group and under contract to Yorkshire Forward.

The Research Task and Finish group will continue to meet on a quarterly basis, not only to review the progress of the Regional Visitor Survey and the results from it, but also to work towards other research areas – including addressing the need for better research into business tourism.

**3) Industry surveys**

All How's Business surveys for 2007 are now complete and available on ytb.net. For 2008 we are working on boosting the sample, especially in the low represented areas, to receive a minimum response of 300 completed surveys for each quarter 2008, giving an increased response of 50% on 2007.

Occupancy surveys and the Visitor Attraction Monitor are ongoing, with work on annual summaries for 2007 soon to be completed. Area tourism partnerships are also supporting recruitment and retention to the occupancy survey to improve sample sizes in all areas.

Leisure Marketing
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**1) Make Yorkshire Yours**

The Make Yorkshire Yours campaign is progressing excellently with responses performing significantly above target. This second phase of the campaign (Phase 1 ran Jan 2005 - March 2006) was initially due to run until the end of March 2008, integrating a number of media channels for maximum impact, but we have now had confirmation that the campaign can be extended into June 2008. Planning will take place with our incumbent agency, Smarter Communications, in April to finalise a media plan for the final phase of the campaign based on budgets available.

TV

A second wave of TV advertising has recently completed. It is too early to tell how this has performed against campaign response targets set, but we do know from previous experience that TV fulfils a key brand awareness role within the campaign.

Press

The creative for the core autumn press included 3 new executions, chosen to provide a rounded view of the region and start to represent the more contemporary and modern



brand values of Yorkshire, plus to appeal more to our secondary younger target audience aged 25-44.

The final burst of press from the initial funding is now complete, aligned to the second phase of TV to give maximum impact.

The best performing titles and creative from Jan 07 and September 07 were at the core of the Jan 08 schedule.

In final planning the April-June campaign extension we are looking at opportunities to book further press insertions, to include an advert in partnership with National Express East Coast in the Telegraph Stella magazine.

#### Partnership Marketing

Over the course of the campaign we have successfully created partnerships with:

Yorkshire Tea

GNER (Nxec have now taken over the franchise and we are continuing to work with them as detailed under the 'press' section above)

Yorkshire Building Society

Go Racing (upcoming Go Racing In Yorkshire Summer Festival - July 2008)

We will continue to develop the existing partnerships and seek to establish new ones, both within and outside of the MYy campaign.

#### Direct Mail

A direct mail campaign (targeting previous enquirers) was launched at an early stage of the MYy campaign. As recipients were already warm to the Yorkshire brand a target response rate of 10% was estimated, however a final response rate of 27% was achieved, which is significantly above the direct marketing industry average of 3%. This equates to a cost per response of £1.25.

In autumn 2007 extra funding was fed into the campaign budget as part of a larger VisitBritain funded project to counter the effects of flooding and a poor summer. We used part of this funding to join a co-ordinated DM campaign being sent to 500,000 contacts from the VB database.

We have also in the last period co-ordinated and part-funded a 'Cities' focused DM piece as part of the campaign and buying into a larger EnjoyEngland initiative. Interest was such that we were able to run the whole DM piece as an EnjoyEngland/Yorkshire joint-branded piece with no other regions featuring, and this piece has been mailed to contacts from the EnjoyEngland database showing a specific interest in England city breaks.

Further DM activity is under discussion for the extended campaign period (April - June 2008) based on the funding available to extend the campaign and partner interest.

#### Online

Online marketing began in earnest from August 07 to support the soft launch of Yorkshire.com and has included PPC (Pay Per Click) activity aimed at driving traffic through the use of specifically identified keywords to Yorkshire.com.

Banner advertising ran throughout June, July and August to support the PPC activity in driving additional traffic to the site. The creative and messages used echoed the theme from the earlier activity for Press and DM. Funds for further banner activity planned for January 2008 have been diverted into PPC activity to align with the final TV and press activity, as PPC has proved to offer greater effectiveness at reaching an online audience.

We are also continuing to push a strategy of reciprocal linking with appropriate partner websites – by displaying links to each other's sites both parties gain from enhanced web

rankings. Recent examples include RSPB and shortly Yorkshire County Cricket Club plus a number of outdoor adventuring related businesses and clubs in association with the soft-launch of our new outdoor adventuring microsite ([www.yorkshire.com/year-of-adventure](http://www.yorkshire.com/year-of-adventure)).

## PR

A new agency – Lucre was appointed to deliver a PR campaign from October until end March 2008. A full campaign evaluation meeting is to be scheduled for early May, and the campaign has comprised a mix of creative news generating ideas, feature writing, press releases and PR support.

The campaign aimed to encourage high profile, targeted press trips to the region and to secure quality, in-depth coverage which was closely aligned to MYY marketing campaign values.

Significant national press coverage was achieved over the Christmas period through the Yorkshire's friendliest face campaign which highlighted the warm Yorkshire welcome, part of the core essence of the Make Yorkshire yours campaign. We also ran a 'Place from Space' story which was an inexpensive and fun stunt which received extensive regional coverage including features on both Calendar and BBC Look North - through this we were able to identify the geographical centre of Yorkshire and use this to place a marker and truly put Yorkshire on the map to compete on a global stage.

## **2) Group Travel**

For 2008 a group travel guide has been produced in partnership with Group Travel Organiser magazine – this joint publication will prevent any confusion over the message for groups in Yorkshire, and give a strong offering for the groups market. The guide will continue to be distributed through the remainder of the year via targeted activity such as enewsletter / website promotion, attendance at key exhibitions (BTTF / great Days Out), and advertising / advertorial opportunities.

Our presence at BTTF in March was significant based on our efforts to co-ordinate a seamless regional stand with many sub-regional partners. Feedback to our presence has been positive and we are working with sub-regional partners to identify opportunities for further Yorkshire level promotion now that BTTF is to be replaced in 2009 by the Best of Britain event to be held in London.

## **3) International Marketing**

### Yorkshire Campaigns 2006-2008

Campaigns running in the Netherlands, Belgium and Spain are now in the final phases. All have heavily featured campaign microsites as key fulfilment vehicles and to allow opportunities for data capture. Campaign partners have included Jet2.com, P&O ferries, destinations and Visit Britain.

Full campaign evaluations will be completed for each market.

Agreement has been reached with Jet2.com to work in partnership on a new campaign in Germany, focusing in particular on the Hamburg area, to align with the new route into LBIA from Lübeck which commences in May. A campaign plan including newspaper inserts, journalist familiarisation visits and joint partner exhibition attendance has been developed and activity commenced in March.

**4) Other Marketing Activity**Accommodation Guide

The 2008 Accommodation guide was printed and available for distribution in December 2007. A total of 185,000 copies will be distributed in response to all YTB marketing activity along with the Make Yorkshire yours magazine across the TIC network in 2008. No re-prints are planned at this stage but we will continue to monitor stocks. If campaign funds are confirmed allowing us to continue response-generating activity we may look to re-print as required.

Lead Generation Campaign Jan 2008

The lead generation campaign has completed and ran from Jan – March 08. This campaign aims to generate interest for the new consumer publications and to drive additional traffic to Yorkshire.com via brochure panel advertisement.

Photography

We continually strive to source updated photography in assist us in our efforts to promote the region. At the end of FY 07/08 a new photography commission took place specifically capturing images to feed into anticipated future marketing campaigns and to update and expand the image library. This included images of the Christmas markets across the region intended to support a level of promotion around Christmas 2008 in Yorkshire (see below).

Christmas Campaign

A new campaign was developed and launched in late 2007 to position Yorkshire as a Christmas destination. The themes of the campaign included:

- Shopping
- Traditional Christmas – festivals, events, carol concerts, markets, stately homes
- Escape the hustle and bustle at Christmas time – head to Rural Yorkshire
- Post Christmas breaks
- Food and Drink (local produce and festive hampers)

The campaign was mainly fulfilled via a microsite ([www.yorkshire.com/christmas](http://www.yorkshire.com/christmas)) hanging off the main consumer website.

Other bespoke Christmas activity included themed newsletters and a seasonal feature in our Make Yorkshire yours magazine.

Initial results in terms of increased traffic to the microsite and bespoke Christmas competition page (allowing data capture opportunities) have been very encouraging, proving the value of running themed campaigns. This is something we plan to explore further for the roll out of a Christmas campaign for 2008.

## Business Tourism

Core activity for Business Tourism includes a Key Account Management programme, supported by a regional campaign, and the production of the 2008 Conference Yorkshire Guide.

**1) Conference Yorkshire 2008**

The 2008 Conference Yorkshire publication was launched at EIBTM in Barcelona at the end of November. It includes product profiles by identifiable individuals highlighting the personal service approach to business tourism in Yorkshire and a greater emphasis on the

incentive offer, (hence the change of title) in recognition of market demand for such in close European markets.

**2) Exhibitions**

Following off the back of attendance at key forums and exhibitions in 2007, such as Confec Green in Dublin, the COSH roadshow in October and EIBTM in November, we recently attended the Northern Expo / Big Wow Show – previously Yorkshire Corporate Hospitality Show - by taking a group of qualified conference buyers to the show to meet with our conference bureau partners. We will again be attending IMEX in Germany (April 2008) supporting Conference Yorkshire South and Harrogate International Centre.

**3) Improvements to Venueyorkshire.com**

Activity is ongoing to promote the traffic to the site, such as PPC (Pay Per Click) activity. We have also recently undertaken a review of the site with conference bureau partners to identify areas for improvement and development. In particular we want to give the site an up-to-the-minute feel by constantly adding news stories and topical features and ensuring that all destination information is accurate.

**4) Direct Mail Campaign**

To support the production of Conference Yorkshire 2008 plus the 'A different agenda' DVD a direct mail piece has been produced and will be distributed to both previous enquirers and a selection of new contacts in order to generate conference enquiries in mid April 2008. The piece has been designed to be retained and contains our key messages re service, accessibility, unique venues etc under the title of 'Yorkshire - a clear choice'.

The piece includes an open invitation to a tailor made individual familiarisation visit/site inspection as we recognise that this level of product familiarisation is a key part of the buying process for our target audience. The main call to action of the piece is to create demand for the guide and encourage direct orders as part of our targeted distribution strategy.

**5) Media Campaign**

An advertising campaign has been running in specialist conference and incentive media, plus more general business publications. To round off the year and promote both orders of the new guide and encourage visits to [www.venueyorkshire.com](http://www.venueyorkshire.com), we have gone out with a hard-hitting message that initially signposts enquirers to the YTB Business Tourism team for enquiries to be processed through CHASER Hub.

**6) London buyer/ supplier networking event**

The London buyer supplier networking event Yorkshire on a plate took place at the Millennium Hotel London Mayfair on 17th January. The event featured formal buyer supplier networking sessions for London /S.E. based buyers and conference bureaux and themed breakfast, lunch and afternoon tea slots prepared and hosted by Brian Turner at his private dining rooms at the hotel.

To give the widest flexibility there were 3 sessions tied to the food slots, inviting attendees to dine with us at the end of their pre-arranged meetings. Brian Turner was on hand all day and devised signature menus sourced from Yorkshire produce, and made a big impact on the audience re his passion for Yorkshire in line with our quality messages of Yorkshire as a Business Tourism destination.

**7) PR Campaign**

We have been working with Brahm to run a 5 month PR campaign following the success of two previous campaigns highlighting key messages such as the number of unique

venues in Yorkshire and the easy access to the region. In this third campaign we have continued to lead with these key messages but have also focused on the strong service offering in Yorkshire, with YTB working with key conference bureau partners to generate and progress enquiries.

In addition to ongoing press releases and forward-features planning for key industry publications, we have generated a 'Meeting Minds' report in conjunction with Dr. Lawrence Smith at Leeds University to highlight the methods to gain the best from conference delegates and linking this to the meetings environments in Yorkshire - this report has gained national press coverage. A photocall was also held at York racecourse - to capture attention we arranged an abseiling session down the main grandstand and this juxtaposition of an unexpected activity at a key regional venue allowed us to highlight the incentives offering in Yorkshire.

#### 8) **FAM Visit**

As a final stage of the London themed 'Yorkshire on a plate' event as detailed above, an in-region familiarisation visit was co-ordinated for 10-12 March 2008 to encourage our London buyers to come and experience the delights of Yorkshire first-hand. This featured key venues in Hull, Bridlington, Harrogate, York and Leeds, and culminated in the show at The Royal Armouries in Leeds.

E Business
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### **Destination Management System**

#### 1) **DMS Plus**

A group has been established to provide greater strategic direction to the DMS Working Group. The first meeting took place in April and discussed the area of data distribution as the main topic, with a view to exploiting new opportunities to distribute Yorkshire tourism data and thereby generate additional bookings from new audiences.

#### 2) **Data Steward Training Resources**

A number of training materials have been created by the E-business department at the request of the Data Stewards which will form the basis of an online DMS training resource.

#### 3) **New Vision Annual Forum**

New Vision held their annual forum on 28<sup>th</sup> February, where they presented their plans for the new Guestlink redevelopment. The Guestlink product is in the process of being completely rewritten to incorporate the suggestions taken from the provider's day in Bradford in October 2007. The new modules are being rolled out over 2008 and will make the Guestlink product much more user friendly for providers to use. Some of the main things being improved are Tariffs, Pricing, navigation and general improvements in overall usability.

#### 4) **New Booking Pages**

New booking pages have been created for all DMS websites and this has been designed to make the process much simpler for consumers to book accommodation with improved usability and functionality. This has now been rolled out for all the regions' websites with the exception of Yorkshire.com, which will be rolled out as soon as some further development work to the iFrame pages has been completed. This work is currently under development by New Vision.

TIC's & Information Provision
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TIC audits for 2007/08 were completed and the reports are being circulated to TIC Managers.

Meetings are progressing for the 2008 regional mystery shopper programme which will commence from May.

The next TIC Managers' Meeting will be held on 24 June 2008 at the National Railway Museum.

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

<b>1.</b>	<b>Meeting:</b>	<b>Tourism Panel</b>
<b>2.</b>	<b>Date:</b>	<b>2<sup>nd</sup> June 2008</b>
<b>3.</b>	<b>Title:</b>	<b>Rotherham Visitor Centre Retail Policy Updated 2008</b>
<b>4.</b>	<b>Directorate:</b>	<b>Environment and Development Services</b>

**5. Summary**

The Rotherham Visitor Centre Retail Policy has been updated in line with Culture and Leisure Services Fees and Charges.

**6. Recommendations**

The report be received and the contents noted by members.

## **7. Proposals and Details**

The objective of the retail policy is to provide for our customers a range of items for sale that enhances the image of the tourism product of Rotherham and the surrounding area and makes a contribution towards the running costs of the visitor centre. The policy has been updated in line with Culture and Leisure Services Fees and Charges. This is to ensure consistency with retail outlets throughout the service.

See Appendix 1. The Visitor Centre Retail Policy for further details of the contents of the document.

## **8. Finance**

At present the Visitor Centre has an income target of £19,500 annually. The annual promotions budget for the Visitor Centre 2008 / 09 of £11,300 includes promotional activity such as advertising the centre and purchasing stock. Interim budgets are reviewed regularly to ensure income targets are met for the service.

## **9. Risks and Uncertainties**

If the delivery of the retail policy is not followed by the service the Visitor Centre will have a lower amount of income and the target set by the service may not be achieved.

## **10. Policy and Performance Agenda Implications**

The Visitor Centre Retail Policy is based upon priorities within the Tourism Plan 2005-2008, The Visitor Centre Business Plan, Regeneration Plan, Community Strategy, and has utilised the RMBC Equalities and Diversity Tool Kit and includes;

Improving and promoting the image of Rotherham by transforming the image of Rotherham and addressing the negative views both within and outside of the Borough

Provides an excellent and sustainable environment for local businesses by providing the conditions to attract and support local produce, crafts, events, business start ups and ensure continued long-term business growth in the visitor economy.

The Retail Policy includes the priority of sustainability by promoting local products and items which the local community and visitors like to purchase on their local area and benefits the local economy.

The Visitor Centre enhances the opportunity to gain information on public transport, access to public rights of way for cycling and walking.

The Retail Policy has considered Best Value and income generated by the Visitor Centre is compared against other like for like tourist information centres through the national organisation Destination Performance UK annually.



**Background Papers and Consultation**

Rotherham Tourism Plan 2005 – 2008

Rotherham Visitor Centre Business Plan 2006

Visitor Centre Business Plan Reviews 2007 and 2008

Culture and Leisure Services Fees and Charges

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# **Rotherham Visitor Centre Retail Policy**

**Prepared for  
Rotherham Metropolitan Borough Council  
By Events and Promotions Service**

**Updated 2008**

## **RETAIL POLICY**

### **Objective**

To provide for our customers a range of items for sale that enhances the tourism product of Rotherham and the surrounding area and makes a contribution towards the running costs of the Visitor Centre / Tourist Information Centre (TIC).

### **1.0 CUSTOMER PROFILE**

- 1.1.1 From April 2007 to March 2008 69,442 people visited the Visitor Centre / TIC.
- 1.1.2 From the Rotherham Visitor Centre Customer Satisfaction Survey undertaken from April 2007 – March 2008, we know that 72% of the customers to Rotherham Visitor Centre were residents of Rotherham.
- 1.1.3 55% of visitors to Rotherham were shopping, 18% were gathering information and 10% were visiting friends and relatives.
- 1.1.4 26% reported using Rotherham Visitor Centre 2 to 3 times a month.
- 1.1.5 31% of customers used the Visitor Centre to obtain UK holidays information. 10% made a purchase.
- 1.1.6 17% of customers purchased gifts or souvenirs, 1% purchased food or drink. 59% chose not to reply to this question.
- 1.1.7 52% of the Visitor Centre customers were female. 29 % were male, 18% did not reply. A total of 78% of those interviewed fell in the age range 35 years to 65+ years. In contrast, 22% were in the age range under 25-34 years.

### **1.2 Target Market**

- 1.2.1 The customer information above will help us to tailor our stock and display to our target market.
- 1.2.2 The Visitor Centre / TIC have a high proportion of resident users so the stock display must change regularly and include seasonal items.
- 1.2.3 Residents also like to buy items of local interest and gifts for retirement / leaving presents, exchange visits and presentations to send to relatives and friends living elsewhere.
- 1.2.4 At Christmas the Visitor Centre / TIC have a higher proportion of resident users who are looking for gifts / cards for posting nationally and internationally. Last posting dates for Christmas need to be taken into account when planning the winter display.
- 1.2.5 During Easter to September the Visitor Centre / TIC have a proportion of visitors who are looking for souvenirs, postcards, etc.

## 2.0 STOCK

2.1.1 Stock can be split into 2 main groups – the information range and the souvenirs / gifts range.

## 2.2 Range of Stock

### 2.2.1 Information Range

A range of items to enhance the visitor's experience and enhance their knowledge of the area. To provide residents with books of local interest.

- Maps – local and regional
- Walking / Cycling books
- Local Guide books
- New publications of local interest
- Fishing Guides

### 2.2.2 Souvenirs/Gifts Range

A range of gifts that are either of local interest or made in the area.

- Traditional souvenirs e.g. tea-towels, spoons, thimbles, postcards
- Items featuring the Rotherham butterfly logo
- Items featuring Yorkshire White Rose
- Locally sourced gifts with an emphasis on Rotherham
- Videos, DVDs and CDs of local interest
- Branded items – Rotherham Minster, Chapel on the Bridge, Roche Abbey
- Seasonal gifts e.g. Christmas baubles, Christmas Cards
- Local Arts / Crafts / Food / Drink

## 2.3 Core Merchandise

2.3.1 Core merchandise refers to the 'bread and butter' items that account for 80% of the sales and choice.

2.3.2 These items are to remain on prominent display at all times.

2.3.3 Core merchandise is low risk and should be bought in bulk.

2.3.4 Core items represent 80% of the budget.

### 2.3.5 Core Items – Information

- Walking / cycling books
- Local guide books
- New publications of local interest
- Ordnance survey maps
- Rotherham A-Z Street Atlas

### 2.3.6 Core Items – Souvenirs

- Postcards
- Fridge magnets
- Pens, pencils
- Rotherham tea towel
- Rotherham branded souvenirs
- Yorkshire branded souvenirs

## 2.4 Secondary Merchandise

2.4.1 These items account for 20% of the sales and choice. They constitute the changing display and are to be seasonally structured.

2.4.2 Secondary merchandise is high risk and should be bought in low amounts.

2.4.3 When ordering the 5 rights should be kept in mind – right product, right price, right time, right place, and right quantity.

2.4.4 Secondary items represent 20% of the budget.

## 2.5 Sourcing Stock

2.5.1 Stock is sourced in a variety of ways including:

- Information from current suppliers on new products
- Items on sale at other TICs or retail outlets
- Local and national trade fairs
- Working in partnership with other Culture and Leisure retail outlets

2.5.2 On occasions, local people call into the Centre with products that they would like the TIC to sell. In this case the Visitor Centre Assistant will make a decision at the time on whether or not to stock these items, based on the Retail Policy. Such items will also be retained for the Events and Promotions Assistant Managers authorisation if their relation to the Policy is not clear-cut.

2.5.3 All books and products should have a local theme.

2.5.4 Miscellaneous merchandise should have a tourism theme that will appeal to visitors. They should also tie in with events.

## 2.6 Refunds

2.6.1 The Visitor Centre / TIC operate a refund policy that is consistent with other retailers and does not affect the customer's statutory rights.

2.6.2 Refunds must be carried out in the same method in which the goods were purchased.

2.6.3 In the case of cheque sales, it can take up to 14 days for the cheque to clear through the Council's system. Within this period, a cash refund must be authorised by the Events and Promotions Assistant Manager.

- 2.6.4 Any item presented for refund must be in good condition, except in the case of faulty goods, which can be replaced or refunded at the customer's request. An official receipt should be presented.
- 2.6.5 If the customer prefers, an item can be exchanged and any deficit refunded or additional cash paid.

## 2.7 Stock Disposal

- 2.7.1 If damaged stock is beyond repair it must be written off. If there is only minor damage the item to be sold at the cost price.
- 2.7.2 End of season stock to be sold at discounted prices before the new season starts, to increase sales.
- 2.7.3 Out of date stock must be written off.
- 2.7.4 Promotional sales and end of season sales can be used as an opportunity for stock disposal. Prices are reduced for the length of the promotion only.
- 2.7.5 Whenever stock is reduced or written off, details must be recorded on the stock sheet. If stock is taken out for a promotional sale, the outgoing stock should be recorded, and then amended if any stock is returned.

## 2.8 Stock Control

- 2.8.1 We aim to optimise stock holding to achieve sales and meet our customers' needs. We strive to hold a balanced assortment of stock at all times – balanced in both price spread and stock range.
- 2.8.2 A full stock take is carried out to monitor stock levels every 6 months (September and March).
- 2.8.3 Theft may be identified by staff observation, public observation, CCTV camera footage or at the stock check. Where possible, if items are stolen, the police will be contacted.
- 2.8.4 The introduction of Databox in June 2008 will provide a computerised stock control.
- 2.8.5 Each day, a visual check is made of stock on display and any required restocking carried out.
- 2.8.6 Once a week, a visual check of the stock rooms and cupboards is carried out and any items running low are to be recorded, re-stocked and re-ordered where appropriate.

### 3.0 SALE OR RETURN OF GOODS FROM SUPPLIERS

3.1 Items should only be accepted on a sale or return basis if one or more of the following apply:

- The item complies in essence with the Retail Policy but there are doubts that it will sell
- The item retails at more than £50
- The item has a short shelf life

3.2 When the supplier asks how many items we have sold, the stock is checked and an order raised for the number sold. The supplier is requested to invoice the Visitor Centre / TIC for the sales made.

3.3 If the supplier does not contact the Visitor Centre / TIC to ask about sales made, The Visitor Centre Assistant must contact them before the financial year end so that any invoice can be paid out of the same year that money was taken for the item(s).

### 3.4 Ticket Sales

3.4.1 The Visitor Centre acts as a ticket agent for local events.

3.4.2 The ticket organiser should bring the tickets into the Visitor Centre along with a record of the ticket numbers (for audit purposes).

3.4.3 After the event the organiser asks how many items we have sold, the stock is checked and an order raised for the number sold. The organiser is requested to invoice the Visitor Centre for the sales made.

3.4.4 Concessionary organisations are charged 7% commission for ticket sales.

3.4.5 All other organisations are charged 13% commission for ticket sales.

3.4.6 Existing organisations will be informed of the revised commission charges. Initially we will honour the existing agreement; this will increase in the future to come in line with Culture and Leisure Services Fees and Charges. Please inform the Events and Promotions Assistant Manager of these organisations for approval.

### 3.5 Additional Services

3.5.1 Photocopies

- A4 15p
- A3 30p

3.5.2 Fax

- UK £1.00 1<sup>st</sup> sheet - 50p each additional sheet
- Rest of World £2.00 1<sup>st</sup> sheet - £1.00 each additional sheet

3.5.3 Laminating  
➤ A4 30p

3.5.4 Credit Card / Debit Card charges from 1<sup>st</sup> September 2008 there will be a 50p charge per transaction.

## 4.0 FINANCE

### 4.1 Budget

4.1.1 The budget is set annually in January, when the current year's budget is revised and next year's initial budget is set. Adjustments may be made to this figure when it is reviewed by Financial Services.

4.1.2 All budgets are based on cost prices not retail prices.

4.1.3 Annual and interim budgets are based on existing information and the previous years spend. Both the annual and interim budgets are subject to review following analysis of sales during the preceding period.

4.1.4 Annual Promotions budget is set each year. This includes purchasing merchandise and marketing work.

4.1.5 Interim Budgets are to be reviewed in conjunction with EDS finance team.

### 4.2 Purchasing

4.2.1 The Visitor Centre / TIC will operate an open to buy policy whereby the budget is decided first and stock ordering must remain within it.

4.2.2 Stock figures and budgets will be reviewed twice a year following the 6 monthly stock takes, as follows:

#### 4.2.3 September

- Review stock figures for previous 6 months from full stock take
- Review current levels of stock in hand – both numbers of items relevant to previous sales and total value
- In light of these figures, consider whether stock disposal is called for
- Place orders for the coming seasons (September to October – autumn, November to December – Christmas, January to March – winter)

#### March

- Review stock figures for previous 6 months from full stock take
- Review current levels of stock in hand – both numbers of items relevant to previous sales and total value



- In light of these figures, consider whether stock disposal is called for
- Place orders for the coming seasons (March to June – spring, June to September - summer)

4.2.4 The responsibility for initiating orders, for restocking and for new suppliers, lies with the Visitor Centre Assistant. They will refer to the stock sheets to re-ordering stock items that are running low.

4.2.5 When orders are placed, the total value in terms of cost prices (excluding VAT) must be calculated and recorded on the Budget Sheet. The sheet then shows the amount remaining in the budget that is available for future purchases.

4.2.6 The responsibility for raising orders is the Visitor Centre Assistant.

4.2.7 The responsibility for authorising orders is the Events and Promotions Assistant Manager and the Tourism Manager.

4.2.8 Merchandise Orders

- Aim to buy a 6 month supply per order
- If minimum order levels exceed the estimated 6 month supply, the order should be adjusted bearing in mind that the items should have been sold within 2 years
- Stock levels to be reviewed biannually. Consideration should be given to discontinuing lines and buying in new lines

### 4.3 Pricing

4.3.1 All items must be sold at the best achievable price. We strive to attain the maximum mark up without discouraging sales.

4.3.2 If a recommended retail price is given for an item, this will be the price charged.

4.3.3 For items without a recommended selling price the retail prices are calculated as follows:

- Check to see if the same item is available from another supplier i.e., Rotherham logo polo shirt and Yorkshire Tourist Board logo polo shirt. If yes, the same price should be charged
- Bear in mind the price the customer is willing to pay and competition locally

4.3.4 If an item will not stand the mark-up it should not be ordered (unless there are exceptional circumstances and the order has been approved by the Events and Promotions Assistant Manager).

4.3.5 Or in line with Culture and Leisure Services Fees and Charges that are 33% - 100% mark up.

#### 4.4 Performance Indicators

4.4.1 The Visitor Centre figures are collected from the till on a weekly basis.

4.4.2 Cash taking records are broken down into 5 sections:

- Sales -vat - Souvenirs, pens, pencils, mugs etc
- Sales - non vat - Maps, books, photocopies
- BABA - Book a bed head
- Ticket Sales - vat - Magna
- Ticket Sales – non vat

4.4.3 The target for all relevant performance indicators is to improve income annually.

#### 4.5 Negotiated Discounts

4.5.1 Other Council orders are charged as per the Merchandise brochure across the full range of stock.

4.5.2 Bulk purchases in the Visitor Centre are charged at a 10% discount across the full range of stock.

4.5.3 Other requests for discounts must be referred to the Events and Promotions Assistant Manager for approval.

#### 5.0 DISPLAY

5.1 Seasonal changes – the display should change as follows:

- Christmas display – early November
- Winter display – early January to March
- Spring display – March to June
- Summer display – June to September
- Autumn display – September/October to early November

#### 5.2 General Rules for Display

5.2.1 Prime products should be placed at hand level in a prime space. Secondary products should only be displayed in a prime position when the item is being promoted. The prime display area in the Visitor Centre / TIC is regarded as the following:

- The mobile display units x 2
- Glass mushroom display cabinet
- Glass display cabinet

5.2.2 Similar products should be displayed together, especially branded items.

5.2.3 The display should be departmentalised in a logical order.

5.2.4 The display area should not be cluttered.

5.2.5 The lockable glass display cabinet and the glass mushroom cabinet should be used to display fragile or more expensive items. Although this may reduce sales, it will give these items protection from accidental damage and theft.

### 5.3 Point of Sale

5.3.1 These notices are a non-verbal form of communication with the customer. They should answer all questions about the product, including the price.

5.3.2 Point of sale notices allow items to be set out for 'self-service'. Customers can come to a decision on whether or not to buy a product without needing information or help from the staff.

5.3.3 Clear Perspex notice holders will be used as point of sale, which should be attractive and informative.

### 5.4 Signage

5.4.1 As with point of sale notices, signs should be of good quality, attractive and informative.

5.4.2 Generic signage (e.g. maps, books) is not required, but sub-generic signs (e.g. on sale here, places to visit) should be considered, as this could be effective.

## 6.0 MARKETING

6.1 The Visitor Centre / TIC aims to give the sale of gifts and souvenirs a higher profile by:

- Including retail sales in any advertisement about the Centre's services
- Consider promoting retail sales on the tourism website allowing customers to order items on-line

6.2 The Visitor Centre / TIC will also run a promotional campaign to promote retail sales:

- Press releases and advertising in newspapers and magazines in line with the Tourism Marketing Plan
- Selling items that relate to events

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	<b>Tourism Panel</b>
<b>2.</b>	<b>Date:</b>	<b>2<sup>nd</sup> June 2008</b>
<b>3.</b>	<b>Title:</b>	<b>Update of progress of the Borough Wide Rotherham Visitor Economy Plan 2008 - 2013 document</b>
<b>4.</b>	<b>Directorate:</b>	<b>Environment and Development Services</b>

**5. Summary**

The Rotherham Tourism Plan 2005 – 2008 was completed and printed August 2005. As recommended when the plan was first undertaken the plan was reviewed and reported on every six months and at the end of the financial year. The plan has now come to an end and a Draft Visitor Economy Plan 2008 -2013 has been produced and consulted upon with partners.

**6. Recommendations**

**The report be received and the contents noted by members.**

## **7. Proposals and Details**

The Visitor Economy Plan 2008 -2013 is to replace the existing Tourism Plan 2005 - 2008.

The Draft Visitor Economy Plan has been produced and consulted upon with partners and other service areas in the council.

The proposed objectives of the Draft Visitor Economy Plan 2008 -2013 have been developed and are;

### Objective 1

To promote Rotherham as a visitor destination, improve the image and perception of Rotherham. This will increase the number of visitors and economic impact for the area.

### Objective 2

To improve the quality standards of the facilities, provide excellent experiences for the local residents and visitors to the area.

### Objective 3

To increase the skills base in the visitor economy associated areas.

### Objective 4

To implement a Destination Management Plan that follows a sustainable model for the visitor economy to be effective. As it is essential that all tourism related developments are sensitive to the local community, benefits the local economy and environment.

An action plan and editorial has been developed around these objectives and the local, sub regional, regional sub pan regional and national objectives. At present Yorkshire Forward and VisitBritain are reviewing the delivery of Tourism regionally and nationally respectively. This will affect how tourism is delivered in Yorkshire and the UK from 2009. Therefore the Draft Visitor Economy Plan 2008 -2013 has been developed, but will need changing to take account of the sub regional, regional and national plans which will be available from the end of June 2008.

## **8. Finance**

The Visitor Economy Plan 2008 -2013 will be financed within existing budgets, through existing partnerships and through applications to external funding bodies when appropriate.

## **9. Risks and Uncertainties**

The review of the delivery of Tourism through VisitBritain and Yorkshire Forward will influence the contents of the final version of the Rotherham Visitor Economy Plan 2008 -2013 and the existing draft document will need to be aligned to the sub regional, regional and national structures and delivery action points.

The Council has been consulted on the Draft Visitor Economy Plan for Yorkshire and Humber produced by Yorkshire Forward and we are awaiting the final version to be

able to utilise in conjunction with the Yorkshire Tourist Board Business Plan and the Yorkshire South Tourism Action Plan for the future development of our local plan.

If the delivery of the Visitor Economy Plan 2008 -2013 objectives and action points are not achieved business growth in the visitor economy may not be achieved. New start ups may not be generated. Quality Standards may not be maintained or improved. Partnerships could become dysfunctional or disbanded. The Borough's image may not be portrayed as a visitor destination, which may affect visitor numbers and lack of investment in the area, thus reducing the opportunities for job creation and ensuring sustainable developments. The skills base of local residents may not match the required values by the business community to deliver appropriate standards.

### **10. Policy and Performance Agenda Implications**

The Visitor Economy Plan will be based upon priorities within the Corporate Plan, Regeneration Plan, Community Strategy, and has utilised the RMBC Equalities and Diversity Tool Kit and includes:

Improving and promoting the image of Rotherham by transforming the image of Rotherham and addressing the negative views both within and outside of the Borough

Providing an excellent and sustainable environment for businesses by providing the conditions to attract and support people with new ideas, business start ups and will ensure continued long-term business growth

Provides an excellent environment for people to fulfil their potential by enhancing people's skills to participate in and benefit from regeneration

The Visitor Economy Plan will include the priority of utilising a Sustainable Destination Management Model, as it is essential that all tourism related developments are sensitive to the local community, benefits the local economy and environment

It includes the enhancement of public transport, access to public rights of way for cycling and walking

The plan includes wildlife and open spaces, culture, leisure and sport

The plan has considered Best Value and will include relevant performance indicators

### **Background Papers and Consultation**

Consultation with Rotherham Tourism Forum January 2008

Consultation with Council service areas and Tourism Forum members

Consultation with Partners Yorkshire Tourist Board, Yorkshire South Tourism and Yorkshire Forward

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