

Cheshire & Warrington Destination Management Plan

2024 - 2029

**Marketing
Cheshire**

**Local Visitor
Economy
Partnership**

Recognised by

VisitEngland

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Executive Summary

This Destination Management Plan (DMP) is the result of extensive consultation to produce a document that has the support of the many stakeholders in the Visitor Economy. Whilst the delivery of the DMP will be led by Marketing Cheshire, many partners will be required to ensure its success. The DMP is supported by a separate evidence base and report of consultation.

The DMP's Vision: By 2029 Cheshire will be nationally recognised as an aspirational destination, where visitors can be assured of premium but accessible experiences built on unique heritage, a modern and sustainable approach, cultural facilities, quality businesses, a warm welcome, and its outdoor offer. Tourism will be a thriving part of the most sustainable, inclusive, healthy and growing economy in the UK.



Cheshire and Warrington have particular strengths in the family market, complemented by luxury experiences and internationally important heritage. There is an emerging events/cultural product and recent investment in key facilities, including accommodation businesses. More investment is either planned or underway. Indicators present a mixed picture, with attractions, especially outdoor ones close to major conurbations, recovering well from Covid and Marketing Cheshire's digital channels showing growth. Accommodation performance is doing less well, with a performance gap emerging between Cheshire & Warrington and the country as a whole.

Cheshire and Warrington are well placed to take advantage of emerging trends, including a desire for outdoor recreation, travellers staying active for longer and an increase in family celebrations. There is every reason to be confident but a clear need for more resources to be available to make the most of these opportunities.

This Destination Management Plan has three primary aims:

- To use the visitor economy to continue to develop and enhance the appeal and image of places in Cheshire to a range of audiences.
- To spread the benefits of tourism as wide as possible across Cheshire, using our strongest brands to the benefit of all.
- To reinvigorate the visitor economy of Cheshire through enhanced partnerships and stable financing

This will be achieved through the delivery of three priorities (in no particular order), described in the Framework for Interventions (Section 5) with an accompanying action plan:

Priority 1:

Enhance the awareness and appeal of Cheshire as a destination

Priority 2:

Develop our product and places

Priority 3:

Manage our visitor economy effectively

1.0 Introduction

Introduction

Cheshire and Warrington is one of the most attractive tourist destinations in the UK. We have broad appeal, its wealth of family attractions complemented by luxury experiences and internationally significant heritage. In some parts of Cheshire, tourism is long-established and recognised for its importance to the local economy. In other areas it makes a crucial contribution to the image and reputation of towns as places to live and work.

The county has appeal to both domestic and international visitors. Chester's Roman heritage, its unique historic architecture and its position as the gateway to North Wales have led to it being much loved and visited for generations. Cheshire's countryside, including the Western edge of the Peak District National Park, Delamere Forest and Alderley Edge, is quintessentially English with charming villages, waterways and a concentration of historic houses and gardens, forming part of a growing leisure offer.

Chester is also home to Chester Zoo, one of the biggest paid attractions in the UK, which is going from strength to strength with major developments underway.

The Zoo is just one of our outstanding family attractions, joined by the Ice Cream Farm, Jodrell Bank (a UNESCO World Heritage Site), the National Waterways Museum, Gulliver's World and BeWILDerwood to name but five.

Tatton Park was the 5th most visited paid attraction in the UK in 2022, and there is a concentration of major National Trust properties, including Lyme Park & Little Moreton Hall. We are home to an emerging cluster of innovative and appealing events, including the most prestigious Flower Show outside London (RHS Tatton), new facilities such as Warrington Time Square, Chester Market (which attracted 2 million visits in its first year of operation), LY2, Storyhouse, and we recently hosted the Rugby League World Cup in Warrington, including the world's first international physical disability tournament.

There has been significant investment in our attractions (including the Gulliver's World woodland retreat lodges), accommodation and supporting facilities with more to come. Our luxury, high end products are ideally suited to benefit from recent trends in wellness and pampering. For business tourism we are home to a group of high quality residential venues and an exciting opportunity to connect to the wider Cheshire Economy through the Science Corridor and Origin initiatives.

Along with the rest of the country, Cheshire and Warrington have suffered badly from the Covid pandemic and subsequent increases in the cost of living. Yet we have many reasons to be confident: our outdoor and rural product has become increasingly attractive to consumers, there has been investment in key facilities and we are well placed to take advantage of current trends, such as visitors travelling shorter distances from where they live, an older population and multi-generational holidays. Exciting plans are in place for major investment in Chester Zoo, Walton Hall, The Mere Hotel and many other facilities.

This Destination Management Plan sets out the current situation and indicates how all partners in Cheshire, led by Marketing Cheshire (the official Local Visitor Economy Partnership for the area), will take forward a series of actions to improve the performance of our visitor economy over the next three to five years. It has been developed with partners, based on extensive consultation with key stakeholders, and will be delivered in partnership as we all take our wonderful destination to the next level.

2.0 Vision

Vision

By 2029 Cheshire will be nationally recognised as an aspirational destination, where visitors can be assured of premium but accessible experiences built on unique heritage, a modern and sustainable approach, cultural facilities, quality businesses, a warm welcome, and its outdoor offer. Tourism will be a thriving part of the most sustainable, inclusive, healthy and growing economy in the UK.



AIMS & OBJECTIVES

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This will be achieved through the delivery of three priorities (in no particular order):

- **Priority 1**
Enhance the awareness and appeal of Cheshire as a destination;
- **Priority 2**
Develop our product and places;
- **Priority 3**
Manage our visitor economy effectively

3.0 Strategic & Policy Context

Strategic & Policy Context

Trends

A range of recent and post-Covid trends that impact on the visitor economy can be identified and are summarised in more detail in the evidence base. A more detailed policy review can also be found in the same document.

- The staycation phenomenon is likely to remain
- Financial pressures and cost of living crisis are creating uncertainty
- Inbound travel appears to be recovering more quickly, driven by North American visitors
- Visiting Friends and Relatives/Multi generational travel/celebration are increasing
- Sustainability is becoming more of a factor in decision making
- Outdoors, Wellness and Relaxation
- Workforce issues
- Inflationary Pressures on the Sector

Longer term trends include:

- Increasing choice of destinations across the globe and subsequent competition for visitors
- Connectivity – Ease of travel is a significant factor in consumer decisions
- Travellers are becoming older, people are living and staying active for longer.
- Accessibility - there is an expectation that destinations and business will be fully accessible to all
- 'Box Office' – high end experiences shareable on social media



National and Local Policy

There are strong commitments and ambitions regarding the visitor economy across all three boroughs in Cheshire. Nevertheless, a number of key economic documents do not recognise the contribution of the sector and work needs to be done to champion tourism's importance to the wider economy.

At a national level, there are encouraging commitments to spreading the benefits of international visitors (which has strong potential for Cheshire & Warrington), and an identification of the significance of one of Cheshire's target market segments-'free and easy mini breakers'-as the key domestic opportunity.



4.0 Destination Status

Destination Status

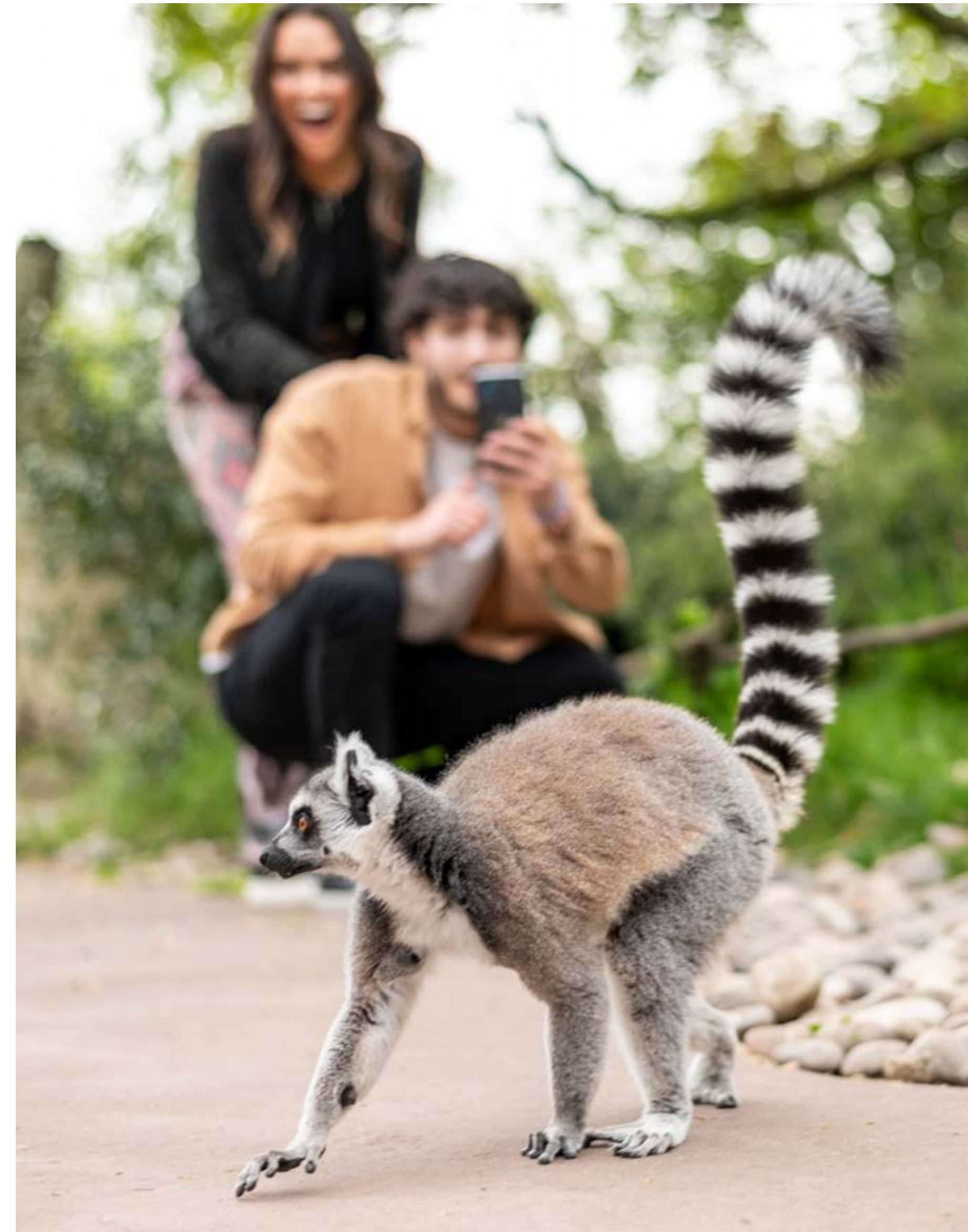
Product Offer

Accommodation - According to a database supplied by Marketing Cheshire, accommodation in Cheshire is dominated by the serviced sector, accounting for almost twice as many businesses as the non-serviced sector and providing a 7:1 ratio of rooms (7,379 vs 1,1164). This includes over 110 businesses which could be classed as 'Hotels', along with a large number of B&B's. In contrast, there are relatively few serviced apartment businesses (9 with 83 rooms) although there is a large number of self-catering businesses (82).

Cheshire has an important cluster of large, high quality, country house hotels with dedicated leisure, function and meeting facilities. As well as Chester itself, there are concentrations of accommodation businesses in Knutsford, Macclesfield and Warrington. There are signs of innovation in recent developments in, particularly, Chester and Warrington and investment is taking place throughout Cheshire.

Product Themes

The following table outlines Cheshire's offer categorised by a series of generic experience themes. It should be noted that some of these (and products) overlap - e.g. much of the discovery and enrichment theme will also cross-over with the family and places themes. These themes focus more on the destination offer rather than individual businesses - e.g. spa or golf hotels.



Discovery and Enrichment

A strong theme for Cheshire with a portfolio of museum, heritage and cultural attractions. These are broken down into the following categories (although there are overlaps between these for many attractions) – notable attractions include:

Arts and culture attractions

Including: National Waterways Museum, Chester Cathedral (incl. Tower visits), Grosvenor Museum, Storyhouse, Warrington Museum and Art Gallery, Congleton Museum, Theatre Porto, Chester Walls, several guided tours of Chester including Ghost Tours, Daresbury Village (Alice In Wonderland), Stretton Water Mill. Heritage / industrial heritage: Quarry Bank Mill, Jodrell Bank, Hack Green Nuclear Bunker, Cotebrook Shire Horse Centre, Anderton Boat Lift, Weaver Hall Museum, Silk Museum, Lion Salt Works, Catalyst, Nantwich Museum, Deva Experience, Chester's Walls, Rows, Amphitheatre and other Roman heritage and tours, Canals including the Cheshire Ring, Nether Alderley Mill

Gardens

Including: Hare Hill Gardens, Lovell Quinta Arboretum, Ness Gardens, Arley Hall, Capesthorpe Hall & Gardens, Walton Hall & Gardens

Historic Houses and Sites

Including a concentration of Elizabethan half-timbered house– sites include: Arley Hall, Beeston Castle, Cholmondely Castle (Gardens), Tatton Park, Lyme Park, Little Moreton Hall, (all National Trust), Bolesworth, Capesthorpe Hall & Gardens, Tabley House, Gawsworth Hall.



Places

Cheshire has a number of distinctive places. These are typically a combination of elements – history, sense of place and architecture, independent retail, food and drink, attractions, scenery and walks, and possibly TV/film associations. They are a draw for visitors – who may do something specific or potter for a half day. They include Chester, Macclesfield, Knutsford, Delamere Forest, Frodsham, Northwich, Tattenhall/ Tarporley, Stockton Heath.

Family

Arguably Cheshire's strongest theme and already identified as a key attractor. Chester Zoo is one of the pre-eminent family attractions in the UK and is supported by a number of others including Gulliver's World Resort, BeWILDerwood, Blue Planet Aquarium, The Ice Cream Farm, Jodrell Bank, National Waterways Museum, Beeston Castle, Sick to Death, (Breakout Room and Treasure Hunt), Delamere Forest (incl. GoApe), Blakemere, Cheshire Outdoors, Chester's Roman & Medieval Heritage & riverside, augmented by the high quality family culture offer of Theatre Porto. Family attractions are supplemented in some places by dedicated accommodation (e.g. Blakemere and Gulliver's World Resort)

Performance, Sports and Entertainment

Live entertainment is a key motivator for many visitors – the hook is the particular performance they are interested in. A performance can be music, culture and sports. Facilities include:
Theatre: Crewe Lyceum, Theatre Porto, Storyhouse, Grosvenor Park Open Air Theatre, Nantwich Civic, Congleton Theatre
Music / concert / comedy venues: Storyhouse, Crewe Market Hall, Telford's Warehouse, The Live Rooms, LY2, Pyramid & Parr Hall Warrington, Warrington Market
Sports: Chester Racecourse, Oulton Park, Macclesfield Town FC (celebrity connections), Warrington Wolves RLFC, Bolesworth International, Crewe Alexandra FC, Chester FC, Golf courses

Events

Cheshire has a wealth of events. Like performances, these will have their own distinctive, and often niche, audiences. Impacts vary depending on timing, location and size (and audience origin).

As well as the highlight meetings at Chester Racecourse (May - October), there are particular strengths in:

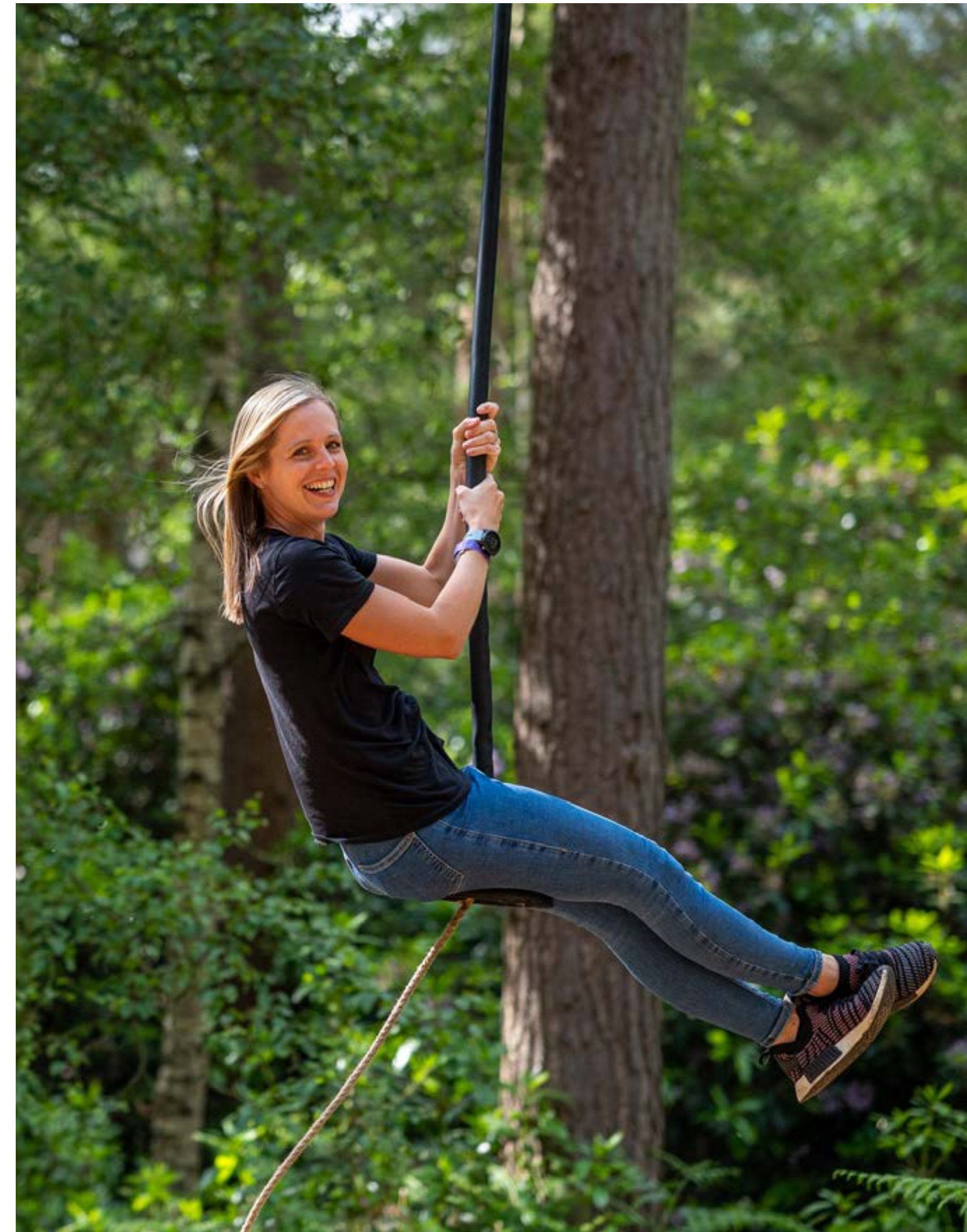
Food & Drink Festivals: Great British Food & Drink Festival (Arley Hall), Cheshire Food Festival (Walton Hall), Taste Cheshire Food & Drink Festival (Racecourse)

Outdoor festivals, concerts and cinema in the Summer: Deva Fest (Cholmondeley), Now Northwich, Rewind (Capesthorpe Hall 2023), Bluedot (Jodrell Bank), Forest Live (Delamere), Neighbourhood Weekender, Canal Boat Festival (NWM), Dean's Field cinema
Christmas outdoor events: Dressing of major

attractions (Chester Zoo, BeWILDerwood, Blakemere, Bolesworth etc.), parades and market in Chester, Warrington Weekend Wonderland; Luminare at Walton Hall & Gardens

Sports Participation: Warrington Running Festival, The Chester Marathon/Half Marathon, Polo, Chester Regatta Other major events include: RHS Flower Show (Tatton), Just So Festival (Rode Hall), Warrington Contemporary Arts Festival, Chester Heritage Festival, Chester Contemporary

Chester is home to the world famous Chester Mystery Plays which take place every 5 years, the next cycle will be in 2028.



Shopping

Also an extremely strong theme for Cheshire: Chester itself has retained some key brands (Barbour, Lakeland etc.), and its unique 'Rows' feature an array of independent and national retailers as well as a concentration of jewellers. Cheshire Oaks is one of the most significant shopping destinations in the UK and the shopping opportunities of e.g. Knutsford and Macclesfield are also outstanding.

Social Fun/occasion/celebration

Cheshire offers several opportunities. Ones with the potential to motivate visitors (or differentiate the area) are pamper/spa breaks, Chester racecourse (with its unique city centre location), and shopping (Chester and Cheshire Oaks). Weddings are particularly strong in Cheshire with celebrity influence and high profile examples at Chester Cathedral in 2024. Weddings are to some extent driven by the local population and more difficult to influence, although 75% of weddings in Cheshire East are non-local. Students throughout the county have graduation celebrations. High quality food and drink offer, including Michelin-starred restaurants and local produce provide further opportunities.



Pamper/Luxury

Another real strength for Cheshire with an array of nationally recognised and high quality hotels with dedicated spa, leisure and sport facilities including on-site golf courses

Active

Vast tracts of Cheshire are rural, including the Peak District (and edge) areas of East Cheshire, the Sandstone & Gritstone Trails, Delamere Forest, Alderley Edge. Warrington has several local nature reserves and major parks. The vast expanses of rolling dairy farmland give plenty of opportunities for gentle and relaxing walking, complemented by a range of towpath and riverside walks. The Dee offers opportunities for kayaking and paddleboarding. This is offered by commercial businesses who are joined by other providers including Cheshire Outdoors. There are opportunities for walking, running & cycling, but Cheshire lacks the profile of other destinations like the Yorkshire Dales or Peak District.



Business Tourism

Largely hotel or venue rather than place based, particular strength in team building and corporate days out. Chester Racecourse is probably the strongest and most versatile non-hotel offer but has limited availability during race season. The Science Corridor network and Origin are an opportunity to develop ambassadors to attract business tourism events, as is a potential to link smaller venues in Chester city centre (e.g. the Cathedral and Town Hall).

Surrounding destinations and product

Major surrounding destinations include Liverpool, Manchester, the Peak District and North Wales. These might generate visits to Cheshire (e.g. a visitor staying in Liverpool visiting Chester for the day) or add value to the Cheshire offer (e.g. a visitor staying in Macclesfield and visiting Buxton for the day).

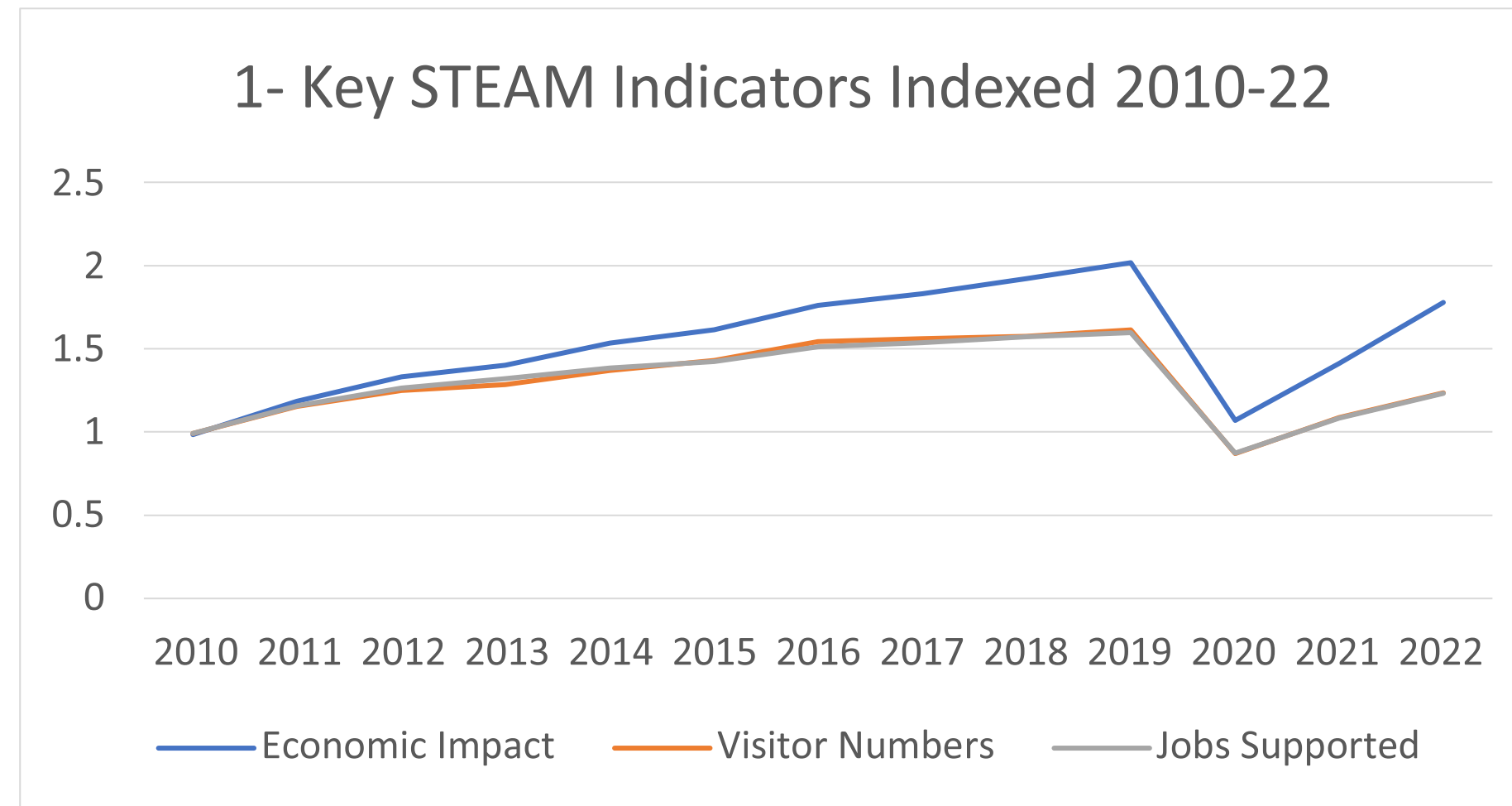


Destination Performance

STEAM

According to STEAM, in 2022 (the most recent year of data), some 50 million visitors came to Cheshire, generating £3.41 Billion of economic impact and supporting 35,000 jobs.

STEAM economic impact data for Cheshire has been produced for a considerable period of time, by indexing these figures (where the 2010 start point is set at 1), trends are easily identifiable in Graph 1. Economic Impact grows at a faster rate and doubles in the 9 years to 2019, recovering to 2016 levels in 2022. Visitor numbers and jobs supported are on an identical trajectory, with 2022 totals equivalent to 2012.



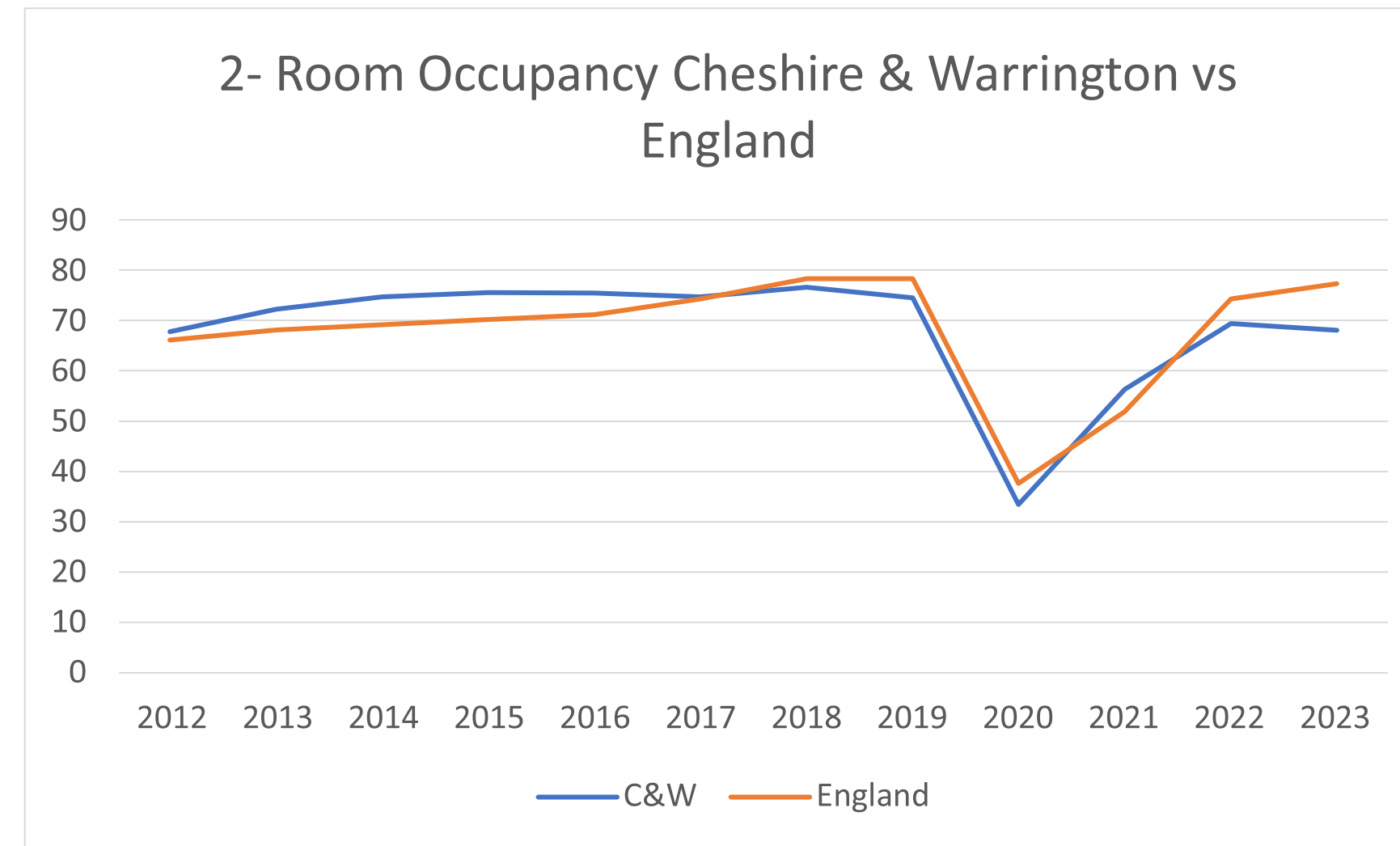
Accommodation Occupancy Trends

Marketing Cheshire have invested in occupancy data from acknowledged global leader STR for many years, enabling the tracking of key indicators such as room occupancy, in a robust manner.

The current STR sample for Cheshire & Warrington comprises of 61 hotels with over 4,800 rooms. Graph 2 shows that occupancy has remained relatively static but achieved strong growth between 2012 and 2015, rising from 69% to 75%, peaking in 2018 at 76% prior to dropping 1% in 2019.

The graph compares the local picture with occupancy in England as a whole as measured by Visit Britain's UK Occupancy Survey*1 The graph shows Cheshire outperforming the country until 2017, since when it has underperformed. For 2023, Cheshire and Warrington is tracking some 10% points behind England.

*1 Note that the methodology for UKOS changed in June 2017 and comparability, whilst useful, is not guaranteed.



Source: STR Global/UKOS

Visits to Tourist Attractions

Visit England's annual survey of visits shows that the largest attractions in Cheshire are achieving six and seven figure attendances. Post-Covid trends are clear, with some outdoor attractions showing large increases in 2022 against 2019 (the last 'normal' year). This is particularly the case for those next to large conurbations.

Whilst most attractions have not returned to 2019 levels, there are encouraging signs of year on year growth between 2021 and 2022 for the majority (11 out of 18 over 5,000 visitors per annum).

*Attraction changed from free to paid entry;
**financial year data;
***Relocated to a pop up location in 2021/2022 (Source: Visit England and attractions own data)

International Visitors

A comparative analysis of international visitors undertaken by Destination Chester, using data from the International Passenger Survey from 2019-2022 showed that, over the ten years 2010-2019, Chester was in the middle of the league table of thirteen selected historic cities. For 2022, however Chester is second from bottom in terms of performance against its own ten year average, indicating a long term decline.

This indicator, however clearly shows that the Southern and Midlands historic destinations are faring better than those in the North, with Lincoln, York and Durham also in the bottom four. In terms of post-Covid recovery, Chester is faring well, running at 91% of 2019 levels (the fourth highest).

Other Indicators

As well as the key destination level indicators already identified (volume & value, accommodation occupancy and visits to tourist attractions), other indicators at destination level are available. In addition, some of Marketing Cheshire's own activities, do provide information at a wider level. These are summarised below.

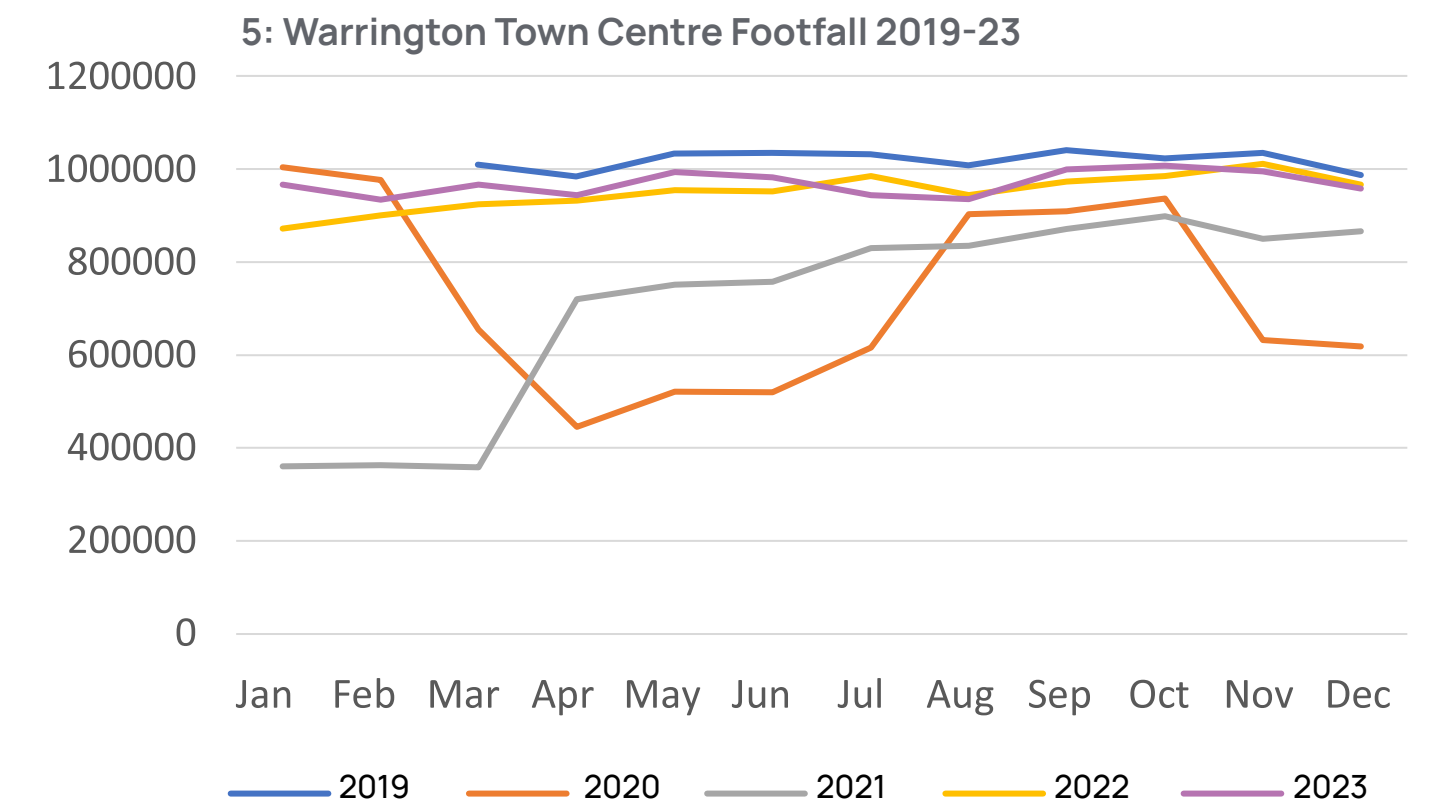
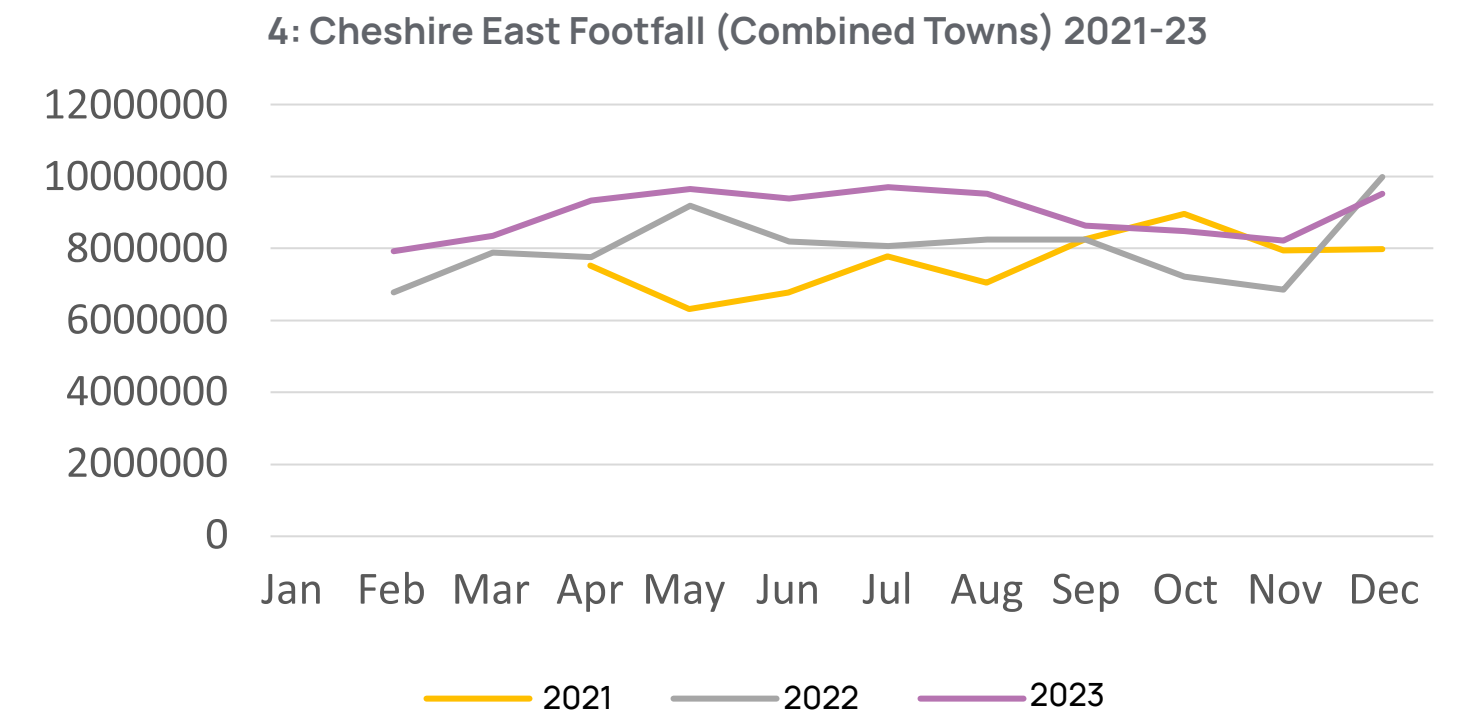
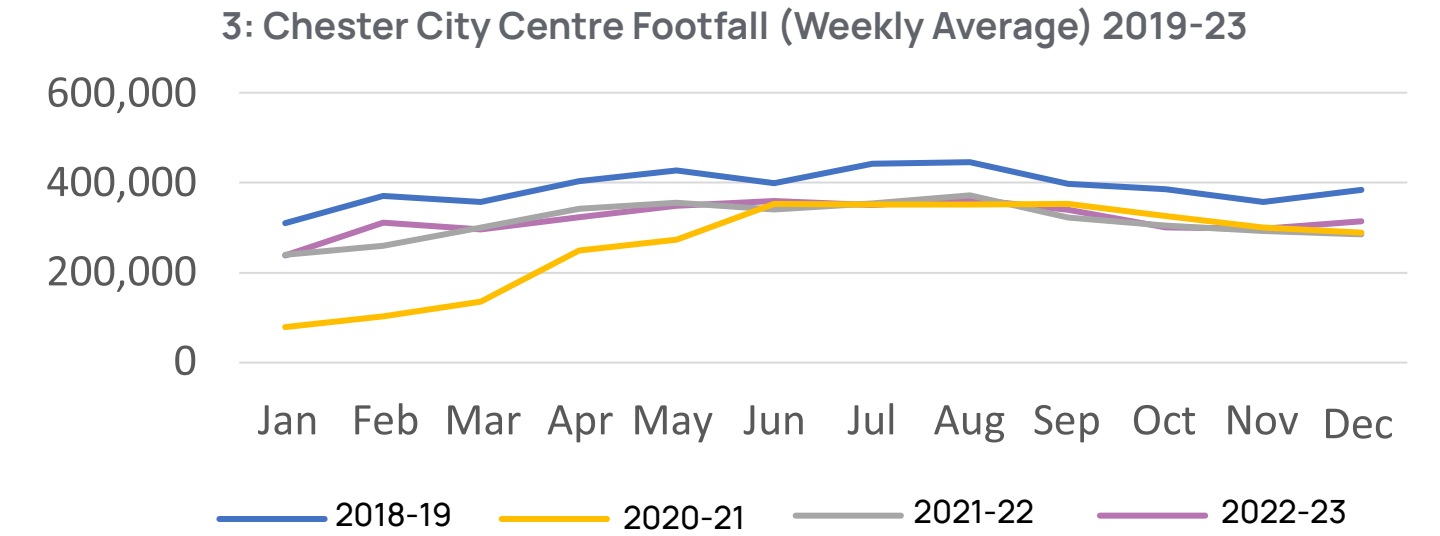
Chester, Cheshire East, Warrington Footfall

Local authorities across Cheshire monitor footfall through differing methods, physical and non-physical.

Graph 3 shows the footfall for the 12 months to the end of December 2023 in Chester, which is largely equivalent to the previous 12 months (both years total c. 16m).

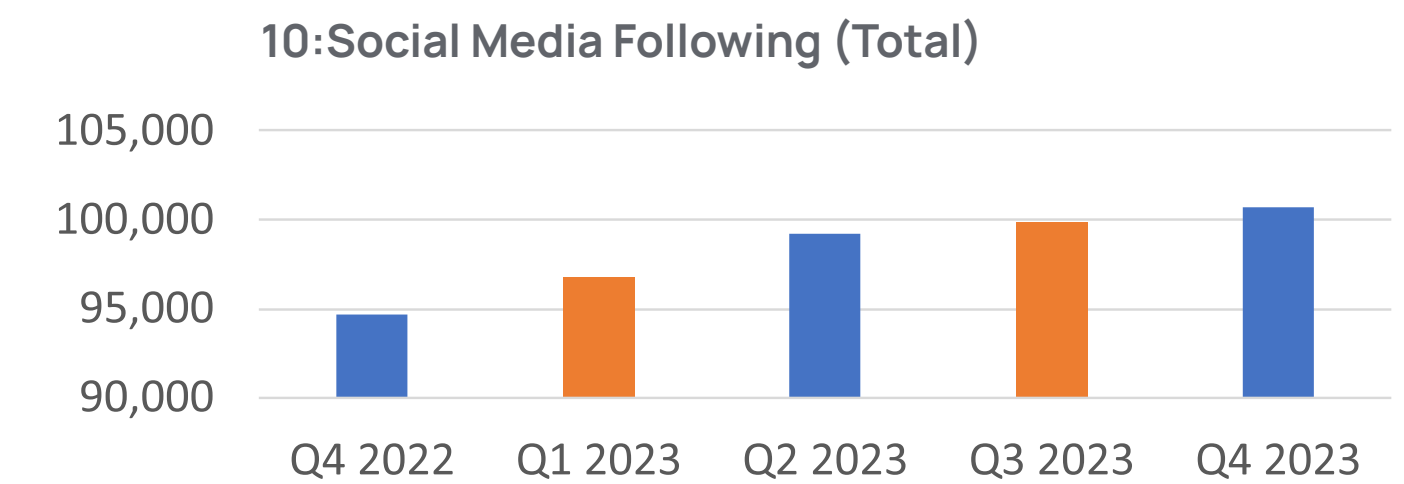
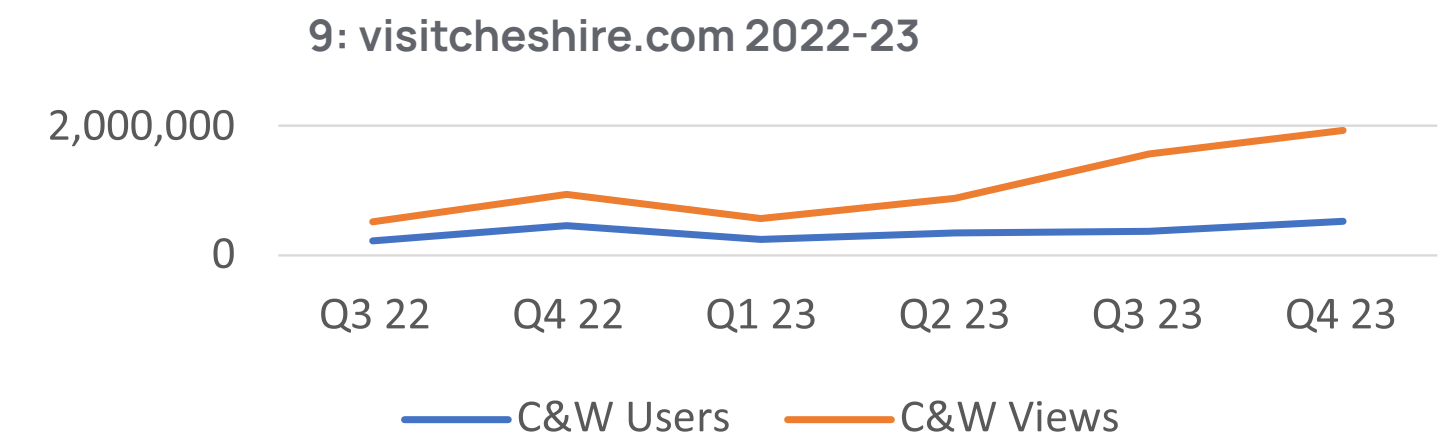
Graph 4 shows combined monthly year on year performance for 11 towns in Cheshire East, total footfall across the whole district is some 11% up on 2022 (107 m vs. 95 m), with Macclesfield showing a 3% increase on 2022.

Warrington (Graph 5) records footfall at three locations and recorded a 2% increase from 2022 to 2023 (11.6m vs 11.4m), Comparing 2019-23, Warrington has almost fully recovered, with March to December 2023 footfall at 96% of 2019 levels.



Digital Marketing

Graphs 6 and 7 show the performance of two of Marketing Cheshire’s key marketing activities, the website and social media accounts. Web users over the last year have fluctuated (with growth year on year), but views in the last two quarters increased at a much higher rate, indicating that each user is looking at more sections of the website. In contrast, social media is showing strong growth over the last 12 months, with the total following up c. 6% to over 100,000.



Target Markets and Marketing

Using Visit England's Project Lion segments, Marketing Cheshire targets 3 distinct segments:

Segment	Free and easy mini breakers	Country loving traditionalists	Aspirational family fun
Age	25-45	50+	Under 50's
Income Bracket	Average ²	Average	Higher
Lifestage	Pre-nester couples/friends	Empty Nesters	Most likely to have children
Holiday Priorities	Public transport, Festivals, music, sporting and cultural events	Clean & tidy environment, local food & drink, countryside breaks	Nightlife, festivals, music, sporting and cultural events,
Activities	Shopping, museums and galleries, cultural entertainment, explore the city	Culture, history and heritage	Theme parks or zoos
Accommodation Preferences	hotel accommodation	Looking for good quality, secure accommodation, often smaller	Hotels
UK holiday taking	City break for 1-3 nights	Likely to have taken a short break in England in the last 12 months	More likely to take a longer holiday but typically 1-3 night city break
Booking habits	71% book online	Direct through accommodation provider	Most likely to book online through a third party/OTA

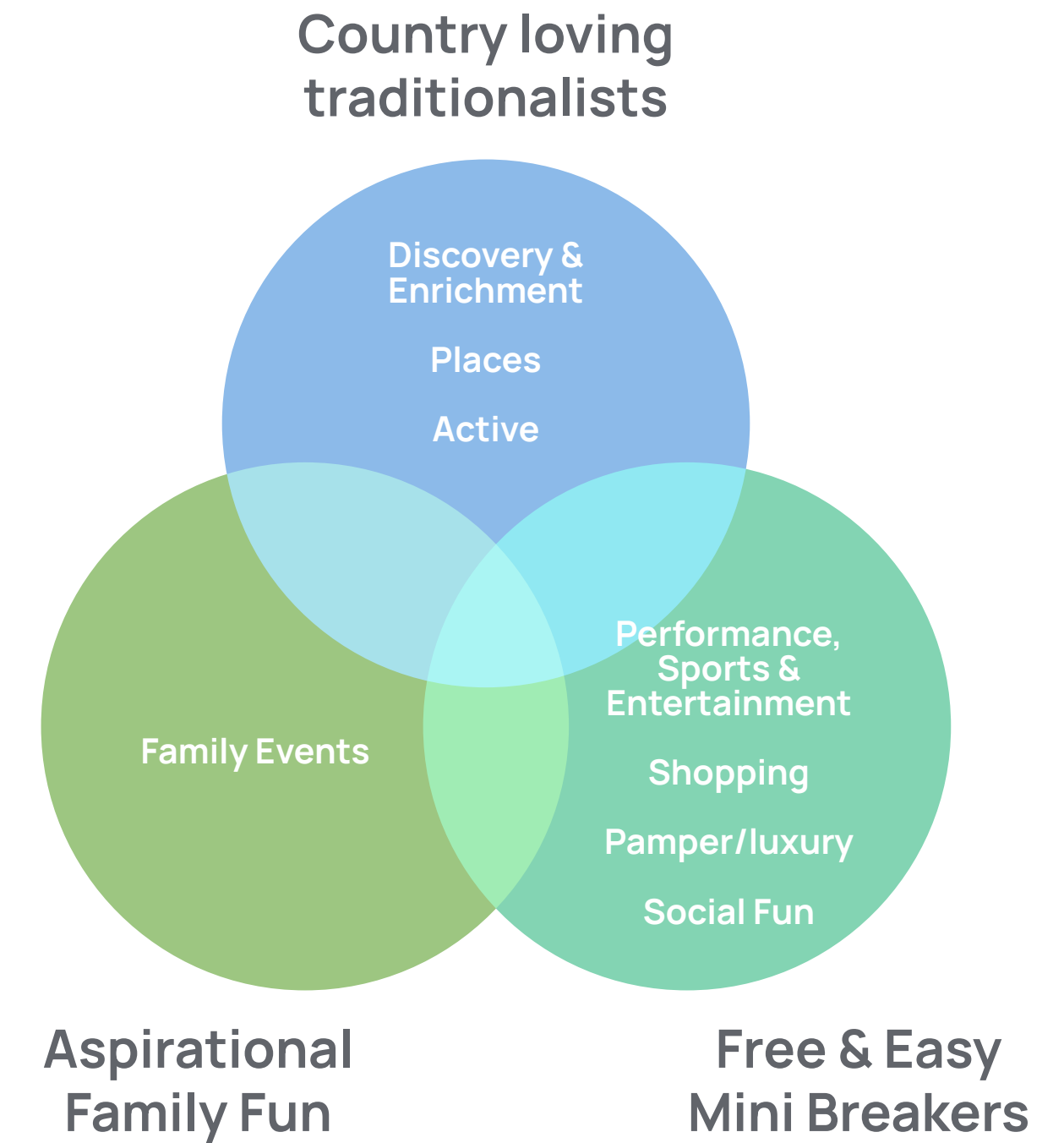
²£25k-£45k p.a.

Product/Market Fit

The diagram below maps these three segments against a selection of the product themes in 4.1 where Cheshire has particular product strengths. Marketing Cheshire’s marketing strategy is currently in development with major initiatives around brand, a new website and other projects. The strategy is due to be complete in March 2024.

In the next two years Marketing Cheshire will focus on initiatives over 2024/25 that allow them to create a consistent and high quality experience for visitors. Re-positioning the brand and website to be premium, aspirational and inspirational, moving away from an information centric approach. The seasonal advertising approach will continue with sponsorship from transport providers and wider Cheshire attractions, with a focus on experiences.

Marketing Cheshire are designing a high quality customer journey from search all the way through to post-arrival, that offers visitors new ideas and bookable experiences to maximise their time and value from the destination, specifically designed around towns and villages; building their profile, whilst offering visitors a base to explore. Their corporate marketing will look to harness larger businesses with support and sponsorship as part of the Best of Cheshire, offering businesses the tools to market the benefits of the destination to employees and support initiatives such as the tourism awards, attractions cards, or specific benefits and perks.



Management Structures & Capacity

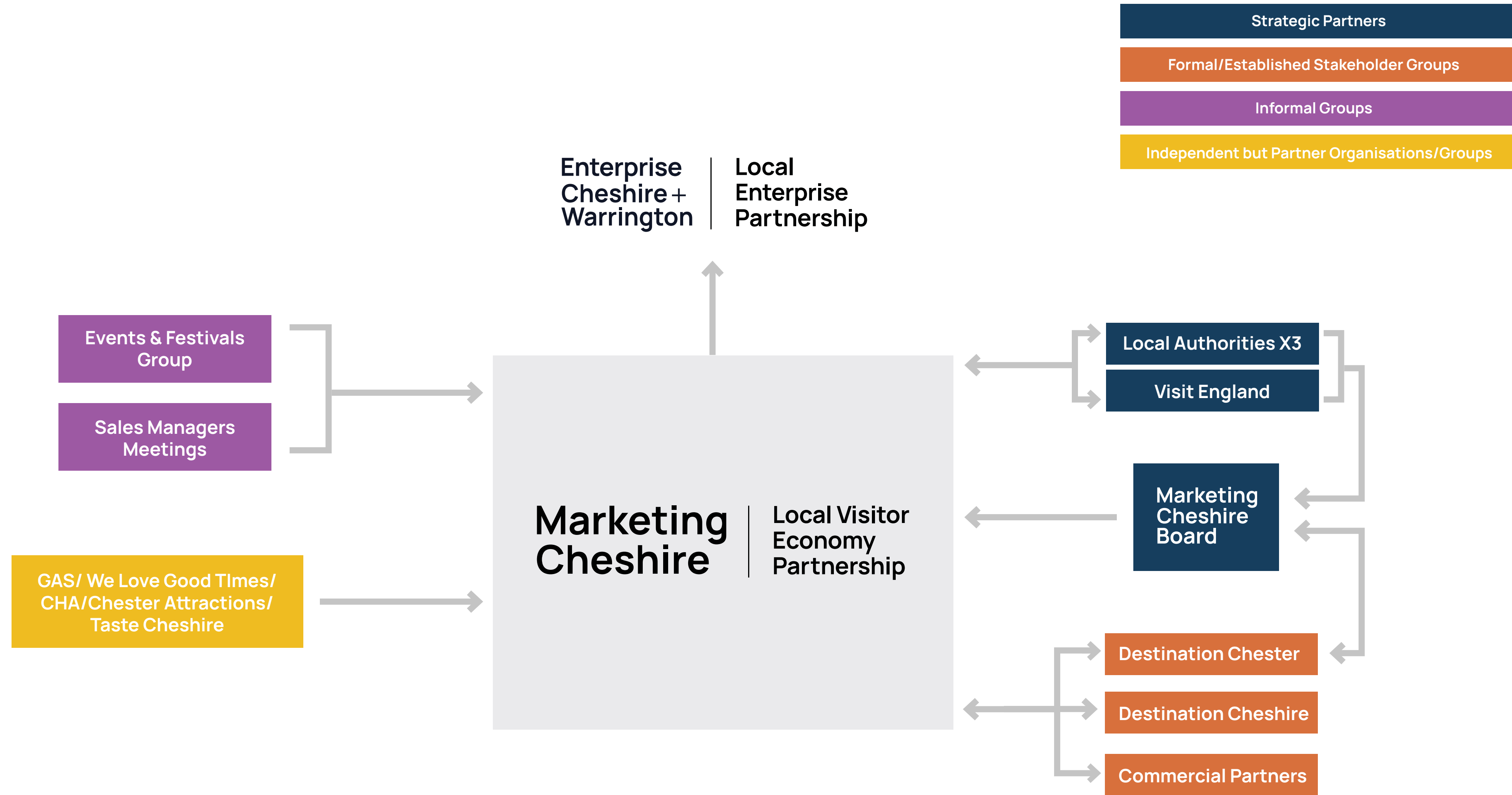
Structures & Relationships

As the officially appointed Local Visitor Economy Partnership for Cheshire and Warrington, Marketing Cheshire leads the visitor economy for the county, working with stakeholders both private and public. Organisationally, Marketing Cheshire formed part of the Local Economic Partnership (LEP), now Enterprise Cheshire and Warrington, and has some common administrative and financial functions.

Stakeholder relationships are delivered in a number of ways: on a 1:1 basis with members, through engagement with local and thematic networks e.g. Events Group and via Service Level Agreements with the three local authorities. Oversight is provided by the Marketing Cheshire Board.

The principal private sector led collaborative/ engagement networks are Destination Chester (which also functions as the 'Visit' Group of the Chester One City Plan), and Destination Cheshire, both facilitated by Marketing Cheshire. Marketing Cheshire has formal relationships with its own members and strategic partnerships with the three local authorities. There are a number of independent groups and organisations who have a role in the visitor economy with whom Marketing Cheshire (and its partners) work in partnership.

The simple organogram on the following page demonstrates current relationships.



Resources & Capacity

Marketing Cheshire has 16 staff (11.9 FTE), including 7/4.5FTE in the Chester VIC (which is financially supported by Cheshire West and Chester Council). In addition to this core resource, local authority teams provide staff dedicated to the visitor economy (including the Macclesfield VIC) alongside cultural facilities/development, business support and environmental teams etc.

Marketing Cheshire's 2022-23 operating budget was c. £1m and is set out in the table below, there has been a 50% reduction since 2018.

Strengths, Challenges & Opportunities

The tables below are a summary of the strengths, challenges and opportunities for Cheshire and Warrington.

Strengths	Challenges
Thriving • Heritage • Distinctiveness • Welcome • Aspirational • Connectivity • Market towns • Accessible countryside • Independent businesses • Variety: Peaks and Plains, City and Countryside • Picturesque • Culture • Quality • Events • Wealth/affluence • Science Corridor / Origin • Waterways • Filming interest • LVEP Status	Connectivity esp. rural areas incl. digital • Overshadowed by neighbours e.g. Liverpool, Manchester, North Wales • Similarly other heritage destinations e.g. York • Complex and unclear brand • Being left behind • Declining market share • Lack of profile • Skills shortages • Resources for destination activities • Over supply of e.g. wedding venues • Declining towns and villages • Communicating the quality of the offer • Complacency/Over confidence • Insularity • Lack of investment • Lack of Data and Intelligence • Few attractions that are a full day out • Lack of a combined authority • No dedicated Film Office

Opportunities

Opportunities are broken down into three categories.

1. Product e.g. investment in facilities and businesses, enhancement of existing events or development of new events.
2. Markets – strong, growth or emerging markets where Cheshire has a distinct competitive advantage
3. Destination Management – A range of actions that will be led by Marketing Cheshire and overseen through this Destination Management Plan. Includes activity on business support. As part of the LEP, there is a particular opportunity for integration with wider economic strategy & efforts.

Product

- Cultural and Sports events
- Wellness/Luxury
- Food & Drink
- New & Refurbished Accommodation Stock
- Capital Projects; Chester Zoo, Walton Hall Park & Gardens, Chester Cathedral

Markets

- Active Families (UK Day & Staying Visitors)
- Mature Heritage Seekers (UK Staying Visitors)
- Business Visitors Through e.g. Science Corridor Ambassadors/Origin
- Overseas Heritage Seeking Markets esp. USA and near Europe (through international travel trade)

Destination Management

- Sustainable Funding Models (BID etc.)
- Strengthened Destination Leadership
- Enhanced Stakeholder Engagement
- LVEP and wider Partnership with other areas/sectors
- Devolution
- Brand Coordination
- Integration into wider economic strategy through LEP
- Skills strategic approach - Partnering and perception changing
- Sustainability, Accessibility & Inclusivity - work underway
- Data and Insight - market data
- Innovation Projects (Packaging)
- Local Pride

5.0 Framework for Interventions

Framework for Interventions

Introduction

The first half of this report has concerned itself with Cheshire and Warrington's current situation as a visitor destination and started to look at opportunities. We are in a fortunate but vulnerable position.

We have a well established sector with strong products and an enviable reputation for quality experiences. Nevertheless, competition is becoming stronger and a number of our indicators are going in the wrong direction. Business as usual is not an option, equally radical surgery is not required. We need to focus our efforts on what we do best and innovate to maintain and improve our competitive position. Doing a few things very well is better than spreading our resources too thinly, diminishing the returns on our efforts.

Our vision is to be both aspirational (without being elitist) and accessible. Quality is our watchword and we need to embed aspiration into all our areas of work including our brand, our approach to tourism careers, our visitor welcome, our food and drink offer, and our awards programmes.

The biggest challenge in delivering our ambitions is the relative lack of resources available to Marketing Cheshire and our key partners. We have therefore set our programme out in two subsections, what we can currently achieve and what could be delivered if additional resources were available.

This DMP is being produced at the same time as the refreshed Cheshire and Warrington Sustainable & Inclusive Economic Plan. That document has four key priorities- Growing, Inclusive, Healthy, Sustainable (GIHS), under which it clusters a range of projects. Whilst that framework is not 100% suitable for this DMP, we have indicated how our actions will contribute to those four goals in each table. Our approach will be informed by how we work as much as what we do.

We Will:

Be Sustainable

Sustainability will be central to everything we do - fundamental to the way we approach developing our visitor economy. This will include: seeking inclusive growth; strengthening the circular economy and use of local suppliers and labour; seeking to balance visitor value with carbon consumption (on e.g. travel to Cheshire and Warrington); encouraging efficient use of energy and resources among businesses and visitors and use of public transport; whilst recognising and mitigating against negative impacts on our communities and natural environment. We will investigate sustainability monitoring within our overall intelligence approach.

Be Accessible, Inclusive and Diverse

We will work towards a shared vision of making Cheshire a welcoming destination for all. We will strive to make our marketing and communications, place and partnership working accessible to all and work with our partners to raise awareness of the social and legal obligations to provide services and facilities that are as accessible as possible. Encouraging the development and promotion of accessible information, business and product development, customer service and physical facilities throughout the county will be fundamental to our programme

Work in Partnership

Our partnership structures are strong: Marketing Cheshire's two primary engagement groups: Destination Cheshire and Chester (which also functions as the sector group for the One City Plan), meet regularly and with good attendance. Marketing Cheshire has structured agreements in place with local authority partners and delivers projects in partnership. Regionally and nationally, LVEP status will enable us to explore partnerships on a wider geography, adding to our existing working with England's Historic Cities.

We will also seek to maximise our proximity to Wales with cross-border relationships. Partnership is more than structures, it is core to our way of working, the best use of scarce resources and key to ensuring success. We will actively look for productive partnerships to help us deliver our aims and priorities.

**Priority 1:
Enhance awareness and appeal of Cheshire
and Warrington as a destination.**

We have a fabulous offer and need to improve and be more effective in telling people about it. This not just a job for Marketing Cheshire; our stakeholders in the private sector, our hotels and attractions, local authorities, event organisers, pubs, restaurants etc. all have a role to play in communicating the brand, offer and appeal of Cheshire to their existing and potential customers. Nevertheless, Marketing Cheshire has the lead role in this task, one it relishes.

In the next few years we will undertake a comprehensive overhaul of our primary destination website (and the back of house system that powers it), we will refresh our brand and continue to work with our strategic partners such as Transport for Wales to promote sustainable tourism through increased use of public transport.

We will look to enhance our relationships with the international travel trade, a long term strategy but one that will reap rewards as we have the right attributes for the overseas market and two international airports on our doorstep. With our partners, we will explore how best to develop the business tourism market for Cheshire and secure resources to deliver them, there is huge potential for us in this market.

Our integrated marketing role for Cheshire means we can introduce visitor economy and 'lifestyle' content into inward investment work, widening our potential partnership for destination marketing.

Key projects in the next three years

Action Area	Description	Timescales	Links to LEP Economic Plan			
Currently Deliverable			G	I	H	S
Refresh Cheshire and Warrington Brand	Develop, design and launch a new brand integral to place marketing	Y1-Y2	x	x		x
Develop new website and destination management system	Curate new website incorporating growth market content e.g. outdoor activities, mindful of the need to promote the whole of Cheshire	Y1	x	x		
Undertake partner campaigns e.g. TfW	Carry out targeted, season specific campaigns, including to address seasonality	Y1-Y3	x		x	x
Refreshed PR approach	Work with new agency to create positive stories emphasising Cheshire's strengths including award/accolade winning businesses and Warrington cultural content	Y1-Y3	x	x	x	x
Cheshire Day	Coordinate and promote events and activities to celebrate Cheshire day with key partners	Ongoing		x	x	x
Taste Cheshire	Explore food & drink based initiative, ideally in partnership with Taste Cheshire card	Y2-Y3	x	x	x	x
Wellness & Luxury	Explore a specific 'Accessible Luxury' campaign with partners		x	x	x	x
Business Tourism	Continue Science Corridor Ambassadors programme (national and international) and explore further opportunities e.g. incentives and team building, work with neighbouring conference bureaux and unique venues in CH1	Y1-Y3	x			x

Key projects in the next three years

Action Area	Description	Timescales	Links to LEP Economic Plan			
International Travel Trade	Participation in VB campaigns aimed at specific markets with most return (e.g. USA/NL), explore relationships with Liverpool John Lennon Airport as an international gateway	Y3	x			x
Undertake campaigns for Town wide (Warrington)	An audit and development of online platforms promoting the town. A consortium approach with the BID, Golden Square and Warrington Market	Y1	x	x	x	x
Deliverable with Additional Resources						
Location Filming	Explore opportunities for most appropriate model to attract location filming, generating revenue and potentially adding to screen tourism offer	N/A	x			x
Paid social media advertising and use of influencers	Support existing organic activity with paid for elements; combined with major campaigns and focussing on core products, themes and target markets	N/A	x	x	x	x
Convention Bureau	Development of dedicated Cheshire wide conference and meetings service promoting national and international conferences and events	N/A	x		x	x
Photography and Videography	Commissioning of new digital image and video library; focussing on diversity, inclusion and seasonal campaigns. Explore user generated content (e.g. Competitions/social media engagement)	N/A	x	x	x	x
Tourism Awards	A funded tourism awards would free up time currently used in generating sponsorship	N/A	x	x	x	x

Priority 2: Develop our product and places

As visitors become ever more discerning and demanding, there is a constant need to refresh and enhance our visitor products. We have a good track record with investment from our key attractions (e.g. Jodrell Bank and Chester Zoo) and in town and city centres. Chester itself has seen the new Market and Storyhouse developments with new cultural facilities in Crewe. The next few years will see significant capital developments. We also need to invest in our people and businesses, providing the right kind of support at a local level whilst being mindful of our responsibilities to national priorities such as sustainability, access and inclusivity.

Accessibility/Inclusivity are a particular focus for us in this area where we aspire to becoming a leading UK destination in this field, building on excellent recent work in the Chester rows amongst other things and our proven track record in this area. We are a premium, aspirational destination but that does not exclude us from being inclusive; quality is available at a number of price points and is not the preserve of the high end or luxury markets.

Key projects in the next three years

Action Area	Description	Timescales	Links to LEP Economic Plan			
Currently Deliverable			G	I	H	S
Capital Developments						
Chester Zoo – Heart of Africa and Accommodation Development	Large new area of the zoo and 50+ lodges with direct access	Opening Spring 2025 (Y2)	x	x		x
Northgate Arena	Revitalisation of the Arena	Y1-Y2	x	x	x	x
Chester Northgate	Next phase of Northgate area based regeneration	Y1-Y3	x	x	x	x
Anderton Boat Lift Improvements	TBC					
Chester Cathedral	Enhanced visitor and welcome facilities	Y3-Y5	x	x		x
History Centre	Development of modern dedicated archives and family history centre(s) for CW&C and CEC in Chester & Crewe	TBC	x	x		
Pepper St Rooftop	A new leisure hub on the split-level top deck of the car park	Y1-Y2	x			

Key projects in the next three years

Action Area	Description	Timescales	Links to LEP Economic Plan			
Grosvenor Park Big Wheel	Awaiting planning permission (expected early 24). Operator not yet secured	Y1	x			
Carden Park lodge development	67 high quality, luxury lodges	TBC	x			x
Lyme Park	Investment in car park and visitor facilities	Y2-Y5	x	x	x	x
Walton Hall and Gardens	Major investment in Parks/Gardens/Children's Zoo (£3m)	Y1	x	x	x	x
Pyramid Remastered	£4.9m refurbishment programme of works to create space for culture and events at Pyramid	Y2-Y3 (25/26)	x	x	x	x
Warrington Accommodation Developments	2 new hotels, one as part of The Hive, bringing c. 200 beds to the town	Y2-3	x	x		x
M62 J11	£75m scheme planned for M62 j.11 to include a 100 bed hotel, retail and restaurants	TBC	x	x		x
Wild Shore at Chelford	Water based sports facilities	Y1	x	x	x	x
Fairmont Cheshire The Mere	Luxury Golf & Spa Resort - major refurbishment and expansion (+39 rooms incl. 27 suites)		x		x	
M56 Services	New service stations (operated by Westmoreland Services) between J7&8 of M56		x			x
CEC Rural and VE Grants Programme	2 Year UKSPF funded Grants programme for rural and visitor economy businesses from £1,000 to £10,000	Y1 & Y2	x			x

Key projects in the next three years

Action Area	Description	Timescales	Links to LEP Economic Plan			
Revenue Projects						
Business Support incl. Sustainability and Accessibility	Annual conference, members meetings. Rollout and signposting of national initiatives & resources.		x	x	x	x
Golden Square Visitor Centre	The customer centre is being developed to provide visitor centre support working with other attractions in the town to cross promote and retail merchandise	Y1	x	x		x
Warrington Contemporary Arts Festival	Major development (awarded £850k funding) of festival to develop artists and create pathways	Y1 -Y2	x	x	x	x
Warrington Events Programme	New and enhanced events programme (e.g. Luminate, Mela, Proms in the Square), maximising capital investment in town centre and animating key sites	Y1-Y3	x	x	x	x
Skills & Recruitment	Continue and develop existing skills and partnering programme, webinars with focus on skills rather than recruitment, signposting of partner initiatives	Y1-Y3	x	x	x	
Packaging	Review and plan for implementation of the outcome of the online packaging feasibility project	Y1	x			
Events	Support existing and attract new events to Cheshire, potentially develop an events strategy	Y1-Y3	x	x	x	x
Towns and Villages Programme	Dedicated focus on specific towns by MC incl. product development, website/social showcasing, itineraries (Macclesfield pilot 2024)	Y1-Y2	x	x	x	x

Key projects in the next three years

Action Area	Description	Timescales	Links to LEP Economic Plan			
Deliverable with Additional Resources						
Sustainable Tourism	Subsidised entry (on tapering) basis for national accreditation scheme, consider wider status for destination (e.g. Global Sustainable Tourism Council criteria), review current Rural Mobility Fund project for tourism implications	N/A	x	x	x	x
Marketing Cheshire Academy	Members only online portal with support resources, webinars, toolkits etc. covering skills development, accessibility and sustainability, digital marketing, social media etc.	N/A	x	x	x	x
Marketing Cheshire Members' Brand Marque	An award for completion of a number of modules in the academy	N/A	x	x	x	x

Priority 3: Manage our visitor economy effectively

How we manage our own relationships/partnerships and deliver for our stakeholders is crucial to the success of the DMP. LVEP status gives us the opportunity to greatly enhance the credibility of our sector and our organisations. It also means we can learn from other destinations and gather best practice at a national level. We urgently need to address the issue of under resourcing of Marketing Cheshire and for wider destination marketing/management activities through innovative mechanisms including the potential BID for Chester, seeking a solution for the rest of Cheshire to ensure a level playing field.

This will be a major focus of our efforts in the first year or so as we also work through the changes to the Local Enterprise Partnership and the impact of any wider devolution to Cheshire. We will look to better disseminate the destination intelligence we currently hold and seek opportunities to increase our knowledge where there are gaps.

Key projects in the next three years

Action Area	Description	Timescales	Links to LEP Economic Plan			
Currently Deliverable			G	I	H	S
Sustainable funding models	Work with Destination Chester and others to secure the proposed ABID and investigate similar opportunities for other parts of the county	Y1-Y2	x			x
Destination Leadership	Use the LVEP status to increase the profile of the visitor economy local and with key stakeholders	Ongoing	x	x		x
External Partnerships	Exploit the opportunities of the LVEP status at a regional/national level		x			
Internal Partnerships	Facilitate the Destination Cheshire and Chester groups with a view to developing their independence and financing		x	x		x
Awards	Continue to organise the Marketing Cheshire Tourism Awards	Ongoing	x	x		x
Data & Insight	Disseminate existing intelligence and investigate commissioning new data through identifying budget sources-e.g. self-catering or more detailed attractions monitoring. Explore data sharing by key partners	Ongoing	x	x		x
Warrington Partnership	Collaboration between Council, Golden Square Shopping Centre and Town Centre BID	Ongoing	x	x	x	x

Key projects in the next three years

Action Area	Description	Timescales	Links to LEP Economic Plan			
Deliverable with Additional Resources			G	I	H	S
Data & Insight						
Commissioning	Adding to knowledge base through e.g. attractions and self catering performance, campaign tracking, events economic impact (could also be a funding requirement), perceptions research, visitor surveys etc. More detailed campaign monitoring	N/A	x	x	x	x
Analysis	Commissioning of analysis partner to interpret currently held data	N/A	x	x		x
Refinement	Provide data at a more local and granular level	N/A	x	x		x
Internal Partnerships	Greater resourcing to facilitate & develop existing partnership model	N/A	x	x		x

6.0 KPI's

KPI's

Marketing Cheshire have developed a range of indicators which will be reviewed either quarterly or annually to establish progress from the baseline and towards our 5 year targets. Where possible we will benchmark our performance against comparator destinations, including England's Historic Cities (EHC) and our fellow LVEP's through the Visit England (VE) sponsored network. Overall Volume and Value, as measured by STEAM, will return to 2019 levels by 2025. Our key targets for this DMP are set out in the table below

Indicator	2022	2025	2028	Measured By
Economic Impact (£bn)	3.41	3.85	4.4	STEAM
Visitor Numbers (£m)	50.2	64.88	77	STEAM
Jobs Supported	35,000	45,000	54,000	STEAM
Average Length of Stay (staying visitors)	2.4	2.5	2.7	STEAM
Overseas Visits (to be inserted)	235,000	340,000	400,000	IPS
Serviced Accommodation Occupancy (Cheshire & Warrington)	73.2%	75%	78%	STR Global
Non-serviced accommodation (position in ITL2 League Table)	7th*	5th	3rd	Lighthouse via VB
Total Visits to Leading Attractions (see note below) (millions)	5.01	5.2	5.5	Visit England
Businesses achieving access or sustainability kitemarks	tbc	tbc	tbc	MC

*This indicator only covers Jan & Feb 2024 and will require updating at the end of 2024

Leading attractions are defined as the Top Ten by number of attendances reporting to Visit England. In 2022 this was:

Chester Zoo
 Astbury Mere Country Park
 Tatton Park
 Walton Hall & Gardens
 Delamere Forest
 The Ice Cream Farm
 Lyme Park & Gardens (NT)
 Quarry Bank Mill and Garden (NT)
 BeWILDerwood
 Jodrell Bank Discovery Centre

7.0 Action Plan

Action Plan

The Action Plan leads on from the Action Areas set out in Section 5. The plan is broken down into the same three priorities and further into projects that are currently deliverable, and those that require additional resources. The latter contain a broad estimate of the additional annual budget required plus the staffing requirement where appropriate (not costed). Where particular items such as additional resources, timescales or priorities are not relevant these are marked as N/A – ‘not appropriate’.

Each revenue project is given a numerical priority, capital projects are not prioritised:

- 1 = High priority – must do / essential
- 2 = Medium priority – desirable

Lead Organisation

Many projects will require partnership approaches, with multiple stakeholders engaged in delivery. This column identifies the lead organisation either on their own or first in a list (with primary partners indicated), using the abbreviations below.

- CAR – Public Transport Carriers
- CEC – Cheshire East Council
- CH1 – Chester City Centre BID
- CHA – Chester Hoteliers Association
- CW&C – Cheshire West & Chester Council
- CRT – Canal & Rivers Trust
- DCS – Destination Cheshire
- DCT – Destination Chester
- ECW – Enterprise Cheshire & Warrington
- LA – All three local authority partners
- MC – Marketing Cheshire
- NT – National Trust
- WBC – Warrington Council

Timescales

- X Project delivery phase
- O Potential delivery phase subject to securing additional resources

7.0 ACTION PLAN

Project	Description	Priority	Lead Organisation	Timescales			Additional Resource (£)
				Y1	Y2	Y3+	
Priority 1: Enhance Awareness and Appeal of Cheshire as a Destination							
Actions Using Existing or 'Other' Budgets							
Refresh Cheshire and Warrington Brand	Develop, design and launch a new brand integral to place marketing	1	MC	x	x		N/A
Develop new website and destination management system	Curate new website incorporating growth market content e.g. outdoor activities, mindful of the need to promote the whole of Cheshire	1	MC	x			
Undertake partner campaigns e.g. TfW	Carry out targeted, season specific campaigns, including to address seasonality	1	MC/CAR	x	x	x	
Refreshed PR approach	Work with new agency to create positive stories emphasising Cheshire's strengths including award/accolade winning businesses and Warrington cultural content	1	MC	x	x	x	
Cheshire Day	Coordinate and promote events and activities to celebrate Cheshire day with key partners	2	MC/DCS/DCT	x	x	x	
Taste Cheshire	Explore food & drink based initiative, ideally in partnership with Taste Cheshire card	2	MC		x	x	
Wellness & Luxury	Explore a specific 'Accessible Luxury' campaign with partners	2	MC/CHA		x	x	
Business Tourism	Continue Science Corridor Ambassadors programme (national and international) and explore further opportunities e.g. incentives and team building, work with neighbouring conference bureaux and unique venues in CH1	1	MC/ECW	x	x	x	
International Travel Trade	Participation in VB campaigns aimed at specific markets with most return (e.g. USA/NL)	2	MC			x	
Undertake campaigns for Town wide (Warrington)	An audit and development of online platforms promoting the town. A consortium approach with the BID, Golden Square and Warrington Market	1	WBC	x			

7.0 ACTION PLAN

Project	Description	Priority	Lead Organisation	Timescales			Additional Resource (£)
				Y1	Y2	Y3+	
Priority 1: Enhance Awareness and Appeal of Cheshire as a Destination							
Actions Requiring Additional Resources							
Location Filming	Explore opportunities for most appropriate model to attract location filming, generating revenue and potentially adding to screen tourism offer	2	ECW/LA			O	2.5 FTE c. £100k
Paid social media advertising and use of influencers	Support existing organic activity with paid for elements; combined with major campaigns and focussing on core products, themes and target markets	1	MC		O	O	c. £10k
Convention Bureau	Development of dedicated Cheshire wide conference and meetings service promoting national and international conferences and events	1	MC		O	O	2-3 FTE c. £60- £100k
Photography and Videography	Commissioning of new digital image and video library; focussing on diversity, inclusion and seasonal campaigns. Explore user generated content (e.g. Competitions/social media engagement)	2	MC/DCT/DCS	O	O		£5k
Tourism Awards	A funded tourism awards would free up time currently used in generating sponsorship	2	MC			O	c. £50k

7.0 ACTION PLAN

Project	Description	Priority	Lead Organisation	Timescales			Additional Resource (£)
				Y1	Y2	Y3+	
Priority 2: Develop Our Products & Places							
Actions Using Existing or 'Other' Budgets							
Capital Developments							
Chester Zoo – Heart of Africa and Accommodation Development	Large new area of the zoo and 50+ lodges with direct access	N/A	Zoo	x	x		N/A
Northgate Arena	Revitalisation of the Arena	N/A	CW&C	x	x		
Chester Northgate	Next phase of Northgate area based regeneration	N/A	CW&C	x	x	x	
Anderton Boat Lift Improvements	Details TBC	N/A	CRT	TBC			
Chester Cathedral	Enhanced visitor and welcome facilities	N/A	Cathedral			x	
History Centre	Development of modern dedicated archives and family history centre(s) for CW&C and CEC in Chester & Crewe	N/A	CW&C, CEC	TBC			
Pepper St Rooftop	A new leisure hub on the split-level top deck of the car park	N/A	Developer	x	x		
Grosvenor Park Big Wheel	Awaiting planning permission (expected early 24). Operator not yet secured	N/A	CW&C	x			
Carden Park lodge development	67 high quality, luxury lodges (planning application stage)	N/A	Carden Park	TBC			

7.0 ACTION PLAN

Project	Description	Priority	Lead Organisation	Timescales			Additional Resource (£)
				Y1	Y2	Y3+	
Priority 2: Develop Our Products & Places							
Actions Using Existing or 'Other' Budgets							
Capital Developments							
Lyme Park	Investment in car park and visitor facilities	N/A	NT		x	x	
Walton Hall and Gardens	Major investment in Parks/Gardens/Children's Zoo (£3m)	N/A	WBC	x			
Pyramid Remastered	£4.9m refurbishment programme of works to create space for culture and events at Pyramid	N/A	WBC		x	x	
Warrington Accommodation Developments	2 new hotels, one as part of The Hive, bringing c. 200 beds to the town	N/A	Developer		x	x	
M62 J11	£75m scheme planned for M62 j.11 to include a 100 bed hotel, retail and restaurants	N/A	Developer	TBC			
Wild Shore at Chelford	Water based sports facilities	N/A	Developer	x			
Fairmont Cheshire The Mere	Luxury Golf & Spa Resort - major refurbishment and expansion (+39 rooms incl. 27 suites)	N/A	Developer	TBC			
M56 Services	New service stations (operated by Westmoreland Services) between J7&8 of M56 (planning cttee 25.10.23)	N/A	Developers	TBC			
CEC Rural and VE Grants Programme	2 Year UKSPF funded Grants programme for rural and visitor economy businesses from £1,000 to £10,000	N/A	CEC	x	x		

7.0 ACTION PLAN

Project	Description	Priority	Lead Organisation	Timescales			Additional Resource (£)
				Y1	Y2	Y3+	
Priority 2: Develop Our Products & Places							
Actions Using Existing or 'Other' Budgets							
Revenue Projects							
Business Support incl. Sustainability and Accessibility	Annual conference, members meetings. Rollout and signposting of national initiatives & resources.	1	MC	x	x	x	
Golden Square Visitor Centre	The customer centre is being developed to provide visitor centre support working with other attractions in the town to cross promote and retail merchandise	1	WBC	x			
Warrington Contemporary Arts Festival	Major development (awarded £850k funding) of festival to develop artists and create pathways	2	WBC	x	x		
Warrington Events Programme	New and enhanced events programme (e.g. Luminare, Mela, Proms in the Square), maximising capital investment in town centre and animating key sites	1	WBC	x	x	x	
Skills & Recruitment	Continue and develop existing skills and partnering programme, webinars with focus on skills rather than recruitment, signposting of partner initiatives	2	MC	x	x		
Packaging	Review and plan for implementation of the outcome of the online packaging feasibility project	1	MC/DCS	x			
Events	Support existing and attract new events to Cheshire, potentially develop an events strategy	2	LA/MC		x	x	
Towns and Villages Programme	Dedicated focus on specific towns by MC incl. product development, website/social showcasing, itineraries (Macclesfield pilot 2024)	1	MC/LA	x	x		

7.0 ACTION PLAN

Project	Description	Priority	Lead Organisation	Timescales			Additional Resource (£)
				Y1	Y2	Y3+	
Priority 2: Develop Our Products & Places							
Actions Requiring Additional Resources							
Sustainable Tourism	Subsidised entry (on tapering) basis for national accreditation scheme, consider wider status for destination (e.g. Global Sustainable Tourism Council criteria)	1	MC		O	O	c. £25K
Marketing Cheshire Academy	Members only online portal with support resources, webinars, toolkits etc. covering skills development, accessibility and sustainability, digital marketing, social media etc.	2	MC		O	O	c. £15k
Marketing Cheshire Members' Brand Marque	An award for completion of a number of modules in the academy	2	MC			O	

7.0 ACTION PLAN

Project	Description	Priority	Lead Organisation	Timescales			Additional Resource (£)
				Y1	Y2	Y3+	
Priority 3: Manage our visitor economy effectively							
Actions Using Existing or 'Other' Budgets							
Sustainable funding models	Work with Destination Chester and others to secure the proposed ABID and investigate similar opportunities for other parts of the county	1	DCT/CH1/CHA/C W&C/MC	x	x		N/A
Destination Leadership	Use the LVEP status to increase the profile of the visitor economy local and with key stakeholders	1	MC	x	x	x	
External Partnerships	Exploit the opportunities of the LVEP status at a regional/national/cross border level	2	MC	x	x	x	
Internal Partnerships	Facilitate the Destination Cheshire and Chester groups with a view to developing their independence and financing	1	DCT/DCS/MC	x	x	x	
Awards	Continue to organise the Marketing Cheshire Tourism Awards	2	MC	x	x	x	
Data & Insight	Disseminate existing intelligence and investigate commissioning new data through identifying budget sources. Explore data sharing by key partners	1	MC/LA	x	x	x	
Warrington Partnership	Collaboration between Council, Golden Square Shopping Centre and Town Centre BID	1	WBC	x	x	x	

7.0 ACTION PLAN

Project	Description	Priority	Lead Organisation	Timescales			Additional Resource (£)
				Y1	Y2	Y3+	
Priority 3: Manage our visitor economy effectively							
Actions Requiring Additional Resources							
Data & Insight							
Commissioning	Adding to knowledge base through e.g. attractions and self catering performance, campaign tracking, events economic impact (could also be a funding requirement), perceptions research, visitor surveys etc. More detailed campaign monitoring	1	MC/ECW	N/A	O	O	c. £50,000
Analysis	Commissioning of analysis partner to interpret currently held data						
Refinement	Provide data at a more local and granular level						
Internal Partnerships	Greater resourcing to facilitate & develop existing partnership model	2	DCT/DCS/MC	O	O	O	2 FTE

