

## Appendix 1 Action Plan in Response to the Review of Tourism

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| <b>Recommendation No. 1</b>  | Continue to provide TIC's at or close to the main centres' of tourist activity in the County, notwithstanding reductions and changes in patterns of use. Utilisation and effectiveness to continue to be monitored via footfall and cost per visitor data. |                |  |   |
| <b>Executive's Response</b>  | Accepted the recommendation in principle   |                |  |   |
| <b>Action</b>  | <b>Owner</b>   | <b>By When</b> | <b>Target/Success Criteria</b>                   | <b>Progress</b>                                   |
| TIC stake holder day to review the work of the TICs and inform an asset management plan. | Tourism Food & Marketing Manager   | June 2009      | Input from stakeholders on the options for TICs. | Meeting took place on 23 <sup>rd</sup> June 2009. |
| Asset management plan to be produced in the light of reduced expenditure.                | Head of Economic and Community Services  | December 2009  | Cabinet member agreed options for TICs.          | Produced in draft.                                |
| Annual review of footfall and cost per visitor data                                      | Visitor & Promotions Officer   | January 2010   | Increased usage or enquiries via the TIC.        | Months Jan – Sept available.                      |
| <b>Recommendation No. 2</b>  | Retain direct control over tourism information services. Never combine the functions of a TIC with those of an 'Info in Herefordshire' office.   |                |  |   |
| <b>Executive's Response</b>  | Recommendation not accepted. Options should remain open for TICs and part of the corporate approach is to share services in market towns where viable.   |                |  |   |
| <b>Action</b>  | <b>Owner</b>   | <b>By When</b> | <b>Target/Success Criteria</b>                   | <b>Progress</b>                                   |
| Options for TICs to be reflected in the asset management plan.                           | Head of Economic and Community Services  | December 2009  | Cabinet member agreed options for TICs.          | Produced in draft.                                |

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| <b>Recommendation No. 3</b>                                    | Meet the challenges posed by rising expectations and modern means of communication, and the drive for greater VFM, with a new 'hub and spoke' structure for the delivery of tourist information. |                |                                    |                    |
| <b>Executive's Response</b>                                    | Accepted in principle.   |                |                                    |                    |
| <b>Action</b>  | <b>Owner</b>   | <b>By When</b> | <b>Target/Success Criteria</b>     | <b>Progress</b>    |
| Options for TICs to be reflected in the asset management plan. | Head of Economic and Community Services  | December 2009  | Potential value for money savings. | Produced in draft. |

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| <b>Recommendation No. 4 &amp; 5</b>                   | <p>Establish a central hub, co-located with a principal TIC, staffed by 2.25 fte staff plus the TIC supervisor. Its functions to comprise:</p> <p>a. Centralised handling of tourism enquiries providing higher standards of promptness, comprehensiveness and professionalism.</p> <p>b. A centralised facility for the maintenance and provision of brochures etc relating to destinations beyond the County boundary, thus facilitating the updating of this information whilst eradicating multiple holdings and, most importantly, freeing valuable storage and display space at the TICs.</p> <p>c. The potential for centralisation of some peripheral TIC functions such as accommodation, bus, train and theatre bookings.</p> |                |   |  |
| <b>Executive's Response</b>                           | Accepted in principle.  |                |   |  |
| <b>Action</b>   | <b>Owner</b>  | <b>By When</b> | <b>Target/Success Criteria</b>  | <b>Progress</b>  |
| Identify a location that could work as a central TIC. | Tourism Food & Marketing Manager  | December 2009  | One central hub will support all Tourist Information Centres in the county. | Hereford and Ross being considered as central hub locations. |

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| <b>Recommendation No. 6</b>  | Bromyard Centre to become a TIP with better internal and external signage, a more obvious telephone for enquiries and, as a trial the installation of window mounted touch-screen information facility. |                |  |   |
| <b>Executive's Response</b>  | <b>Recommendations accepted.</b>  |                |  |   |
| <b>Action</b>  | <b>Owner</b>  | <b>By When</b> | <b>Target/Success Criteria</b>   | <b>Progress</b>   |
| Telephone linked to Ross Tourist Information Centre for accommodation bookings                       | Visitor & Promotions Officer  | Completed      | Easy access for visitors to book accommodation.                                    | Telephone link installed and working effectively                                      |
| Display Cabinet for the sale of gifts to enhance the offer   | Visitor & Promotions Officer  | Completed      | Maximise sales opportunity.  | Sales increased at the centre and more opportunity to display local crafts and goods. |
| Monthly SLA review to ensure that there is a full understanding of the requirements of all partners. | Visitor & Promotions Officer  | On going       | Increased use and profile of the TIC/TIP.  | Improved working relationships with all partners.                                     |
| Signage being investigated   | Visitor & Promotions Officer  | February 2010  | Greater knowledge of the TIP by customers.   | Meeting to be arranged to address signage.  |
| Touch screen costs to be investigated.   | Visitor & Promotions Officer  | December 2009  | Improved service for customers considering no staff to cover the tourism function. | Initial costs being sought.   |

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| <b>Recommendation No. 7</b>   | Enable the Kington TIC to remain in its present location and refurbish the building's fabric and decoration providing this can be done from within existing budgets. |                |                                |   |
| <b>Executive's Response</b>   | Agreed in part. The building is leased to the Town Council.  |                |                                |   |
| <b>Action</b>   | <b>Owner</b>   | <b>By When</b> | <b>Target/Success Criteria</b> | <b>Progress</b>                                 |
| Replacement flooring to be considered in the 2010/11 maintenance programme. | Colin Birks  | May 2010.      | Decision on maintenance work.  | Costs for maintenance being planned in outline. |

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| <b>Recommendation No. 8</b>   | Complement each of the other 'spoke' TICs with 2.5fte paid staff plus any available volunteers. |                |                                  |   |
| <b>Executive's Response</b>   | Recommendation not accepted. Each TIC will have its own staffing requirements.                  |                |                                  |   |
| <b>Action</b>   | <b>Owner</b>  | <b>By When</b> | <b>Target/Success Criteria</b>   | <b>Progress</b>   |
| Restructure of TICs linked to the restructure of the wider tourism service. | Visitor Promotions Officer  | October 2009   | Bring TIC staff costs on budget. | Completed but not all savings realised due to redundancy costs. |

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| <b>Recommendation No. 9</b>  | Move Hereford TIC from its current location to new and less costly premises as close as possible to the historic city centre. |                |   |                    |
| <b>Executive's Response</b>  | <b>Accept in principle subject to being able to reassign the lease and that the appropriate savings can be achieved.</b>      |                |   |                    |
| <b>Action</b>  | <b>Owner</b>  | <b>By When</b> | <b>Target/Success Criteria</b>                | <b>Progress</b>    |
| Undertake a review of alternative sites for Hereford TIC as part of the TIC asset management plan. | Head of Economic and Community Services   | December 2009  | Explore cheaper rent option for Hereford TIC. | Produced in draft. |

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| <b>Recommendation No. 10</b>   | Find alternative accommodation for Leominster TIC in a central location as soon as possible. |                |   |   |
| <b>Executive's Response</b>  | <b>Accept in principle.</b>  |                |   |   |
| <b>Action</b>  | <b>Owner</b>   | <b>By When</b> | <b>Target/Success Criteria</b>  | <b>Progress</b>   |
| Investigate alternative locations for Leominster TIC as part of the TIC asset management plan. | Head of Economic and Community Services  | December 2009  | Explore best option for Leominster TIC considering all cost restraints. | Alternative and advantages of current locations being reviewed including capital and revenue cost implications. |

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| <b>Recommendation No. 11</b>                                    | Agree with Visit Herefordshire that the latter will take the lead in all aspects of the marketing of tourism in and to the County. |                |   |                  |
| <b>Executive's Response</b>                                     | Accepted as the current position.  |                |   |                  |
| <b>Action</b>   | <b>Owner</b>   | <b>By When</b> | <b>Target/Success Criteria</b>  | <b>Progress</b>  |
| Review of the Destination Management Partnership to take place. | Head of Economic and Community Services.   | March 2009     | To fully understand the organisational development opportunities for tourism in the county. | Review tendered. |

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| <b>Recommendation No. 12</b>  | Explore with Visit Herefordshire how best to develop and improve the linkages between marketing information. |                |                                 |                 |
| <b>Executive's Response</b>   | <b>Recommendation accepted.</b>  |                |                                 |                 |
| <b>Action</b>   | <b>Owner</b>   | <b>By When</b> | <b>Target/Success Criteria</b>  | <b>Progress</b> |
| Review of literature published to ensure value for money and relevance. | Tourism Food & Marketing Manager   | June 2009      | Reduced number of publications. | Achieved        |

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| <b>Recommendation No. 13</b>  | Seek to make improvements to the content, user-friendliness and updating of the Web site. |                |   |                 |
| <b>Executive's Response</b>   | Accepted.   |                |   |                 |
| <b>Action</b>   | <b>Owner</b>  | <b>By When</b> | <b>Target/Success Criteria</b>                    | <b>Progress</b> |
| Improved front page of the web site with links to the events with special themed banners for the different seasons.   | Web Development Officer   | October 2008   | Improved look and usability of the website.       | Completed       |
| Improving search optimisation for each page of the web site resulting in more hits to the web site.   | Web Development Officer   | On going.      | Additional hits to the web site.                  | On going        |
| Request a booking of accommodation has increased the number of bookings via the web site and increased e shop to enable more tickets for events to be sold. | Web Development Officer   | May 2009       | More bookings for accommodation via the web site. | Completed       |
| Establish an area for food and drink businesses thereby increasing awareness of the range of food and drink made in the county.                             | Web Development Officer   | April 2009     | Increased profile of food and drink.              | Completed       |

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| Added travel Buddy to enable people to connect to the data via their mobile phones. | Web Development Officer | November 2008 | Using new technology to improve access to the range of activities, events and accommodation in the county. | Completed |
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| <b>Recommendation No. 14</b>                       | The proposal for a hub and spoke structure should be monitored closely and a review and report prepared after the first year of operation. |                |                                |                 |
| <b>Executive's Response</b>                        | Agreed in principle depending on the outcome of the TIC asset management plan and linked recommendations 4 and 5 above.                    |                |                                |                 |
| <b>Action</b>                                      | <b>Owner</b>   | <b>By When</b> | <b>Target/Success Criteria</b> | <b>Progress</b> |
| Report when / if arrangements have been completed. | Tourism Food & Marketing Manager   | April 2011.    |                                |                 |