

Action Plan in Response to the Review of Tourism

Recommendation No. 1	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.				
Executive's Response	Accepted the recommendation in principle				
Action	Owner	By When	Target/Success Criteria	Progress	
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 rd 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.	

Recommendation No. 2	Retain direct control over tourism information services. Never combine the functions of a TIC with those of an 'Info in Herefordshire' office.				
Executive's Response	Recommendation not accepted. Options should remain open for TICs and part of the corporate approach is to share services in market towns where viable.				
Action	Owner	By When	Target/Success Criteria	Progress	
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.	

Recommendation No. 3	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.				
Executive's Response	Accepted in principle.				
Action	Owner	By When	Target/Success Criteria	Progress	
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.	

Recommendation No. 4 & 5	Establish a central hub, co-located with a principal TIC, staffed by 2.25 fte staff plus the TIC supervisor. Its functions to comprise: a. Centralised handling of tourism enquiries providing higher standards of promptness, comprehensiveness and professionalism. 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. c. The potential for centralisation of some peripheral TIC functions such as accommodation, bus, train and theatre bookings.				
Executive's Response	Accepted in principle.				
Action	Owner	By When	Target/Success Criteria	Progress	
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.	

Recommendation No. 6	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.				
Executive's Response	Recommendations accepted.				
Action	Owner	By When	Target/Success Criteria	Progress	
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.	

Recommendation No. 7	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.			
Executive's Response	Agreed in part. The building is leased to the Town Council.			
Action	Owner	By When	Target/Success Criteria	Progress
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.

Recommendation No. 8	Complement each of the other 'spoke' TICs with 2.5fte paid staff plus any available volunteers.			
Executive's Response	Recommendation not accepted. Each TIC will have its own staffing requirements.			
Action	Owner	By When	Target/Success Criteria	Progress
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.

Recommendation No. 9	Move Hereford TIC from its current location to new and less costly premises as close as possible to the historic city centre.			
Executive's Response	Accept in principle subject to being able to reassign the lease and that the appropriate savings can be achieved.			
Action	Owner	By When	Target/Success Criteria	Progress
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.

Recommendation No. 10	Find alternative accommodation for Leominster TIC in a central location as soon as possible.			
Executive's Response	Accept in principle.			
Action	Owner	By When	Target/Success Criteria	Progress
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.

Recommendation No. 11	Agree with Visit Herefordshire that the latter will take the lead in all aspects of the marketing of tourism in and to the County.			
Executive's Response	Accepted as the current position.			
Action	Owner	By When	Target/Success Criteria	Progress
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.

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

Recommendation No. 13	Seek to make improvements to the content, user-friendliness and updating of the Web site.			
Executive's Response	Accepted.			
Action	Owner	By When	Target/Success Criteria	Progress
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
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

Recommendation No. 14	The proposal for a hub and spoke structure should be monitored closely and a review and report prepared after the first year of operation.			
Executive's Response	Agreed in principle depending on the outcome of the TIC asset management plan and linked recommendations 4 and 5 above.			
Action	Owner	By When	Target/Success Criteria	Progress
Report when / if arrangements have been completed.	Tourism Food & Marketing Manager	April 2011.		