

## Appendix 1

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

<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 stakeholder 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.	<b>Achieved</b> 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	January 2010	Cabinet member agreed options for TICs.	<b>Achieved</b> Remodelling of TICs complete.
Annual review of footfall and cost per visitor data.	Visitor & Promotions Officer	January 2010	Increased usage or enquiries via the TIC.	<b>Achieved</b> Prepared as part of the TIC remodelling.

<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	January 2010	Cabinet member agreed options for TICs.	<b>Achieved</b> Options presented as part of the remodelling of TICs.

<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	January 2010	Potential value for money savings.	<b>Achieved</b> Ross Visitor Centre operates as hub for TIC network.

<b>Recommendation No. 4 &amp; 5</b>	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.				
<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	January 2010	One central hub will support all Tourist Information Centres in the county.	<b>Achieved</b> Ross hub location.	

<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>	Recommendations accepted.				
<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.	<b>Achieved</b> With Bromyard looking to run an independent TIC.	
Display Cabinet for the sale of gifts to enhance the offer	Visitor & Promotions Officer	Completed	Maximise sales opportunity.	<b>Achieved</b>	
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.	<b>Achieved</b>	
Signage being investigated	Visitor & Promotions Officer	February 2010	Greater knowledge of the TIP by customers.	<b>Achieved</b>	
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. But not cost effective in relation to the remodelling.	

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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.

<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.	<b>Achieved</b> Remodelling of TICs; 2 fte at Ross but different arrangements at each independent centre.

<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>	Accept in principle subject to being able to reassign the lease and that the appropriate savings can be achieved.			
<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	January 2010	Explore cheaper rent option for Hereford TIC.	<b>Achieved</b> Enhanced Tourist Information Points at the Old House and Hereford Library.

<b>Recommendation No. 10</b>	Find alternative accommodation for Leominster TIC in a central location as soon as possible.			
<b>Executive's Response</b>	Accept in principle.			
<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	January 2010	Explore best option for Leominster TIC considering all cost restraints.	<b>Achieved</b> Alternative option presented to Cabinet to share services as Info Centre. Town Council keen to retain current site in response to local preference.

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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.	<b>Achieved</b> The enhanced Visit Herefordshire company leads responsibility for tourism under service level agreement with the local authority.

<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.	<b>Achieved</b>

<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.	<b>Achieved</b>
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.	<b>Achieved</b>
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.	<b>Achieved</b>
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.	<b>Achieved</b>

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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	March 2011.	Effectiveness of the operation of independent TICs along with Ross Visitor Centre.	