

# Action Plan for Lancashire and Blackpool Visitor Economy Strategy (covering 2006 - 2009)

Key Actions	Timescale	Lead Organisation	Key Partners
<b>People</b>			
<b>Investing In People</b>			
<ul style="list-style-type: none"> <li>Implement a short to medium term action plan informed by the Sector Skills Agreement and the National Skills Strategy.</li> </ul>	2007/8	People 1st	TSSPA, (Tourism Sector Skills & Productivity Alliance), LBTB, LSC
<b>Visitor First</b> <ul style="list-style-type: none"> <li>Continue to roll out the Welcome to Excellence Programme and use tourism associations and local business networks as a focus for promotion and delivery.</li> <li>Increase participation in accredited human resources best practice models with a focus on accommodation operators, visitor attractions in the cities of Preston and Lancaster, in Blackpool, Blackburn and in the Forest of Bowland.</li> </ul>	2007→	LBTB BL, LBTB	Local business networks /tourism associations
<b>Business Development</b> <ul style="list-style-type: none"> <li>Encourage business excellence by introducing Profit through Productivity programmes and enhance IT communications to enable this.</li> <li>Identification and further nurturing of Beacon Businesses.</li> </ul>	2007→ 2006→	LBTB, BL LBTB	Universities and colleges, BL, BC, NWDA
<b>Employer Champions</b> <ul style="list-style-type: none"> <li>Continue to promote LETS and business tourism awards linked to regional/national awards.</li> <li>PR for Beacon Businesses to foster pride of place with local businesses and local community.</li> <li>Develop master classes with Beacon Businesses.</li> </ul>	2006-2008	LBTB	Beacon Businesses, local businesses universities and colleges, BL, BC
<b>Management &amp; Leadership</b> <ul style="list-style-type: none"> <li>Inform development of the Tourism Leadership Academy in the North West and subsequently identify and encourage businesses to take up the opportunities offered by the Academy.</li> <li>Develop tourism career programmes e.g. 'Life in the Day of...' industry films, attendance at career fairs.</li> <li>Develop work shadowing and other programmes between businesses and schools/colleges with an emphasis on crafts/traditional specialist skills, e.g. chefs.</li> <li>Develop business mentoring programme.</li> </ul>	2007/8	People 1st	LBTB, Beacon Businesses, COVE, local businesses, universities and colleges

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<b>Clusters and Networks</b>			
<ul style="list-style-type: none"> <li>Nurture existing business networks – geographical and by sector – and develop new ones, where there is identified needs and industry interest. These networks will be used as a focus for the development of a series of business support, development and marketing packages and to develop joint funding bids.</li> </ul>	Ongoing	LBTB	Tourism associations /networks Beacon Businesses
<ul style="list-style-type: none"> <li>Identify a series of cycle/walking hubs and enhance facilities to create critical mass including car parking, picnic sites, refreshment kiosks/cafes, cycle hire/repair etc at the start of clearly marked trails. Deliver support printed information on routes readily available at the hubs. Hubs should be variously located in rural areas and market towns. Facilities may be new or enhance existing outlets already serving other users. Encourage businesses to work together on these packages and to invest in facilities for the activity market.</li> </ul>	2007-2009	Forest of Bowland AONB, local authorities	MTIs, Sustainable Bowland, tourism associations and networks, LBTB, BL, LCDL
<ul style="list-style-type: none"> <li>Promote and develop the potential of the natural environment by working with existing attractions and sites to create critical mass, using the reputation and image of the larger sites to help raise the profile of others and of the sub-region as a whole, to encourage more and longer stays from families and niche markets via packaging and joint promotions.</li> </ul>	2008→	Natural Economy Steering Group, LBTB	AONBs, RSPB, WWT, the Wildlife Trust, Gisburn Forest, Morecambe Bay Partnership, NT, Regional Parks, Groundwork Trust
<ul style="list-style-type: none"> <li>Encourage business networks in urban areas to identify specific development, business support and business packaging needs and help support these where they align with target markets and meet quality aspirations for the region.</li> </ul>	2007→	LAs, LBTB	Local tourism associations and networks
<ul style="list-style-type: none"> <li>Ensure the needs and opportunities of businesses in the visitor economy are reflected in the regeneration and economic development visions for Lancaster, Preston, Blackpool, Blackburn and Burnley.</li> </ul>	2006	LAs	Tourism associations and networks
<ul style="list-style-type: none"> <li>Continue to roll out specific quality and service programmes as part of the Welcome to Excellence training programmes.</li> </ul>	2006	LBTB Lead	Tourism associations and networks
<b>Pride of Place</b>			
<b>Polishing Gems</b>			
<ul style="list-style-type: none"> <li>Establish a heritage business cluster and support heritage attractions to develop joint ticketing, coordinated events, exhibitions and activities and promotional and educational packages to join the individual gems into ‘bracelets’ and encourage visitors to visit more attractions and to make repeat visits. To facilitate this, heritage attractions will develop joint CRM activity using a shared database of previous visitors.</li> </ul>	2006→	LBTB, LMS, museums/ attractions	English Heritage, HHA, NT, MLA, Heritage Trust for NW
<ul style="list-style-type: none"> <li>Museums and attractions will collect and analyse ongoing information about their visitors to inform their development and marketing decisions. They will share this information between them and commission such research together where it is practical and cost effective to do so.</li> </ul>	2007→	Attractions and museums sector	MLA

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<ul style="list-style-type: none"> <li>Encourage all attractions to sign up to an industry code of conduct and then go on to achieve VAQAS, encouraging investment in the retail and catering experience – an important part of visitor experience/attraction sustainability.</li> </ul>	2006→	LBTB, LMS, LAs	Museums and visitor attractions, MLA, Sector business networks
<ul style="list-style-type: none"> <li>Identify further product development opportunities linked to Industrial Powerhouse and work with regional partners to deliver.</li> </ul>	2007→	LMS, LAs	MLA
<b>Local Distinctiveness</b>			
<ul style="list-style-type: none"> <li>Encourage and support business investment in facilities and promotion that reinforces distinctiveness of local produce, local building materials, and local crafts and traditions.</li> </ul>	2006→	BL, LBTB, LAs	Local businesses, EH
<ul style="list-style-type: none"> <li>Taste Lancashire quality assurance scheme developed across the sub-region following pilot.</li> </ul>	2006→	LBTB, Made in Lancashire	Eateries
<ul style="list-style-type: none"> <li>Roll out Lancashire Hot Shots young chef initiative across the sub-region following pilot.</li> </ul>	2007→	LBTB	Eateries, Made in Lancashire
<ul style="list-style-type: none"> <li>Develop and promote Lancashire’s Food and Drink theme for 2008, working in partnership with Liverpool’s Capital of Culture celebrations.</li> </ul>	2006→	LBTB, Made in Lancashire	LiCC, LAs, NWDA, food producers, food retailers, eating and drinking venues
<ul style="list-style-type: none"> <li>Support and develop farmers’ markets. Package and promote independent retailers to create critical mass.</li> </ul>	2007/8	MTI	Local retailers, craft owners, farmers, producers
<ul style="list-style-type: none"> <li>Use bespoke designs for pedestrian signing, street furniture to reinforce sense of place, e.g. Preston's 'City Brand' project.</li> </ul>	2007→	LAs	Developers
<ul style="list-style-type: none"> <li>Develop and deliver visitor services and the “Welcome” in line with the Northwest Visitor Information Strategy.</li> </ul>	2006	LBTB, LAs	NWDA
<b>A Balance of Accommodation</b>			
<ul style="list-style-type: none"> <li>Undertake accommodation demand study to influence location and type of accommodation to ensure the product meets the needs of target markets including future business markets.</li> </ul>	2007→	LEP	LAs, LBTB
<ul style="list-style-type: none"> <li>Facilitate and promote <i>Quality in Tourism</i> programme.</li> </ul>	2006→	LBTB, VB, LCDL	Local businesses
<ul style="list-style-type: none"> <li>Enhance and spotlight business support and development to coastal accommodation to drive up quality of facilities and contribute to the rationalisation of bed stock and deliver a high quality coastal experience.</li> </ul>	2006→	Blackpool Council, Lancaster City Council, Fylde Borough Council, Wyre Borough Council	

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<b>Product investment</b>			
<b>Investment in Gateways</b>			
<ul style="list-style-type: none"> <li>Continue to work with Air Services Development Fund partners to capitalise new and existing routes into Blackpool International Airport.</li> </ul>	2006→	Blackpool International Airport	BC, NWDA, LBTB, LTB, LEP
<ul style="list-style-type: none"> <li>Secure improvements to visitor reception facilities, primarily at Lancaster, at Preston and Blackpool railway stations.</li> </ul>	2007→	Train operating companies	Preston and Blackpool Councils, LCC, LBTB, NWDA, LEP, MLA
<ul style="list-style-type: none"> <li>Start to implement Northwest Visitor Information Strategy beginning with development of four Hub visitor centres.</li> </ul>	2006→	NWDA, LBTB	LAs
<ul style="list-style-type: none"> <li>Investment in the public realm in the market towns and villages to ensure excellent first impressions and provide the quality environment in which commercial businesses can flourish including entering Britain in Bloom / Best Kept Village.</li> </ul>	2007→	Lancashire Rural Board	LAs, MTIs, LEP
<ul style="list-style-type: none"> <li>Key destinations that are gateways to the sub-region will make first impressions a priority – investing in people, car parks, local transport networks, visitor information and directional signing within the destination and to and from it.</li> </ul>	2008→	LAs, BL, LCC	Train and bus operators, car park managers, local businesses, Regional Parks
<b>Destination Investment</b>			
<ul style="list-style-type: none"> <li>Develop distinctive high quality art in the public realm linked to wider regeneration schemes and in particular along the coast to contribute to delivering a Cultural Coast for the Northwest.</li> </ul>	2007→	LAs, Mid Pennine Arts	English Partnerships, LEP, NWDA, ACE, MLA
<ul style="list-style-type: none"> <li>Invest in retail and cultural quarters to add to critical mass of things to ‘see and do’.</li> </ul>	2007→	LAs	English Partnerships, LEP, NWDA
<ul style="list-style-type: none"> <li>Invest in CCTV, lighting (streets/car parks) to reinforce safety and support development of night time economy.</li> </ul>	2008→	LAs	NCP
<ul style="list-style-type: none"> <li>Develop down lighting on key historic buildings at night.</li> </ul>	2008→	LAs, museums	EH, MLA
<ul style="list-style-type: none"> <li>Develop and upgrade interpretation and trails to enhance the visitor experience and encourage further exploration.</li> </ul>	2007→	MTIs, LAs, Regional Parks	Visitor attractions, local heritage and the wildlife trust
<ul style="list-style-type: none"> <li>Enhance immediate environment of heritage attractions to raise first impressions and reinforce quality priorities.</li> </ul>	2008	Local authorities and attraction owners	NWDA, Heritage Tourism Improvement Scheme, HLF

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<ul style="list-style-type: none"> <li>Work with key partners to ensure the Green Grids for Lancashire is embraced.</li> </ul>	2006→	LEP	Regional Parks, LAs
<b>Promotion and Marketing</b>			
<b>Press and Public Relations</b>			
<ul style="list-style-type: none"> <li>Visitor economy developments and initiatives to be regularly included within local authority and sub- regional partnership newsletters, and local press.</li> </ul>	2007→	LAs	Local businesses, LEP
<ul style="list-style-type: none"> <li>Regeneration projects and visitor developments actively involve local press through representation on appropriate committees/groups and plan a regular programme of detailed press briefings to encourage a positive and proactive relationship with the local media.</li> </ul>	2006→	LAs	Local media
<ul style="list-style-type: none"> <li>Organise ‘Community Open Days’ to local attractions and museums to encourage better understanding within local communities of the range of things to see and do, encourage repeat day visits and accompanied VFR trips. Activities to include free entry, special talks programme, behind the scenes tours, competitions etc.</li> </ul>	2006→	LAs	Businesses, LMS, tourism associations and networks, Civic Trust, MLA
<b>Market Research</b>			
<ul style="list-style-type: none"> <li>Undertake research into target market segments to better understand their needs and characteristics, and in particular the values-based Arkenford segments to inform product investment priorities and to refine marketing campaigns including those within the Group Travel sector.</li> </ul>	2006/7	LBTB	LAs, ACE, MLA
<ul style="list-style-type: none"> <li>Undertake research to identify role of the group travel and group travel organisations in the search for potential niches.</li> </ul>	2009	LBTB	LCDL
<ul style="list-style-type: none"> <li>Undertake a comprehensive visitor survey every three years.</li> </ul>	2008→	LBTB	LEP, LCDL, LAs, LMS, tourism businesses
<ul style="list-style-type: none"> <li>Undertake economic impact and visitor satisfaction for events as a rolling programme to help guide investment and marketing priorities.</li> </ul>	2007→	LBTB, events organisers	LAs and Industry
<ul style="list-style-type: none"> <li>LAs to continue to invest in STEAM and businesses to undertake periodic surveys to inform development and marketing priorities.</li> </ul>	2006→	LAs, LCDL, local businesses	Local businesses
<ul style="list-style-type: none"> <li>Undertake research in to overseas markets for New Blackpool using Blackpool International Airport as the main gateway. Research to focus on identifying market characteristics and interests, visiting patterns, spend potential and likely best routes to market.</li> </ul>	2009→	Blackpool Tourism	Other LAs

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<b>Marketing</b>			
<ul style="list-style-type: none"> <li>Undertake audit of facilities for travel trade to assist in determining future potential for niche markets and facility investment requirements.</li> </ul>	2007→	LBTB	Blackpool Tourism, Lancaster City Council, other LAs
<ul style="list-style-type: none"> <li>Based on market intelligence, evolve the Lancashire and Blackpool branding work in relation to the Arkenford segmentation approach, producing support material with new images for partners. Continue to develop proactive professional PR and key messages to reposition the county as an attractive destination.</li> </ul>	2006→	LBTB, Blackpool Tourism	LAs, Industry
<ul style="list-style-type: none"> <li>Work with partners to streamline publications - both online (i.e. websites) and offline (i.e. brochures) - to present potential visitors with clear and separate brands for Lancashire and for Blackpool, tightly targeted to the agreed Arkenford segments, and current Blackpool priority markets - and to provide industry with clear routes to market. For Lancashire to undertake joint publications and combining print and replacing print as appropriate.</li> </ul>	2006→ 2008/9	LBTB, Blackpool Tourism	LAs
<ul style="list-style-type: none"> <li>Review development of the DMS and e-commerce opportunities for Lancashire and Blackpool, which exploits the potential for joint back-office DMS development between LBTB and Blackpool Tourism. This should involve local authorities as partners, acknowledging their key role as content providers. It should address the need to up-skill and 'animate' businesses to use the system fully. Further optimise CRM systems that capture customer data from various sources, including TICs and online, and use these to deliver effective e-marketing.</li> </ul>	2006→	LBTB, Blackpool Tourism	LAs
<ul style="list-style-type: none"> <li>Continue to develop and support the winning themes of Country Escapes, Coastal Contrasts, Living Legends and Family Fun (working closely with Blackpool Tourism on Family Fun and other regional partners), and develop/deliver new tactical and niche campaigns based on the findings of market research. Work with regional partners on Industrial Powerhouse campaigns to add value to Living Legends marketing activity.</li> </ul>	2006→	LBTB, Blackpool Tourism	Other LAs, Industry
<ul style="list-style-type: none"> <li>Lead on developing the Night Time Buzz theme.</li> </ul>		Blackpool Tourism	Other LAs, Industry
<ul style="list-style-type: none"> <li>Consolidate and grow web-based consumer campaigns and develop opportunities and packages between attractions places to eat, targeting the day visitor market.</li> </ul>	2006→	LBTB, Blackpool Tourism	Industry
<ul style="list-style-type: none"> <li>Develop dedicated online services for travel trade, group organisers and conference buyers.</li> </ul>	2007	LBTB, Blackpool Tourism	Industry
<ul style="list-style-type: none"> <li>Develop gateway marketing opportunities arising from inbound flights to Blackpool International Airport with an initial focus on the primary market of Ireland and then Spain and the Netherlands.</li> </ul>	2006→	Blackpool Tourism, LBTB, CT	Blackpool International Airport
<ul style="list-style-type: none"> <li>Work with England's North Country campaign to maximise overseas opportunities for Lancashire and Blackpool and with NWDA on regional niches e.g. gardens, food and drink.</li> </ul>	2007→	ENC/LBTB/NWDA	Businesses, VB

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<ul style="list-style-type: none"> <li>Develop business tourism partnership between the two conference desks and evolve into new single customer focused conference service for Lancashire and Blackpool designed to a format that reflects the needs of the hotel sector and the conference markets of the future.</li> </ul>	2007 - 2010	Blackpool Tourism, LBTB	LAs, conference venues
<ul style="list-style-type: none"> <li>Review the current service offered to organised groups and develop and work with a network of 50 operators to deliver a quality focused service customised to meet identified market needs.</li> </ul>	2006→	LBTB, local businesses	Group operators
<b>Events</b>			
<ul style="list-style-type: none"> <li>Foster closer collaboration between events organisers to add value through a cluster and critical mass approach to the development of thematic events that achieves better coordination of events across the sub-region and a spread of activities across the year.</li> </ul>	2007→	LBTB	Events organisers, LAs, local businesses
<ul style="list-style-type: none"> <li>Develop signature events in Blackpool and elsewhere by evolving 3-4 existing events into events of regional significance.</li> </ul>	2008→	BC, event organisers	LAs, LBTB
<ul style="list-style-type: none"> <li>Cultural events programme: identify a small number of existing or new events or festivals that have potential to develop a regional or national significance and support through marketing coordination, bespoke business advice and assistance with fund-raising.</li> </ul>	2007	Chief Leisure and Cultural Officers Group	LBTB, ACE NW, EH, NWDA, LAs

## Legend

<b>ACE</b>	Arts Council of England (North West)
<b>AONB</b>	Area of Outstanding Natural Beauty
<b>BC</b>	Blackpool Council
<b>BIA</b>	Blackpool International Airport
<b>BL</b>	Business Link
<b>COVE</b>	Centres of Vocational Excellence
<b>CT</b>	Cumbria Tourism
<b>EH</b>	English Heritage
<b>ENC</b>	England's North Country Marketing Consortium
<b>HHA</b>	Historic Houses Association
<b>HLF</b>	Heritage Lottery Fund
<b>LBTB</b>	Lancashire and Blackpool Tourist Board
<b>LAs</b>	Local authorities
<b>LCC</b>	Lancashire County Council
<b>LCDL</b>	Lancashire County Developments Ltd
<b>LEP</b>	Lancashire Economic Partnership
<b>LiCC</b>	Liverpool Culture Company
<b>LMS</b>	Lancashire Museums Service
<b>LRTi</b>	Lancashire Rural Tourism Initiative
<b>LOIS</b>	Lancashire Online Information Service
<b>LSC</b>	Learning and Skills Council
<b>MLA</b>	North West Museums, Libraries and Archives Service
<b>MTI</b>	Market Towns Initiative
<b>NCP</b>	National Car Parks
<b>NT</b>	The National Trust
<b>NWDA</b>	North West Regional Development Agency
<b>People 1st</b>	Sector Skills Council
<b>RSPB</b>	Royal Society for the Protection of Birds
<b>VAQAS</b>	Visitor Attraction Quality Assurance Service
<b>VB</b>	VisitBritain
<b>WWT</b>	Wildfowl and Wetlands Trust