

BLUE SAIL ▶

VISITORS PLACES DESTINATIONS

PLYMOUTH VISITOR PLAN

REPORT FOR DESTINATION PLYMOUTH

NOVEMBER 2011

CONTENTS

- 1 THE VISITOR PLAN AT A GLANCE 1
- 2 WHERE WE ARE NOW 7
- 3 OUR MARKETS 9
- 4 TALKING ABOUT PLYMOUTH..... 11
- 5 A BLUE AND GREEN CITY 12
- 6 TELLING STORIES 15
- 7 EVENTFUL PLYMOUTH 17
- 8 PLACES TO STAY 19
- 9 BUSINESS TOURISM 20
- 10 MARKETING FOCUS 21
- 11 WELCOMING PLYMOUTH..... 22
- 12 DELIVERING THE PLAN..... 25

A Business Plan and Marketing Plan support the Visitor Plan providing further detail and rationale.

1 THE VISITOR PLAN AT A GLANCE

This is a Visitor Plan for the city. It is a framework for realising the potential of Plymouth's visitor economy and making Plymouth a city of great experiences. It captures the vision and priorities for tourism and the visitor economy and is designed to be read by a wide audience.

This Plan has been developed through a robust process of consultation, analysis and assessment. Our Business Plan and Marketing Plan are separate documents that provide the detail on how we are going to achieve our objectives. A series of background papers create the evidence base for our recommendations.

Everyone involved in the visitor economy needs to get behind this Plan, support it and take a role in making it happen.

Destination Plymouth and its stakeholders will take an innovative approach to delivering the Visitor Plan. Innovation is part of Plymouth's culture and we will embrace opportunities to test and pilot new approaches and invite creative inputs.

Tourism is one of six sectors prioritised within the *Local Economic Strategy 2006-2021 & Beyond (LES)* and is a priority for the city's growth strategy. Tourism is a significant industry in Devon & Cornwall and has been recognised in the Heart of the South West (HotSW) LEP prospectus.

We recognise Plymouth's offer as a marine and Waterfront city is distinct from the rural and coastal experience that surrounds it, so we need a bespoke approach. We need to be smart about understanding what that means for Plymouth and what unique positioning we can take. We will use the latest thinking on how to develop, deliver and promote tourism as part of taking a comprehensive and fresh look at the visitor economy. That includes supporting the development of an all year round cultural programme set out in *The Vital Spark: a cultural strategy for the city of Plymouth 2009-2020*.

WHAT WE ARE TRYING TO ACHIEVE

This Visitor Plan is a guide for Plymouth to achieve its potential as a destination and use the opportunities of the visitor economy to lead and support city-wide aspirations and priorities. **We have prioritised markets, approaches and projects that offer Plymouth comparative**

advantage; deliver the best return on investment and which will encourage inward investment. This is about focusing on less and doing it well to achieve more. We are targeting more and diverse visitors, new markets and higher spend to deliver our targets.

We are leading with the best prospects for Plymouth, so that resources – finance, skills and time – are used to best effect to deliver a prosperous and sustainable visitor economy.

OUR VISION

By 2020, Plymouth will be the UK's premier marine city and famous for its Waterfront. It will be recognised as unique among UK cities for its natural drama and for its 500-year old history as a place of embarkation and exploration. Plymouth's continuing journey towards a world-leading marine city will support the cultural experiences it offers to visitors who are looking for authenticity and character.

OUR OBJECTIVES AND TARGETS

To grow visitor numbers by 20% by 2020 and visitor spend by 25% - that means 800,000 additional visitors and that visitor spend will rise by £63m from nearly £252m to £315m

To create and sustain 4,000 new jobs in the visitor economy by 2026 – 33% increase on current numbers

To increase GVA by £84.4 million

To strengthen Plymouth's position as the regional centre for Devon & Cornwall – by creating a great day out and evening destination

To raise the profile of Plymouth and its positioning as a place to visit and invest - particularly focusing on its outstanding marine credentials

To generate demand for more places to eat and drink, distinctive independent shops, quality places to stay and an exceptional cultural offer that local people and visitors can enjoy.

THE BIG PICTURE

Plymouth will lead its growth of the visitor economy with the **Waterfront and culture**. The Waterfront is our strongest asset; it is a space that captures our history and where we can showcase the best of Plymouth. This is a creative city with a vibrant cultural sector. We will profile that distinctive personality and make sure our visitors understand what Plymouth stands for and what it offers. Plymouth is not well-known as a visitor destination so we have a real opportunity to shape perceptions positively. Culture and heritage will be an integral part of the experience, highly visible to the visitor and part of the reason they choose Plymouth.

We will develop the total experience to deliver a strong, safe and sustainable destination underpinned by consistent high quality facilities, information and service designed to meet the demanding needs of our target markets – visitors who are well-travelled, sophisticated and looking to discover something new and different.

Within the destination we have identified a small number of **star projects** that will help set the aspiration and deliver new jobs. These are the projects which will help Plymouth deliver on its tourism vision, get Plymouth talked about and enrich the city's distinctiveness. They will inspire visitors to come and will help them enjoy their visit. Each star project helps to underline the city's Waterfront, cultural and heritage credentials. They are balanced by actions that celebrate and make better use of all the assets our city already has – its setting, its attractions, its associations, its green open spaces.

The Waterfront is a natural arena, so we will maximise the opportunities of sailing events that raise the city profile and animate the water to create a vibrant atmosphere. We got off to a great start by securing the America's Cup Series for Plymouth in 2011. We will make sure we build on the legacy opportunities this offers and build our sailing events leading up to Mayflower 2020. Events are important to Plymouth because they provide reasons to visit and opportunities to showcase our city and our culture. Individual events are star projects for the city.

We will find creative and innovative ways to **tell the stories** of Plymouth, to open up the city and encourage people to explore and experience the history of Plymouth first hand. We will bring to life stories and people from the past and tell the stories of our contemporary characters too. Our ground breaking approach to linking accessible information and interpretation will get Plymouth talked about and be an attraction in its own right. We will encourage visitors to set out on the water to explore further and to explore our green open spaces on the fringes of the city.

We aim to create a vibrant Waterfront and city centre all year round; in the day and in the evening with plenty to see and do. We will present the city as a good place to do business and to invest in a business.

We will welcome and encourage growth in new and accessible hotels and B&Bs across the city – bespoke, boutique and independent - that project the personality of Plymouth and which appeal to our target markets. Growth in new and higher spending short break markets will encourage investment in existing hotels. That investment is essential to grow the short break market and optimise the potential of business tourism.

We will spend the first two years raising the profile of the city, consolidating existing day visitor and regional markets and getting right the public realm and the visitor experience so it is ready to welcome new visitors and investment.

We will then focus on delivering new visitor markets to Plymouth - UK short breaks and East Coast USA - and ensuring we deliver on the star projects, new experiences and a better tourism infrastructure.

HOW ARE WE GOING TO GET THERE

*Be clear about the **visitor markets that offer best prospects** and how we will reach them*

*Be clear about why people should visit Plymouth – what's the offer and how is it distinctive? We'll create **great experiences** – things to do, places to stay*

*Focus single-mindedly on those actions that will **deliver the best return on investment** for the city, its economy, its profile, its people and its environment*

*Identify a small number of **star projects** that will set the standard and concentrate on making them happen to the highest quality*

Be clear about the order in which things should happen

OUR STAR PROJECTS

Signature and Major Events



Royal William Yard



Commercial Wharf



How it might look in the future. Brighton's arches

Telling Stories - Quality Public Realm and Trails



HOW WILL WE MEASURE SUCCESS

We will use the following indicators to measure progress at year two and year five and again at year 10.

- ▶ Higher profile of Plymouth as a city to visit
- ▶ Numbers of jobs created and sustained
- ▶ Growth in volume and value of tourism
- ▶ Greater community pride, cohesion and safety
- ▶ Greater visitor satisfaction

2 WHERE WE ARE NOW

It is a competitive and noisy marketplace with destinations jostling for prime position. Today's visitors are footloose, sophisticated, well-travelled and looking for distinctive and new experiences. They have a wealth of destination choices and want the destinations they choose to say something about their values and their lifestyle. We need to be clear about what that means for Plymouth and where the real opportunities lie.

LOOKING OUTSIDE

This strategy is starting out in a time of economic downturn and uncertainty. It is widely accepted that as we come out of recession the world will not return to the way it was before. We are entering a new era with new ways of thinking and different ways of doing things. However within uncertainty there are new trends emerging that offer Plymouth some real market opportunities.

The staycation is here to stay

The latest VisitEngland research suggests that staycations are a trend not a fashion – that means more British people now include Britain on their choice of holiday destinations – Plymouth needs to attract more day trips from visitors on a staycation in Devon & Cornwall.

Cities are about short breaks

Plymouth needs to stake a claim and become part of that city short-break market – it needs to carve out an offer that is clearly differentiated from the large metropolitan cities such as Manchester and Liverpool and also different to the traditional historic cities such as Chester or York.

The importance of keeping it real

The recession is fast-forwarding a trend to seek out a more balanced and simpler way of life that is about returning to traditional values - enjoying the great outdoors, respecting and valuing the environment, chilling out and valuing 'quality time' with friends and family. One of Plymouth's strengths is its quality of life as a place to live and work; great open safe spaces, on the doorstep of some of the UK's best coast and countryside but with many of the conveniences and diverse culture that a city offers. It is part of the place marketing message and we need to make it work for visitors too, especially the younger culture & explorer markets.

There will not be the same public intervention available for major capital tourism development projects in the future, so we need to be more commercial in our outlook and find new ways to achieve profile and to attract visitors.

LOOKING INSIDE

Here is the starting point for Plymouth. The table shows a relatively small volume of overnight stays yet high room occupancy at a low per room yield. That means to grow volumes of overnight visitors requires increasing and diversifying the hotel offer and attracting higher spend markets. Currently, Plymouth is heavily reliant on repeat and day visitors with a slightly below average spend. So we need to make Plymouth a more attractive day trip proposition too.

UK Market ¹	International market
<ul style="list-style-type: none"> ▶ 3.5 M day trips ▶ 513,000 overnight trips ▶ 1.66 M nights ▶ £250 M spend ▶ Average length of stay is 3 nights ▶ 63% of nights are for holiday, 28% to visit friends and relatives, and 5% on business 	<ul style="list-style-type: none"> ▶ 71,000 trips ▶ 24,000 nights ▶ £1.75 M spend ▶ Average length of stay is 9 nights – overseas students on longer trips push up the average length of stay but may depress the average spend figures ▶ 34% of nights are for holiday, 9% to visit friends and relatives, 22% on business and 32% study

Occupancy ²
<ul style="list-style-type: none"> ▶ 75.5% hotel occupancy ▶ £54.96 – av. room rate.

¹ South West Tourism 2008 for Plymouth Unitary Authority using Cambridge Model

² Blue Sail research

3 OUR MARKETS

Plymouth will begin by growing the volume of day trips as part of positioning the city as the regional centre - for people living or doing business in Devon & Cornwall or on holiday there. Plymouth already attracts visitors on a seaside or countryside holiday into the city for a day out but **we want to present the Plymouth experience more strongly, so it becomes a ‘must do’ day trip.**

We will also develop new and higher value UK short break markets. **We want to position Plymouth as a city-break destination in its own right. We will optimise our special relationship and associations with North America by targeting the East Coast US market** in the longer term.

We will continue to take care of our existing markets and aim to increase their value to the city through increased spend. This is particularly relevant for the coach market. Currently Plymouth is an overnight stopover for coach parties but the city’s attractions are frequently not included on itineraries. We will work with coach companies to design itineraries that include trips to Plymouth attractions and experiences.

Here is some more about our target markets and why they are a priority for Plymouth.

	Who they are	What they are looking for	Why they are a priority for Plymouth
Resident Trippers IMAGE	Day trips from home within 60 minute drive time	City centre shopping Events Nightlife Theatre	Easy to reach and exploits Plymouth’s role as regional centre.
Entertainment Seekers IMAGE	Families, day visitors from within 90 min travel time staying in holiday camps/caravans	Day away from beach City centre shopping Entertainment for kids Events	Relatively easy to reach High spend
Boden Set IMAGE	Families, day visitors from within 90 min travel time staying in quality self catering	Rainy day alternatives Active days out in the city Educational	Relatively easy to reach High spend

		Interesting places Events	
STAYING TRIPS			
Uni VFRs IMAGE	Friends and family of students at Plymouth university	Experience of the city Restaurants/cafes	Relatively easy to reach Opportunities to extend stay and additional visits.
Cultural Couples IMAGE	ArkLeisure segments Discoverers & Cosmopolitans – 30+, no kids, from London, Birmingham and Manchester train route corridors	New place to visit Independent shops Places to eat and drink Interesting environment Events	High spend Changes Plymouth’s visitor profile
US East Coasters IMAGE	Baby boomers and seniors with English heritage living on USA East Coast	Places of historic interest Historic attractions Mayflower and emigration stories	High spend
BUSINESS TRIPS			
Business connections IMAGE	Devon & Cornwall day meetings and seminars	Value for money meeting spaces Convenient location Places to eat and drink	Exploits Plymouth’s role as regional centre
High value specialist conference IMAGE	Business people, researchers and academics linked to the university’s specialisations and professional networks.	Right professional networks Places to eat and drink Interesting environment	Mid- high spend

4 TALKING ABOUT PLYMOUTH

Plymouth does not have a high profile as a visitor destination. Outside Cornwall & Devon there is relatively low awareness of what the city has to offer or what to expect when you get here. That means **an important first step is to generate good PR to get Plymouth talked about more, so that our target markets develop an understanding of what Plymouth is about as a city and what it stands for**, so that they begin to think about putting it on their list of 'must see' destinations. We need to talk about Plymouth to a national audience to put the city on the map. There are some strong PR opportunities already in the events calendar.

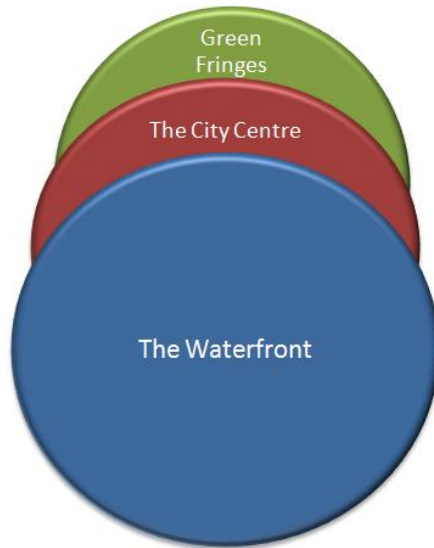
- ▶ British Art Show 2011
- ▶ America's Cup World Series 2011
- ▶ Mayflower 2020.

These need to be supported by other opportunities that profile Plymouth as:

- ▶ A marine and Waterfront city
- ▶ A blue and green city – open spaces to explore in the city and on its fringes, and great vistas across the Sound
- ▶ A cultural city with a growing creative industries sector
- ▶ A learning city with an expanding knowledge economy.

We've developed a Shared Story for Plymouth. It identifies a core set of words and phrases that best describe the city's unique and special qualities and the key messages that we know will appeal to our target markets. The Shared Story will customise the Positively Plymouth brand so that it works for visitors and the visitor economy. Everyone in the visitor economy will use The Shared Story so that we develop a way to describe Plymouth to visitors that they come to recognise and look out for. We will also develop a Shared Story style guide that includes recommendations on the use of colour and textures for visitor information, interpretation and marketing purposes to help reinforce key messages.

5 A BLUE AND GREEN CITY



The Waterfront is at the heart of the city’s vision. It is also the city’s strongest visitor asset and must be the showcase for the very best of Plymouth and all it stands for. It is our main attraction but we must ensure that we also deliver an all-round urban experience which will depend on an excellent city centre. Plymouth is a compact city and you can reach its green spaces easily to explore further. We need to make more of that as part of the city’s positioning as a blue and green city.

Visitor research shows people want a city to offer a wide choice of great experiences including cultural heritage, the arts, museums and events and activities during the day and in the evening. They want places to wander through and explore, places to shop, eat out, somewhere to see the views and just to watch the world go by. They may not take advantage of all these opportunities but they need to know the city offers them.

That means we need to ensure all of Plymouth delivers an excellent and accessible experience.

THE WATERFRONT

Plymouth’s Waterfront needs to offer more things to do and see to attract new and more visitors, more

often. This means:

- ▶ More specialist quality retail – including small arts and crafts shops that provide more opportunities to showcase local talent.
- ▶ More places to eat, drink, socialise, relax and watch the world go by.
- ▶ Better coordinated and promoted opportunities to get out on the water and take trips to different parts of Plymouth – using the water to connect the visitor offer around the Sound and make it part of the contemporary experience and the Waterfront buzz.
- ▶ More animation – events, street entertainers, banners, special lighting, activities - that makes the Waterfront an entertaining place.

- ▶ Projects that extend the Waterfront footprint and encourage visitors to explore further.
- ▶ Making more of sailing festivals and events as a way to animate the Waterfront, to raise the profile of Plymouth as a marine city and deliver excellent infrastructure for participants.

We will support and encourage a small number of Star Projects on the Waterfront including events. We talk more about events at Section 7.

ROYAL WILLIAM YARD

Royal William Yard is a major part of Plymouth's history. The vision is for a special place that showcases our heritage and contemporary culture together, bringing historic buildings into productive use to support the creative sector. This is an appealing and distinctive proposition for visitors. The conversion of the Victualling Yard into a space for creative businesses is a springboard to support the development of Royal William Yard including more specialist retail, cafes and restaurants that create a great space to be in with some outstanding views. We will develop the area as a great space for events too. Visitors will travel across the Sound by boat. It will become one of Plymouth's must-do experiences. The visitor economy will help provide a reason for inward investment in cultural activity and help the sustainability of the businesses generated there.

COMMERCIAL WHARF

To open up the 18 boatsheds at Commercial Wharf to create a new boho quarter for artists, independent specialist retail and cafe/bars. The Wharf will be specially marketed and developed, potentially offering preferential rentals and lease arrangements to encourage the right mix of tenants and create a great space to be and add to the cultural buzz of the Waterfront. We will identify new boat storage locations to replace those lost at Commercial Wharf. It will serve as an exemplar to encourage the packaging, promoting and managing of other Waterfront sites.

THE CITY CENTRE

It is important that the city centre delivers the environment, the facilities and the customer service visitors expect and that it tells the visitor that Plymouth is a place of quality and confidence. The city centre is where you arrive in the city; it is where the majority of the shops and hotels are located and continuing improvements to the public realm will contribute to their success and create good first impressions.

Abercrombie's vision for the rebuilding of city in the 20th century has given it a distinctive layout and character and is part of the story Plymouth has to tell. Effective linkages by foot to and from other areas of the city are important to encourage visitors to experience the full character of the city within which the centre sits.

For the visitor it is important that the centre develops a more diverse offer including more leisure, cultural and evening uses. The streetscape provides excellent opportunities for events and year round animation. The university, the art college and the theatre sit in the centre of the city and are all important to its cultural life.

OUR GREEN CITY FRINGES

Part of the quality of life that Plymouth offers is easy access to quality green spaces including Mount Edgcumbe Country Park, Palmerstone Forts, Plym Valley and Saltram, where there are plans to create one of six state-of-the-art mountain biking centres in the south west of England. They are not main attractors for Plymouth outside of resident day trips but are a significant part of the city's positioning as a place to live and have appeal to younger visitor markets including our target University VFR and Boden Set day visitors. Around Plymouth is an outstanding group of National Trust properties that can appeal to our Cultural Couples market.

6 TELLING STORIES

Plymouth has a rich heritage full of interesting, famous historic and contemporary characters. It has strong naval, marine and cultural credentials. Plymouth is a place of embarkation and arrival. Heritage will be a primary reason for our East Coast US and other overseas visitors to visit us.

Plymouth has always embraced radical ideas, liberty and innovation. That is reflected in the achievements of its famous people, its religious connections, its artistic associations, its engineering and its architecture. These intangible heritage assets are part of its past, part of the city's DNA today and therefore also part of its future. They offer rich material for telling stories.

Plymouth will invest in its heritage experience in a contemporary way. In particular it will communicate its intangible heritage and cultural assets as a way to get visitors to connect with the city in different ways and at different levels. We will use a joined-up and groundbreaking approach to tell its stories across the city - public art, creative interpretation and directional pedestrian signing will be developed together to create a high quality accessible public realm. It will be an attraction in its own right designed to excite, amuse and invite debate.

The design of the public realm will say something about the city, its values, its creative qualities and identity as well as telling some of the city stories and providing functional directions between places. We will make sure that our signing and interpretation is designed to create an accessible city for everyone. We will use the latest technology too, so visitors can experience different aspects of the city in different, engaging and interactive ways. We will develop a single framework for this activity that enables joined up design and delivery while creating sufficient flexibility to respond to creative ideas and innovation. Plymouth will be an exemplar for this approach and one of the reasons people talk about Plymouth.

Some of the priorities are:

- ▶ Arrival points to the city and gateways to the quarters within it – opportunities to improve welcome and define places
- ▶ Attractive pedestrian trails from the city centre to the Waterfront to provide directional signing and tell a story at the same time

- ▶ Walking and cycling trails along the Waterfront to encourage visitors to explore and discover more of Plymouth and travel out to our rural hinterland – using opportunities to connect with National Trust trails to Saltram and to Plym Valley and link up with walking and cycling trails across the city
- ▶ Street art, lighting, temporary installations, sculpture and public art that capture a moment in history or animate a space
- ▶ Using the latest digital technology to create different layers of interpretation using various content sources so that visitors can personalise their experience.

We will invest in our museums and visitor attractions so that they offer a quality experience that has appeal to our visitors and is commensurate with our aspirations to make Plymouth a great marine and Waterfront city. Our museums and visitor attractions will demonstrate our commitment to investing in our heritage and communicating our stories to modern audiences. We will look at opportunities for Heritage Lottery funding to help support these aims and specifically to improve the visitor experience at Elizabethan House and The Merchant’s House. We will strengthen our links with neighbouring historic properties that tell some of our heritage stories and will strengthen digital and physical links so that visitors are encouraged to visit our museums and visitor attractions as part of a digital trail. We will ensure our high profile attractions – National Marine Aquarium, Plymouth Gin Distillery and the Theatre Royal and Drum Theatre – are profiled strongly. We will explore the viability of creating a replica Mayflower ship as a new high quality visitor attraction for the city that will appeal to our target markets.



From L to R

Jewellery Quarter Birmingham – Pavement Trail

Jewellery Quarter Birmingham - Gateway Sculpture

Holsteiner stairs in Wuppertal

Horst Glaesker’s pavement painting in the Campo Santo, Paderborn, Germany

7 EVENTFUL PLYMOUTH

We will use the natural arena of the Waterfront, the open spaces on The Hoe and make creative use of the venues across the city to realise the potential of events to raise the profile of Plymouth, underline key messages and deliver more visitors and spend.

We will focus on **Signature Events** that recur regularly to enhance identity of place and provide a high quality, distinctive experience for visitors and local people. We will build on Signature Events already taking place in Plymouth and seek new ways to grow their economic value for the city. This will be through paid-for elements, by packaging events and accommodation and by audience voting. We will also invest in the development of new Signature Events.

We will support a small number of **Major Events**, one-off opportunities with international appeal that generate significant media coverage and have the potential to attract significant volumes of visitors as well. We will make much more of our **Waterfront events** including by wrapping up all of Plymouth's sailing events under one banner.

Flavour Fest and Barbican Jazz and Blues Festival will be our **Growth Events** enhancing our visitor experience. We will continue to value the role of all events – regional and local – as ways to create a lively Plymouth. In particular we will host more pop concerts as part of our positioning as a youthful and vibrant city and regional centre for Devon & Cornwall.

OUR PRIORITY EVENTS – STAR PROJECTS

1. **New Signature Event** for Plymouth – a **marine and cultural** festival to grow organically over the life of this Plan building up to a major celebration in 2020 that links up with inward investment activity and with a view to creating legacy
2. **'Sail Fest'** – packaging and promoting existing sailing and water-based events together under a banner and developing a quality programme of on-shore activities during the events
3. **British Firework Championships** – look after, refresh and develop income generation opportunities.

OUR EVENT SPACES – WATERFRONT AND CITY CENTRE

- ▶ The Hoe
- ▶ The Waterfront & Barbican
- ▶ Armada Way
- ▶ Home Park
- ▶ Royal William Yard
- ▶ University and Levinsky Building

- ▶ Theatre Royal
- ▶ Barbican Theatre
- ▶ Plymouth Arts Centre
- ▶ City Museum and Art Gallery
- ▶ Guild Hall
- ▶ The Pavilions

8 PLACES TO STAY

Plymouth has a relatively narrow range of hotel and B&Bs to choose from, many would benefit from investment and are trading down. There are few places to stay on the Waterfront. Better quality and more distinctive accessible places to stay are essential to attract our higher spend target overnight visitors and to provide the choice and quality our business visitors will expect.

We must work at targeting inward investment in new hotels and B&Bs that improve the range and choice of places to stay and which meet the needs and aspirations of our new higher spend leisure and business target markets. This is essential to delivering our vision and our growth objectives. We will welcome independent boutique, town house hotels and distinctive quality B&Bs, in particular on the Waterfront. A priority is to raise the quality of facilities and experience in all our hotels and B&Bs.

Businesses will only make that investment in response to increased demand, so we need to create the business environment for that by driving more overnight visitors to Plymouth throughout the year. Events offer a particular opportunity to do that in the early stages of the plan delivery. We need to support that by delivering on our other star projects to sustain momentum.

9 BUSINESS TOURISM

We will use our visitor assets - our Waterfront and our culture – to position Plymouth as a great place to live, invest and do business. We will encourage investment in creative and cultural small businesses that will help to create a vibrant and lively city that visitors want to come and see. Visitors generate more custom for those businesses, encouraging further investment. It is a virtuous circle.

The conference market is evolving away from large, long events to shorter, smaller conferences. These trends are driven by new technology that allows people to network in different ways and by time and financial pressures. Plymouth does not benefit from an easy to reach central location with a large business and population catchment, so we need to focus on those opportunities that offer the best prospects. That means going for value rather than volume.

Our focus is on generating the higher value conference opportunities including through the University where conferences help to build Plymouth's reputation as a marine city and reinforce its cultural credentials. This is where the main opportunity lies for the city.

We will ensure we offer good facilities for business meetings and deliver an excellent service to our business visitors. Destination Plymouth will manage a web portal and provide an effective and professional conference enquiry service integrated with the visitor information service. Conference Plymouth will coordinate familiarisation visits and promote Plymouth as a location through appropriate trade exhibitions. Members of Conference Plymouth will contribute a 'bed tax' to generate a larger conference subvention fund. These actions are designed to position Plymouth as *the* place to meet and do business in Devon & Cornwall.

10 MARKETING FOCUS

We need to transform the way we market Plymouth as a visitor destination to give it profile, create awareness and understanding and stimulate interest in visiting among our target markets.

Our primary channels will be PR and digital marketing so that we reach our target markets more cost-effectively, precisely and compete effectively alongside other destinations. Our Marketing Plan is built around our target markets. Of course other people will come; it is just a question of targeting finite marketing resources where they have the greatest impact.

Our marketing approach in a nutshell is:

- ▶ To target our priority markets as tightly as possible with motivating messages and through the right media channels
- ▶ To use our Shared Story™ consistently to reinforce the Plymouth brand and talk about Plymouth in the right way
- ▶ To use print and technology creatively and appropriately to support an integrated approach to marketing across promotion, information and interpretation
- ▶ To use PR to help raise the profile of Plymouth – regionally, nationally and internationally
- ▶ To exploit digital marketing to target and communicate cost-effectively with potential and actual visitors
- ▶ To develop a first-class 'Visit Plymouth website' which inspires, informs and engages
- ▶ To use digital platforms to facilitate conversion and booking and build a relationship with all our diverse visitors through using customer relationship management (CRM)
- ▶ To develop joint-promotion and collaboration with tourism and non-tourism brands which share the same target markets to extend reach.

11 WELCOMING PLYMOUTH

GATEWAYS AND FIRST IMPRESSIONS

Many of our day visitors, in particular those on holidays in Devon & Cornwall, will continue to arrive by car and we will make it easy for them by providing clear directional signing. We will encourage our short-break markets to travel by train, so we need to invest in the station and its environs to improve first impressions. The bus station also needs to be made more welcoming, particularly for groups travelling by coach. We will invest in the welcome and quayside infrastructure for our visitors arriving by ferry, cruise ship or personal craft. Plymouth Sound and the surrounding coast is a superb place for sailing and we will ensure there are plenty of short-stay moorings available.

Roads	Rail and Coach
<ul style="list-style-type: none"> ▶ Directional road signs should encourage visitors to take easy and attractive routes into the city centre ▶ Signs should identify where it is best to park for different areas and activities – Waterfront, city centre, shopping etc – and use clear symbols or codes to assist with that ▶ Visitor car parks will include orientation boards ▶ Visitors should be encouraged to explore on foot. Our Telling Stories approach will encourage that. We will also encourage pedestrian and cycle networks to be given priority over cars. 	<ul style="list-style-type: none"> ▶ We will encourage the quality and design of pedestrian signing on Armada Way to be extended to the station. ▶ We will work with local landowners and the rail company to improve the presentation of the station environs ▶ We will work with the rail company to encourage ongoing investment in the presentation and welcome at the station ▶ We will improve the presentation of the bus station and its facilities including orientation and signing for the benefit of local, regional and coach visitors.

Cruise Ships

- ▶ We will continue to provide a warm and personalised welcome to cruise ship passengers including providing a mobile TIC service at the point passengers arrive
- ▶ We will offer organised tours and maximise spend opportunities for cruise visitors.

Ferry port and personal craft

- ▶ We will ensure signage and orientation at the ferry terminal encourages visitors to spend time in the city
- ▶ We will optimise the mooring capacity of the city and consider provision of public moorings
- ▶ We will ensure launching places and facilities are available for sailing regattas.

VISITOR INFORMATION

Visitors need information at the decision making and trip planning stages and also once they have arrived. Information needs variously to inspire, provide practical information and help visitors develop a more detailed and deeper understanding of the place. We will deliver an integrated approach to marketing communications, information and interpretation that is fit-for-purpose and delivers a 21st century solution to information provision. It will include:

- ▶ Providing printed information and digitally accessed information (via personal devices) at visitor venues across the city and in the environs using bespoke branded display racks – this will deliver immediate information where visitors are gathered in an accessible way
- ▶ Providing Plymouth knowledge staff training at these venues
- ▶ Exploring the opportunity to develop a staffed mobile TIC - to greet cruise ships and attend major events that will deliver enhanced customer service when and where it is needed
- ▶ Using digital platforms to deliver information, collate data about our visitors and develop sophisticated customer relationship management (CRM).

SKILLS AND TRAINING

Central to our Visitor Plan is creating great experiences and creating new jobs in the visitor economy. That means we must deliver quality assurance in every aspect of the visitor experience and businesses must take up the challenge of delivering that. We need to ensure we have a workforce able and keen to take up new job opportunities and that jobs are available to all.

The tourism sector offers entry level job opportunities with an increasing demand for higher skills, for example in IT. It also offers management and specialist skills opportunities in the retail, creative, cultural and heritage sectors and creates new market opportunities for small and medium sized businesses (SMEs).

We need to support local businesses in the visitor economy to ensure they are competitive. Today’s visitors have demanding expectations of customer service. The quality and individuality of our customer service should be a part of the city’s distinctiveness.

It is essential that skills development initiatives are industry-led, available locally and provide businesses the opportunity to access learning in different ways when and where they need it.

Skills Planning	Business Support
<ul style="list-style-type: none"> ▶ We will ensure that the needs and issues of the visitor economy and the tourism sector are addressed in line with the action plans for the Employment & Skills Board priorities ▶ We will develop a specific action plan for the visitor economy that identifies skill needs and the strategic response needed from training providers ▶ We will identify a visitor economy champion for skills 	<ul style="list-style-type: none"> ▶ We will provide customised support to tourism SMEs – in particular how to make best use of market intelligence and IT to increase competitiveness and build customer loyalty ▶ We will support and encourage employers to offer high-quality apprenticeship places at all levels in leadership and management development, customer service, marketing, sales, product development and IT/administration.

12 DELIVERING THE PLAN

Destination Plymouth, Plymouth Waterfront Partnership (subsequently the Waterfront BID) and Plymouth City Centre Company are the main strategic partners that together with Plymouth City Council will lead on delivery.

These partners will combine their staff expertise and financial resources to deliver the Visitor Plan. The Head of Place Management will lead on delivery under the general direction of the Chairs of Destination Plymouth, the City Centre Company and the Plymouth Waterfront Partnership/Waterfront BID.

Real progress will depend on commitment from all the key stakeholders across the city. Their participation and financial contributions will be crucial in making things happen. Destination Plymouth will encourage these stakeholders to take an active role in delivery. They are cultural and education bodies, attractions and visitor-related businesses.

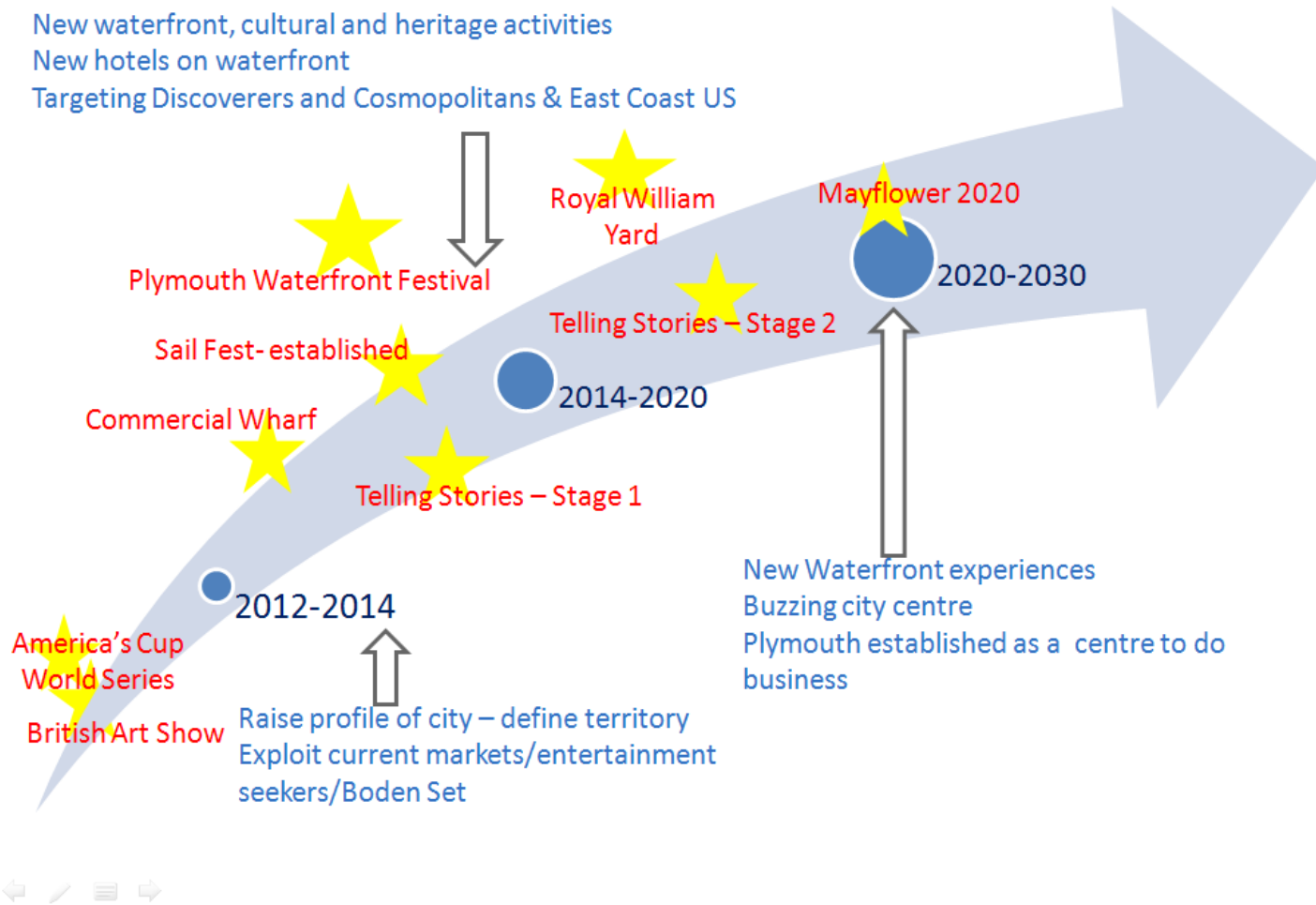
We have developed a five year Business Plan to begin rolling out the Visitor Plan. Here are the headline actions.

Programme of activity	Key actions
Star Project – Signature Events	<ul style="list-style-type: none"> ▶ Establish key stakeholder working group to develop new Plymouth Waterfront Festival and secure programme development funding. Stakeholders to include Marine Science Partnership, University of Plymouth, Plymouth College of Art. ▶ 2011 – Appoint Festival Director to lead on development activity, build partnerships and raise funding and sponsorship ▶ 2013 – launch Plymouth Waterfront Festival ▶ Package existing sailing events to create and promote SailFest ▶ Identify and roll out new commercial activity for the British Fireworks Championships.
Star Project – Telling Stories	<ul style="list-style-type: none"> ▶ Identify European partner cities and develop initial INTERREG bid to develop Telling Stories interpretation –

	<p>Destination Plymouth working closely with University of Plymouth and Plymouth College of Art</p> <ul style="list-style-type: none"> ▶ Work up and deliver initial priority trails in the city – focus on gateways, Waterfront, city centre and links between them ▶ Work up HLF bid for The Elizabethan House to re-focus on the Pilgrim Fathers story for the 2020 anniversary.
Star Project – Development Sites	<ul style="list-style-type: none"> ▶ Map available sites on the Waterfront to create packages for development and take to market ▶ As part of this approach encourage and prioritise growth in new boutique and town house hotels and quality B&Bs that meet the needs of target markets ▶ Work with Urban Splash to raise the profile and develop potential to make Royal William Yard a mini-destination ▶ Include Commercial Wharf as part of development packages and designate as opportunity for specialist retail and cafes. Provide incentives to encourage local creative industries SMEs.
Visitor Information	<ul style="list-style-type: none"> ▶ Identify new tourist information points (TIPs) in Plymouth (including Mayflower Centre) and at gateways and work up partnership arrangements ▶ Provide information materials and staff training for TIPs ▶ Explore opportunities for and potentially commission mobile TIC.
Boat Services	<ul style="list-style-type: none"> ▶ Develop coordinated services and clear digital information on the Waterfront and online
Conference Plymouth	<ul style="list-style-type: none"> ▶ Manage a web portal and an enquiry response service for Conference Plymouth ▶ Members of Conference Plymouth to subscribe to a subvention fund.
Skills Development	<ul style="list-style-type: none"> ▶ Appoint Visitor economy champion ▶ Develop Employment & Skills Action Plan ▶ Develop and agree a Skills & Employment Accord to deliver local jobs for local people.

<p>Monitoring and evaluation</p>	<ul style="list-style-type: none"> ▶ Commission annual Cambridge Model Visitor Survey ▶ Develop and undertake surveys to measure visitor, business and community perceptions and benefits ▶ Work with economic development to ensure visitor economy covered in wider monitoring and evaluation work.
<p>Destination Marketing</p>	<ul style="list-style-type: none"> ▶ Appoint dedicated Visitor Marketing Manager to lead on destination marketing delivery ▶ Set up a fully interactive, first-class destination website and digital marketing platform ▶ Set up a Customer Relationship Management system ▶ Build destination PR to start building Plymouth’s profile and reputation ▶ Develop e-marketing for target markets.

Below we show our timeline for delivery and our star projects.



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