

Appendix 1: Visitor Strategy Action Plan

Over-arching Aim: To deliver significant growth in the St Albans visitor economy by 2018

Objective 1

Raise the profile of St Albans as a quality visitor destination

Areas of Activity

- ◆ Develop and implement a brand strategy for St Albans that is shared, understood and used by all organisations and businesses working in the visitor economy
- ◆ Increase awareness of St Albans and all it has to offer through additional marketing
- ◆ Establish a co-ordinated marketing approach across all sectors of the visitor economy to ensure a sustainable balance of visitors by market segment, value and volume
- ◆ Maximise the benefits of new technology in promotion and marketing

Key Year One Actions

- ◆ Commission the development of a brand strategy
- ◆ Agree a mechanism to deliver co-ordinated marketing and promotion strategy based on evidence
- ◆ Undertake further analysis of the market to improve market segmentation
- ◆ Audit resources and tools used by all organisations to promote their element of the visitor offer and identify opportunities to share resources e.g. image banks

Partners

Council, Visitor Economy Advisory Board

Council, Visitor Economy Advisory Board

Council, Visitor Economy Advisory Board

Council

Objective 2

Deliver an exceptional visitor experience

Areas of Activity

- ◆ Deliver an inspirational welcome at main visitor entry and key visitor information points
- ◆ Develop sales and marketing tools that help the visitor to experience the whole of our visitor offer
- ◆ Improve the quality of accommodation and other businesses in the visitor economy to stimulate repeat visits, encouraging the use of quality assurance schemes
- ◆ Research and monitor the quality of the visitor experience
- ◆ Develop a continual programme of skills development in welcoming visitors to improve customer care and visitor satisfaction.
- ◆ Maintain and improve a quality public realm, including effective signage for visitors

Key Year One Actions

- ◆ Investigate Purple Flag status for the city's evening economy and achieve it in year 2
- ◆ Introduce a "Welcome Host" skills development programme for front-line visitor economy staff
- ◆ Establish feedback mechanisms for both residents and visitors
- ◆ Investigate the feasibility of joint ticketing including a Heritage Pass
- ◆ Develop and disseminate impartial 'Welcome to St Albans' leaflets across the city and district that highlight transport and information options

Partners

- Council
- Council, Oakland's College and visitor businesses
- Council
- Council
- Council

Objective 3

Continual improvement of the visitor product

Areas of Activity

- ◆ Develop customer focused products and packages targeted at market segments to increase overnight stays
- ◆ Develop products that will drive business in both the rural and urban visitor economy
- ◆ Develop products that are inclusive and accessible
- ◆ Develop products that will attract high expenditure
- ◆ Develop incentives that encourage repeat visits as well as visits to a broader range of attractions
- ◆ Develop products that will drive business in both the rural and urban economy for example packages and joint ticketing.
- ◆ Develop initiatives that will support retailers, especially independent shops, as shopping is a main visitor activity
- ◆ Continue to work together to attract investment to improve and support new key visitor attractions
- ◆ Work with existing public transport providers to develop products to encourage visitors to visit St Albans by public transport

Key Year One Actions

- | Key Year One Actions | Partners |
|---|----------------------|
| ◆ Develop a Christmas Market and seasonal visitor experience in the city centre | Council, Cathedral |
| ◆ Develop visitor products for promotion to overseas visitors, including our Twin Towns | Council and partners |
| ◆ Agree target market segments and range of visitor products to be developed years 2-5 | Council and partners |
| ◆ Undertake an accessibility audit across the district | Council and partners |
| ◆ Research incentives that have proved successful in other destinations | Council |

Objective 4

Develop and maintain improved planning and communication

Areas of Activity

- ◆ Establish a robust and sustainable partnership between the public, private and community sectors to manage and drive improvements in St Albans as a visitor destination
- ◆ Continue to develop and use accurate and timely intelligence on the visitor economy
- ◆ Strengthen existing and establish new networks of businesses working in the visitor economy
- ◆ Identify all possible sources of funding to contribute to the delivery of a sustainable approach to the management of St Albans as a destination

Key Year One Actions

- ◆ Launch and disseminate strategy locally, regionally and nationally
- ◆ Establish Visitor Economy Advisory Board
- ◆ Undertake option appraisal and recommend most appropriate vehicle to drive the improvements in the management of St Albans as a destination
- ◆ Identify key future actions against the objectives on the basis of the evidence gathering planned in Year 1 and outlined above

Partners

Council

Council and partners

Visitor Economy Advisory Board

Visitor Economy Advisory Board