

Hereford City Destination Management Plan 2018 -2022



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Version	Date	Notes
1.0	30-11-2017	First Publication

1) Purpose

Creating the future for a vibrant Hereford City

The Hereford City Destination Management Plan (HCDMP) is Hereford's strategic plan presenting a timetable of aspirations and actions designed to expand the city's visitor economy with due consideration to local residents and the environment.

A succinct document which can be utilised by any organisations, agencies and individuals whose priorities are the growth of the visitor economy allied within a sustainable tourism model to the benefit of Hereford.

The Hereford City Destination Management Plan is aligned with other key documents relating to the tourism sector in the county.

This work has been undertaken by Visit Herefordshire, the official Destination Management Organisation (DMO) for Herefordshire, with the support of Herefordshire Council.

2) Background

a) The Economy of Herefordshire

Invest Herefordshire - An Economic Vision published by Herefordshire Council in June 2017 highlights tourism, heritage and culture businesses as an integral part of Hereford's economy and looks to support this sector whenever it can. With 7% of the workforce employed in tourism, this sector is identified as key and the objectives of this HCDMP will aim to dovetail with the economic plan wherever possible.

b) Hereford as a Destination

The importance of the visitor economy to Herefordshire cannot be underestimated with £442 m generated by tourism in 2015 and 6,688 jobs within this sector.

Geographically, the city of Hereford occupies a unique position in that it is literally the centre or hub of the county with the market towns of Ross on Wye, Leominster, Kington, Ledbury and Bromyard all within a fifteen miles radius.

In a county with a population of 188,000, the city population is 60,400, so almost a third of the county reside in the city with the 0-29 year olds age group accounting for 37% of the city population, higher than any other area in the country.

As a county we are home to a number of large scale events and festivals, ranging from Bromyard Folk Festival, Nozstock and Lakefest music festivals to Ledbury Poetry Festival, Kington Walking Festival and the internationally acclaimed Hay on Wye Literary festival. As a city however, we host relatively few major events and festivals given that almost a third of the population is concentrated here. As such, the revived Hereford River Carnival, Indie Food Festival, the new Hereford Food Festival, the Hereford Mayfair and the Ferrous Blacksmithing and Ironmongery festival comprise the main offering, together with the Three Choirs Festival which is hosted in Hereford every three years. Hereford also hosts Borderlines Film Festival, Hereford Racecourse as part of the UK Jump racing calendar, whilst Hereford FC hosts visiting football teams and supporters.

One of our challenges is to build upon the great success of the £90m Old Market Development in the city which has added a multi-screen cinema, multiple restaurant outlets and attracted national brand names such as Debenhams and Waitrose to the city. Whilst this has increased footfall to the city with regards to shopping this does not necessarily translate to visiting the historic part of the city housing the Black and White House Museum, Hereford Cathedral, the independent shopping quarter in Church Street, Hereford Library & Art Museum, the Left Bank river area and the Cider Museum.

Being a flat, walkable, very accessible city, clearer signage and use of free maps can encourage visitors to explore the city. With attractions such as The Courtyard Centre for the Arts drawing in audiences of 300,000 per year and a similar figure for Hereford Cathedral, there is a need for more events and more attractions within the city, especially with regard to increasing the night time economy. Currently, after 5pm the city tends to wind down with little use of public spaces made during the year. The role of Hereford BID in cultivating a clean and attractive city can also help.

As a destination Herefordshire is not competing with coastal areas where as well as day visitors, many will spend 1-2 weeks at a resort. Instead, our strength is in a diversity of offering and attracting day visitors and short break visitors, utilising our natural landscape, history, heritage and the omnipresent River Wye which can help to promote more of a year round visitor offering rather than being simply a seasonal resort. It is in the interest of both the city and county to spread the offer across the county as we lack the transport infrastructure and accommodation to cope with highly concentrated visitor demands.

Having an attractive city to live and work in besides being good for the wellbeing of the local population, also adds to the appeal for visitors, in turn increasing the economic prosperity of the city and county. With the city literally being the centre of the county, it is especially important for it to be attractive and vibrant; in effect setting the tone for the entire county. With prudent, sensitive and sustainable management of our assets we can cultivate an environment of civic pride where both residents and visitors can enjoy the city space and its environs.

This destination management plan will help to galvanise blueprint for the future of the city and county delineated in the City of Culture bid during 2017, the Economic Vision published by Herefordshire Council and the stated aims and ambitions of Visit Herefordshire as the destination management organisation. That said, the five year plan set out in this document can only be realised with the co-operation of the diverse stakeholders, businesses, local authority and organisations working together towards the shared goal of increasing visitor numbers, overnight stays and incremental spend, whilst also recognising the needs of the local residents and the natural environment.

This destination management plan also recognises the huge shift in funding priorities for tourism. Local authority funding is no longer available so the baton is firmly handed over to the private sector, local businesses and organisations if we are to raise the profile of the city both nationally and internationally. This destination management plan will address this change by offering a coherent marketing strategy and identifying opportunities to attract more visitors and extend their stay. It will also outline a timetable over the next five years which can be both updated and amended as required utilising the advantage of being a digital publication.

This Hereford City Destination Management Plan (HCDMP) for 2018-2022 outlines a vision for the future and signposts the strategic priorities required to develop Hereford as a destination to the wider country and the international market. Falling within the framework of the Herefordshire Council Economic Vision, the Hereford Area Plan, Hereford City of Culture bid 2017 and the forthcoming Cultural Strategy from Herefordshire Cultural Partnership, the HCDMP utilises these documents as a catalyst for the future actions to be undertaken by a diverse range of facilitating organisations and agencies. In addition, the following key documents have informed the research for the HCDMP:

- Business Register & Employment Survey (ONS)
- The Characterisation of the Historic Townscape of Central Hereford 2010
- Destination Hereford - Choose How You Move (Herefordshire Council)
- EAFRD Growth Programme
- ESIF Strategic Activity 3 for Tourism
- HLF Grants & Creative Industries Economic Estimates (both DCMS)
- Local Development Strategy for Herefordshire Leader 2014-2020
- The Marches LEP European Structural & Investment Funds Strategy 2014-2020
- STEAM Report 2010-2015
- Tourism Strategy for Herefordshire 2010-2015
- Visit Herefordshire City Consultation 21st July 2017 plus individual consultations July-October 2017 (Appendix 1)

Visit Britain, the national tourism agency for Britain, encourages and supports the development of Destination Management Plans throughout England as an essential tool in the delivery of a successful visitor economy. Government policy encourages destination organisations to become focused and efficient bodies that are increasingly led by the private sector.

Destination Management Plans are one mechanism to achieve this.

c) The National Picture

The Visit Britain forecast for the volume and value of inbound tourism is issued in December each year. The below forecast is the mid-year update run in July 2017. In 2016 there were 37.6 million inbound visits to the UK, up 4.1% on 2015, with these visitors spending £22.5 billion, up 2.1% on 2015. The latest forecast for 2017 is for 39.7 million visits, up 6% on 2016 and £25.7 billion in visitor spending, an increase of 14% on 2016.

This forecast was run in July 2017, at which point provisional inbound data to May 2017 was available from the International Passenger Survey, and represents an upgrade to the forecast released by VisitBritain in December 2016.

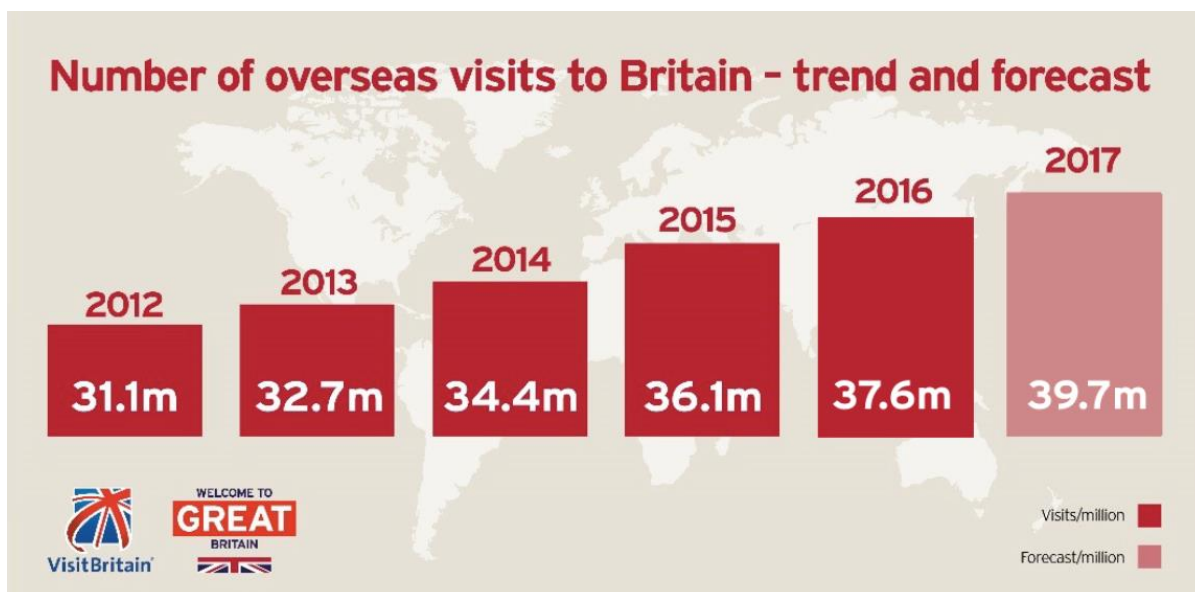


Figure 1 Visit Britain Mid-Year Forecast July 2017

The forecast of a 6% increase in inbound visits is a slightly faster rate of growth than that seen in the last several years and, if realised, would be the fastest since 2006. A 14% growth in inbound spending would again be faster than that seen in the last few years and faster than the long term average although not unprecedented (a similar rate of growth was seen in 2013). The visits and growth forecasts imply an 8% increase in spend per visit. VisitBritain have identified a number of risks and assumptions when making our forecast and have briefly detailed some of these below. Two specific uncertainties to note are currency and security fears. The pound remains much lower than its pre-referendum level and is forecast to continue to be weak in the short term, although the path of the exchange rate throughout the remainder of 2017 is a source of uncertainty in the forecast.

Visit Britain research conducted in July 2016 found that the prevailing exchange rate was likely to act as a net incentive for potential leisure visitors to come to Britain with the benefit concentrated amongst those who have visited Britain before and those with a good knowledge of the exchange rate. Provisional data for 2017 to date suggests that in addition to an increase in visit numbers, average spend per visit is up on 2016, driven at least in part by especially strong growth in visits for long-haul markets, who tend to stay longer and spend more. In most of Britain the global macroeconomic outlook is generally benign and stable in most of the key inbound markets in 2017 and this is forecast to remain so for the rest of the year.

d) UK Tourism Trends

i) Rural Tourism Trends

Rural Tourism has experienced strong growth in England in recent years, with new activities and experiences attracting domestic visitors. Indeed, rural trips have grown by roughly 1m a year since 2006, accounting for 22% of domestic leisure trips. One driver of this trend could be the increased urbanisation in our day to day lives. With the majority of the population living in towns or cities, the countryside and other rural destinations appeal as a chance to

get away – and such destinations are strongly linked to the rising appeal of health and active tourism.

Overall, the future for rural tourism looks positive, although there are some factors which may limit growth. Although increasing urbanisation may be one driver of rural tourism, an increasingly urbanised younger population with less knowledge or experience of rural areas may not understand the opportunities that the countryside offers and may fail to be attracted to rural locations.

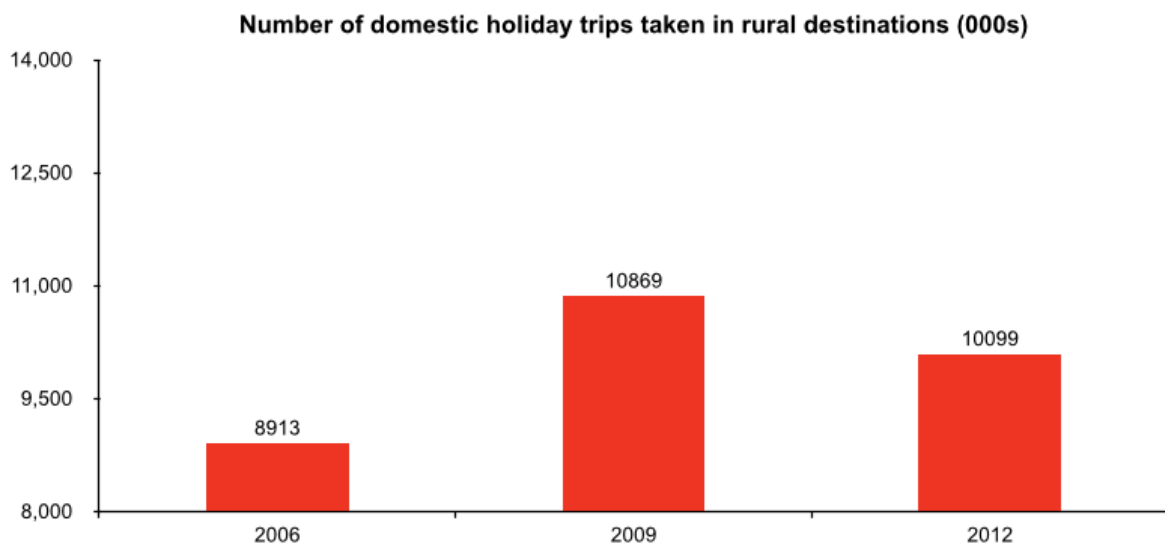


Figure 2 Domestic Rural Tourism (Great Britain Tourism Survey, 2006-2012)

ii) Urban Tourism Trends

Urban tourism in England has seen strong growth over the past few years, with yearly visits nearly 3m higher than in 2006. Urban destinations appeal for a number of reasons – they are weather resistant, offer a wide array of activities and are generally easily accessible. Over the past few decades, regeneration in many cities and an increase in the number of attractions have also propelled the growth of urban tourism.

Urban tourism has grown alongside rural tourism in recent years, and both can benefit from the rise in the number of short breaks consumers take – and the desire to experience different types of holiday.

One future implication of this trend is for people to combine destination types on one trip – which, given the geography and size of England, is often easy to do. Rural breaks can easily include a day trip into the nearest city. In developing this type of behaviour, it is essential that different destinations within areas work together to communicate the overall tourism attraction of that area, rather than compete with one another for footfall. This is where Hereford can capitalise by utilising the close proximity of the city to the rural landscape so visitors can access both the city experience and the countryside experience. Besides current partnership working with Visit Worcestershire, this also highlights the need to develop further partnerships with our neighbours, including Shropshire Tourism, Brecon Beacons Tourism, Wye Dean Tourism, Visit Gloucester, Visit Cheltenham and Cotswolds.com.

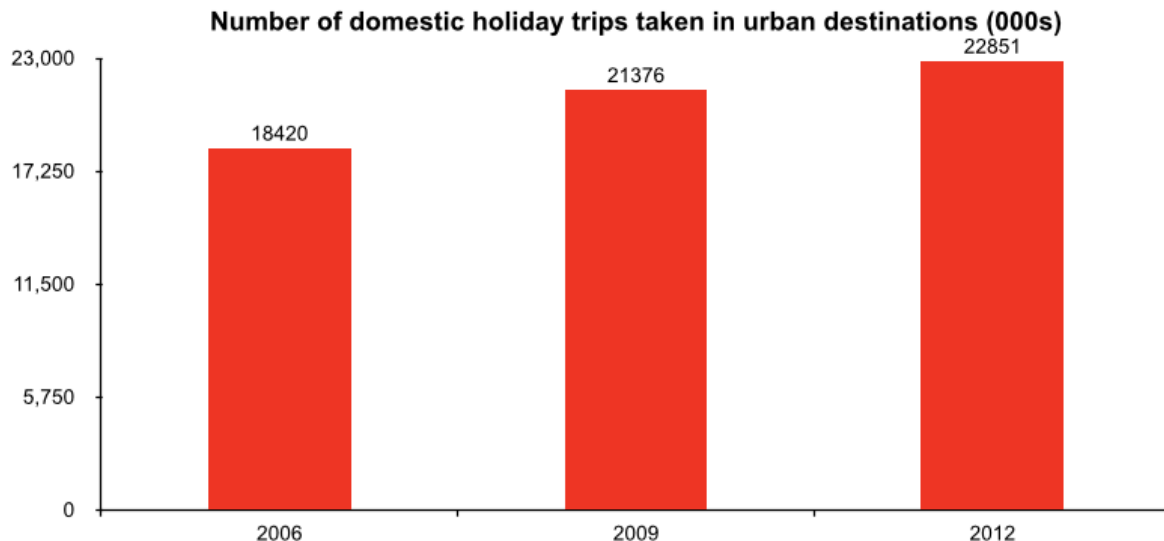


Figure 3 Domestic Urban Tourism (Great Britain Tourism Survey, 2006-2012)

iii) Active Tourism Trends

As described in Health Tourism, increasing health consciousness, as well as increasing time pressure and blurring boundaries between work and life are driving an increase in trips designed to relax and reinvigorate.

Similar trends in health consciousness and a desire for new experiences will also lead to the growth of active tourism. Although the amount of time people spend in work can lead to higher levels of time pressure and a greater need for relaxation, the perception that modern lifestyles are too easy or sedentary (an acknowledgement of the shift from manual or industrial employment to services and office work) will also drive consumers to push themselves and seek adventure in their leisure time.

The trends described in the demographics section are also highly relevant here. In particular, the next generation of retired consumers are younger in their outlook and level of activity than before – making them a viable market for this type of holiday.

This presents another opportunity for us being able to offer not just the rural experience but also utilising the cycle paths within the city as well open spaces such as Cathedral Green, Castle Green, Rotherwas Greenway and Aylestone Park. Key to the city area is the active use of the river for canoeing, kayaking and coracling, together with the indoor climbing facility at The Send.

iv) Skills Tourism Trends

As a result of the economic downturn in England, conspicuous consumption has fallen out of favour with consumers, who are now more likely to try and distinguish themselves by acquiring skills or knowledge. Despite the economic downturn, consumers have prioritised leisure spending and have increasingly wide leisure portfolios. This trend for skills tourism is also closely related to Cultural Capital.

Skills tourism will be driven in the future by both wider leisure portfolios and also the desire for new experiences. More than half of consumers in England (56%) say that trying new things is important to them, and two-thirds (67%) say that art or culture is important to them.

This is where the use of the river, appeal of The Send, plus new “have a go” festivals such as Ferrous can enable visitors to have a truly unique experience to set us apart from other destinations.

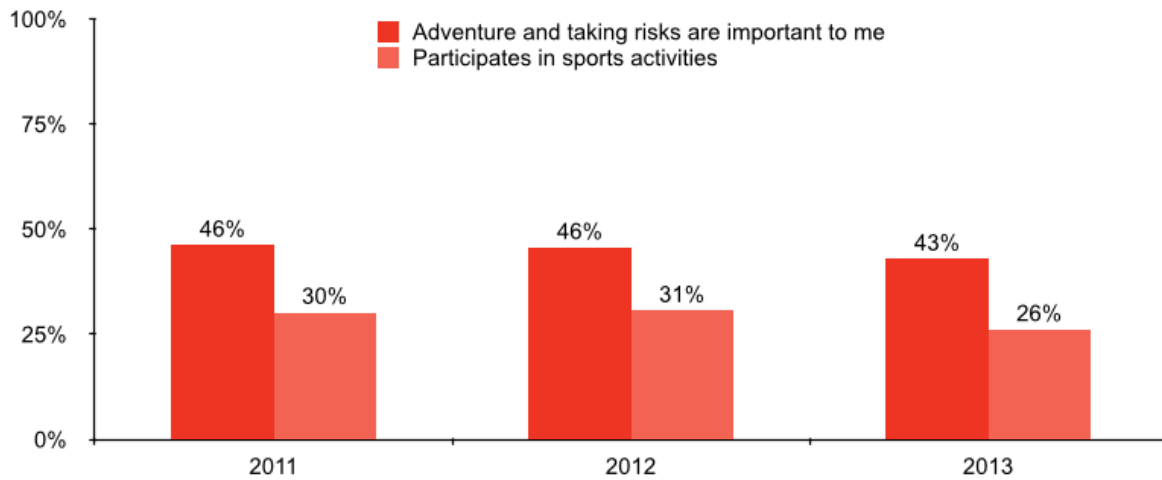


Figure 4 Adventure and taking risks is important to me (Trajectory Global Foresight, 2011-13)

e) Understanding Hereford – A Sense of Place

For the purposes of the HCDMP Hereford is deemed as the whole of the area inside the blue line boundary on the map in Figure 5. A Rural Herefordshire Sustainable Destination Management Plan has been developed for the area outside the boundary of HCSMP and can be found online, as can a combined Destination Plan for the whole of Herefordshire.

Hereford city is also home to a Business Improvement District, the HerefordBID the boundaries of which are shown in Figure 6. HerefordBID have a role to represent businesses in the city centre, with a remit to deliver the business plan and related schemes that will increase the appeal of the City, in particular with relation to developing Hereford as a regional shopping and leisure destination, and importantly, a national tourist destination.

Seasonality as with many destinations remains an issue with the traditional summer period being the most popular still. There is a need to build upon the retail success of Old Market and encourage visitors to explore the heritage of the historic city area.

With only one truly iconic building in Hereford Cathedral together along with the natural splendour of the River Wye, we currently lack a co-ordinated marketing strategy, creative vision and leadership with no mapping of “who does what”. As a result, there is currently no overarching delivery for regenerating the river quarter and city centre. Whilst on the one hand our rural, quirky characteristics can be seen as an advantage, they can also be perceived as a disadvantage - too remote with a lack of transport infrastructure, coach parking and toilet facilities, together with a dearth of serviced accommodation, in particular a city centre based four star hotel. This, coupled with a lack of city centre events, out of date and sometimes poorly positioned signage and low wage economy, serve to reinforce our relatively low profile nationally.



Figure 5 rural boundary of Hereford city (for the purposes of this report) denoted by the blue line

With the natural assets we have and with improvements already on the way such as a Hereford city TIC along with extra info points for visitors (De Koffie Pot), together with new city signage via HerefordBID, a new link road completed by the end of 2017, new city events such as Ferrous and a new Borderlines four day film festival starting in the city from 2018, there are grounds for optimism. The perceived negatives can be repositioned as Hereford is very much the undiscovered, hidden gem, well worth the journey to experience.

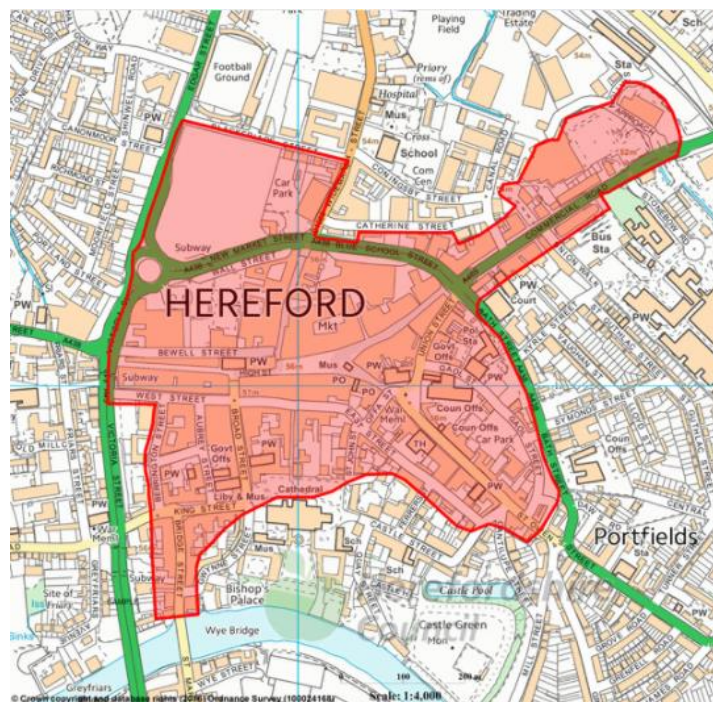


Figure 6 HerefordBID area denoted inside the red line boundary

f) Annual Impact of the Visitor Economy in Herefordshire

Annual Impact of the Visitor Economy in Herefordshire (Source Herefordshire STEAM report 2014 published 2015)

- Generates £442.81m in the local economy (Food & Drink 35%, SFR+SC 25%, Shopping 15%, Transport 7%, Serviced Accommodation 6%, Recreation 5%)
- 5.04m customers of which 4.2m are day visitors
- 6,688 Full Time Equivalent employees
- The previous published STEAM report was in 2011 when £446.73m was generated in the local economy; employing 6973 employees by 4154.3 customers

To achieve a financially sustainable destination one funding model presents a real opportunity for Herefordshire.

3) Consultation

a) The Aim

The aim of the HCDMP is to set the direction and create a vibrant future for Hereford, to improve the visitor economy to support wider sustainable economic and jobs growth.

The key drivers in the HCDMP for the city are to:

- Grow Hereford as a visitor destination
- Grow Herefords share of the visitor markets
- Develop great experiences and memories
- Develop our people

b) Consultation

Over a three month period following an initial group consultation there followed a wide range of individual consultations and meetings (see Appendix 1) with a strategic range of national, regional and local partners.

Consultation Feedback included:

- The need for leadership, management, central co-ordination, central marketing and PR
- Source public funding and grants where possible to financially sustain the Hereford visitor economy
- Digital library of new Images of the county
- For consistent brand values, revisit and grow the Herefordshire Brand “Here you can” and city branding to encourage more organisations to adopt the shared brand
- Central Depository of information resources
- National Advertising – to include prime time television, increase national newspaper and periodicals coverage
- Self-supporting viable businesses
- Funded by direct business contribution

- Improved infrastructure – use cycle networks/rights of way from town to country side.
- Encourage new, younger talent
- Segment the experiences for different groups – age – activity levels – life stage. Arts and creativity – food and drink – nature and outdoor activity – heritage and building - health and wellbeing
- Promote Hereford as the rural city - retail, food and drink, independent quarter but also with green spaces and natural river asset
- Explore better solutions for coach parking and park and ride schemes to encourage visitors.
- Improve public toilet facilities and city centre signage
- Make the city a hub of new events based activities to attract both visitors and local people.

4) Setting the Direction

a) Branding

The sector should be encouraged the use the official Herefordshire and Hereford city branding and there is an opportunity to revisit and grow the branding to raise awareness so that tourism businesses and organisations are using a shared brand and values.

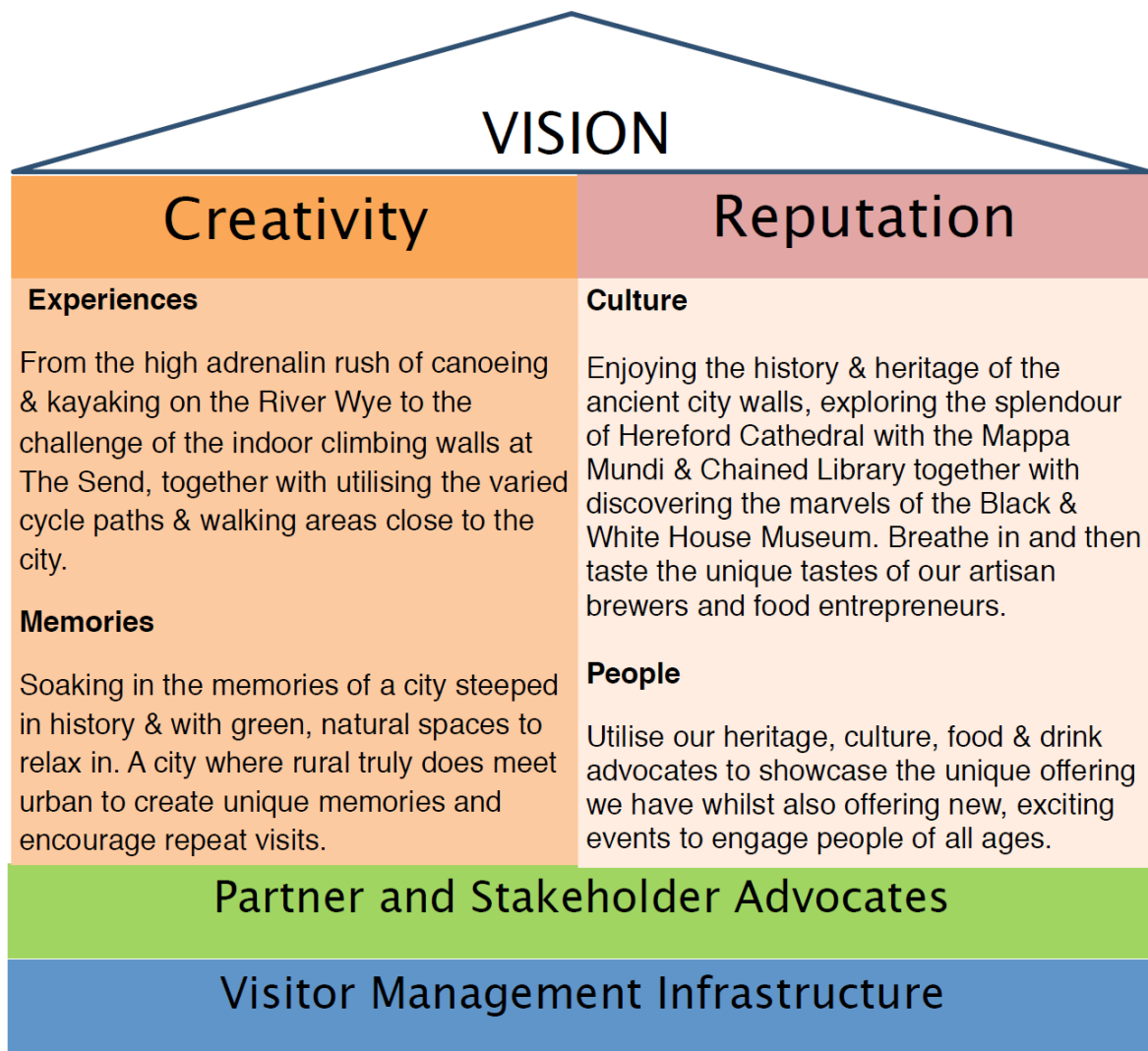
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b) The Goals for Hereford

To increase visitor numbers by creating a combination of unique experiences & memories. By respecting our history & heritage & yet also embracing the digital age to bring history to life, together with hosting new & innovative city events ranging from “have a go” blacksmithing to immersive, themed film festivals.

The four columns of the destination model (below) Experiences, Memories, Culture and People describe facets of Hereford that can make it a distinctive a visitor destination.



i) Priority One - Grow Hereford city as a visitor destination

Put the infrastructures in place that develop the assets and image of Hereford, strengthen the visitor experience and improve its branding position and market share.

- Investigate the opportunities for creating a Tourism Business Improvement District (TBID) for Herefordshire and Hereford (outside of the existing Hereford BID area).
- Agree the infrastructure for a transition period during the Tourism BID process.
- Apply for a Tourism BID.
- Develop a Destination Management Partnership and Organisation to achieve a successfully performing destination with ultimate flexibility as the dynamics of the destination and market move.
- Encourage sustainable accessibility and public amenities that are compatible with visitor need, whilst also promoting sustainable and responsible tourism.
- Support proposed key developments across Hereford that will, if fully realised, add value to the visitor economy. These will be predominantly capital investment in terms of buildings and infrastructure (for example Hereford University, a new Museum for Rural Life to enhance our current museum offering and increase visitors to our existing museums, Hereford to Gloucester Canal development, but also include green transport routes and continued superfast broadband investment.

- Collate information from HerefordBID regarding footfall and hotspots in the city which can be used to interpret trends and as an indicator for future planning. (Currently there is a paucity of information on the city as most information compiled is on a county basis).

ii) Priority Two – Grow Herefords share of the visitor market

Improve the image of Hereford by using the strongest assets in the city, explore new communication methods, encourage dialogue and feedback through the rapidly changing world of digital media.

- Review current target markets and develop new markets.
- Revisit the visitor branding and marketing Herefordshire.
- Create, develop and implement a creative Marketing Strategy with an annual review to update the plan as required. Targeted and coordinated use of social media being central to this.
- Increase the use of press familiarisation visits to market the area nationally and internationally and develop initiatives inviting group travel operators and travel press to the area.
- Maximise the growth potential of digital marketing techniques and new media channels and harness the digital research and outcomes from the Great Places scheme over the next 3 years (2017 – 2020). This is a fund award of 748K, bid for by Rural Media on behalf of Herefordshire Cultural Partnership, to promote Herefordshire is a Great Place by connecting local communities with a digital infrastructure at the heart of this (<https://www.greatplacescheme.org.uk/england> and administered by <https://www.ruralmedia.co.uk/>).
- Focus on outdoor, health and wellbeing tourism trends by encouraging visits to Hereford by walkers, river users, cyclists, riders. Promote and support Halo Leisure Centres and the planned closed cycle circuit, Hereford Skate Park with 27K annual visitors, activities at Hereford Racecourse and The Send indoor climbing centre.
- Help establish a River Quarter as Friends of the Castle Green look to redevelop the Pavilion building, and supporting the Left Bank and De Koffie Pot with plans for an additional access point onto the river for canoeing and kayaking.
- Work to reclaim residential/business property along the river at the Greenway in order to create a wildlife area and family space to complement the existing cycling and walking routes.
- Support Herefordshire Wildlife Trust with their city wildlife projects such as at Yazor Brook as well as Hereford Pedicabs ambition to return rickshaws to the city in the next five years.
- To continue supporting carbon reduction policies, plus the introduction of additional charging points in the city.
- Focus on major events in Hereford city that offer something special and distinctive to drive new visitors, working with partners to create a truly cohesive and coordinated approach to enhance existing events. Encourage new events and festivals that have the ability to attract new markets, with the vision for growth, economic and environmental sustainability. Build on the success of the River Carnival, Indie Food Festival and h.Art by adding the Ferrous blacksmithing festival, a new Borderlines Film Festival over each Autumn , and other themed, immersive film festivals, plus

rock music to Hereford with Hereford Rocks! Events - all designed to also attract a different demographic.

- Work with Herefordshire is a Great Place in developing a digital library of new and creative images of Herefordshire.
- Enhance and support creative industries in Herefordshire by working with the Cultural Partnership and Rural Media to enhance Hereford as a leading location in England for filming by attracting more TV and film productions to the county as well as wisely promote locations used to visitors. Work to develop a show reel website which includes clips from key locations.
- High quality, small scale business and corporate tourism support the local visitor economy. Develop the idea of Hereford Venues whereby key locations work together in a combined marketing approach to attract corporate visitors.
- Work closely with Visit Britain and other key partners to encourage curated experiences for domestic and international visitors.

iii) Priority Three: Developing great experiences and memories

Sustain, encourage and grow evergreen and new products and events that truthfully showcase the wide diversity of the natural assets, culture and heritage of Hereford.

- Highlight the fact that Hereford is one of only 5 city Areas of Archaeological Importance (AAI) in the UK.
- Combine heritage with innovation by sensitively maintaining the physical remains of the city walls but bringing history to life with the use of Augmented Reality (AR) to visualise on digital devices what they would have looked like fully restored. Similarly, using AR to bring Hereford Castle to life on Castle Green.
- Apply to make Hereford the 12th Heritage City in the UK.
- Art and Sculpture installations – support plans for the new Skylon public artwork-to help define the enterprise zone attracting investment. Investigate the scope for a city beacon or tower to tie in with county wide versions to be created.
- Support plans to expand the 31 Broad Street cultural offering emphasising the importance of the city Library and Museum.
- Recognise that encouraging more local people to enjoy experiences on their doorstep is an important element to delivering economic growth targets.

iv) Priority Four: Developing People

Develop competent and motivated employees and businesses who act as advocates to promote their business and Herefordshire.

- Encourage and nurture new younger talent by promoting tourism as a first choice career through schools and colleges, plus exciting young businesses such as The Send, The Beefy Boys and A Rule of Tum.
- Encourage partners and businesses to participate in apprentice and placement schemes.
- Encourage local residents and communities to recognise and perform an ambassadorial role for Hereford to encourage visiting friends and relatives.
- Working with local training providers to encourage our Hereford businesses to develop their staff to ensure a good welcome and top customer service is delivered to all our visitors.



5) Development and Implementation Plan

a) DMO overview and explanation

The model in Appendix 2 outlines a proposed structure for a new Destination Management Organisation with Shared visions, central co-ordination and flexibility who will be responsible for managing the reputation and the visitor experience for Herefordshire.

b) Tourism Business Improvement Bid

Business Improvement Districts (BIDs) and Tourism Business Improvement Districts (TBIDs) are business led partnerships which are created through a ballot process to deliver additional services to local businesses.

They can be a powerful tool for directly involving local businesses in local activities and allow the business community and local authorities to work together to improve the local trading environment.

A Business Improvement District is a defined area in which a levy is charged on all business rate payers in addition to the business rates bill. This levy is used to develop projects which will benefit businesses in the local area.

There is no limit on what projects or services can be provided through a Business Improvement District. The only requirement is that it should be something that is in addition to services provided by local authorities

A TBID offers the potential of a step change away from traditional tourism sector support mechanisms which are frequently reactive and short term in nature, and deliver programmes that are decided on an ad hoc basis, to that of a sustainable and strategic alternative that is built on genuine and binding mutual dependences; partnerships, and have a real business focus.

6) Monitoring and Evaluation

The Key Performance Indicators below will be supplemented by an annual Action Plan responding to the sustainable strategies needed to review the objectives for business development and marketing.

Number of Visitors to Herefordshire	Bi Annual STEAM report	5% by 2022
Value of visitor spend	Bi Annual STEAM report	6% by 2022
Number of people employed in tourism	Business Register and Employment Survey	10% by 2022
Visitor spend influenced by Herefordshire marketing activity	Website analytics and visitor surveys	£15m per year
Business Profitability	Business Survey	55% showing increase
Rating amongst 'most loved' destinations	Visit England Survey	To be in top 25
Visitor Satisfaction with: <ul style="list-style-type: none"> • Overall visit • Quality of attractions • Quality of accommodation • Variety of things to do • Accessibility • Customer service 	Customer Survey On line booking quality forums	90% would recommend 90% good or very good 90% good or very good 95% good or very good 80% good or very good 90% good or very good
Perception of tourism as a first choice career	Survey of students and part time employees	To be developed
Participation in World Host	Number of participants	To be developed

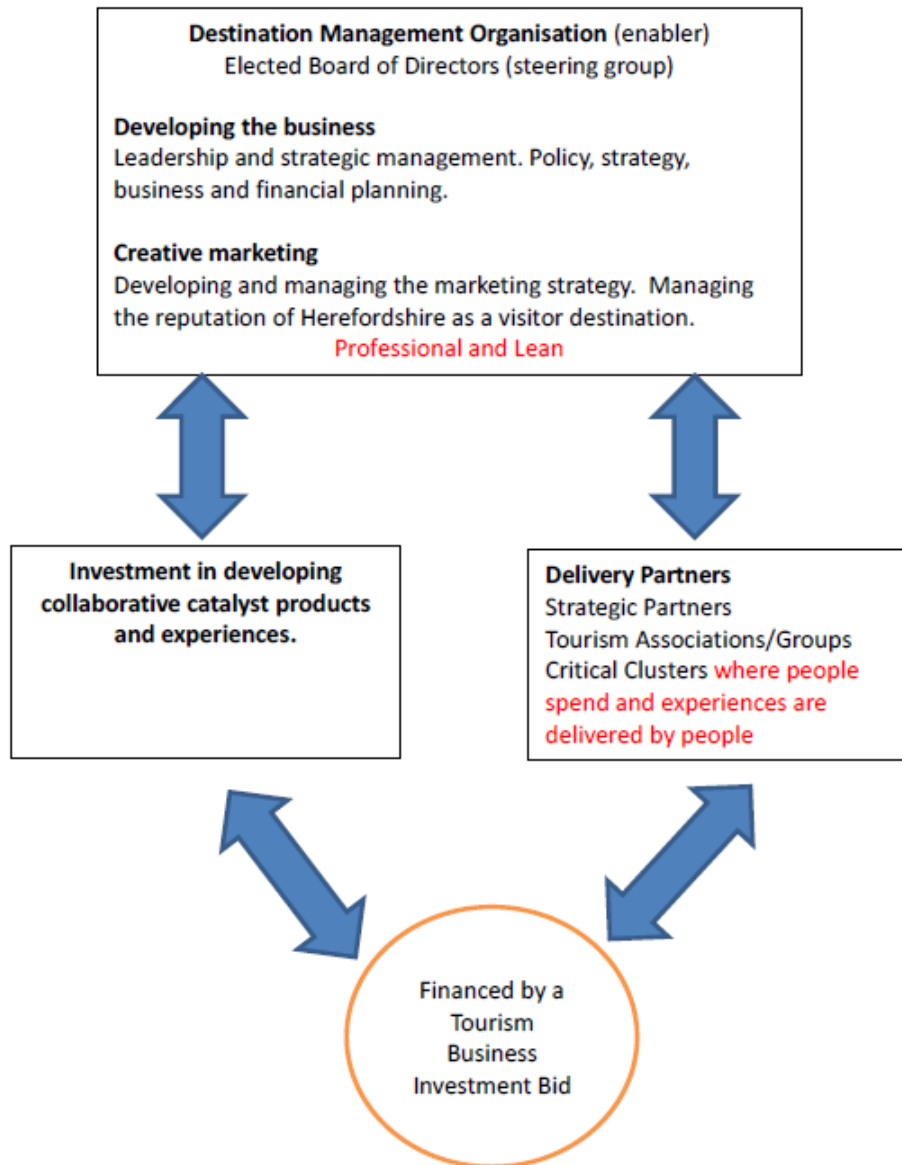
7) Appendix 1 – List of Consultees

- A Rule of Tum – Jon Stead
- 31 Broad Street – Christian Dangerfield
- The Beefy Boys - Christian Williams
- Castle House Hotel – Paula Snow
- The Cider Museum – Elizabeth Pimblett
- The Courtyard – Ian Archer
- Friends of Herefordshire Museums & Arts – Dave Marshall
- Friends of Castle Green – Mark Hubbard
- Halo Leisure – Cathy Fletcher
- Herefordshire Cultural Partnership – Clare Wichbold
- HerefordBID – Georgia Smith
- Hereford Cathedral – Clare Stevens
- Hereford City Council – Cllr Marcelle Lloyd-Hayes, Steve Kerry, Tracy Morriss
- Hereford FC – Martin Brain
- Hereford Museums Service – Judy Stephenson
- Hereford Pedicabs - Will Vaughan
- Hereford Racecourse – Rebecca Davies
- Hereford River Carnival – Stuart Fox
- Hereford Skatepark – Brian Stephens
- Hereford TIC/Rural Concierge – Liz Hill
- Herefordshire Council – Rachel Jones, Natalia Silver, Ben Boswell, John Gibbon, Dave Hepworth
- Herefordshire Country Fair – Jayne Porchester
- Herefordshire Sustainable Food and Tourism Partnership – Jenny Beard & Cathy Meredith
- Herefordshire & Ludlow College – Ian Peake
- Herefordshire Museums Forum – Richard Curtis
- Herefordshire & Worcestershire Chamber of Commerce – Martyn Hammond, Sharon Smith
- Herefordshire Wildlife Trust – Frances Weeks
- Left Bank/De Koffie Pot – Gary Ware
- NMITE – Karen Usher
- Old Market/British Land – Kat Thomas & Alan Anderson
- Phillip Morris & Sons – John Jones
- Riverside Training – Phillip Broomhead
- RNCB – Sean Davies, Jane Jones
- Rural Media Company – Nic Millington
- Yeomans Coaches – Ian Sharland

8) Appendix 2

a) Destination Management Organisation - Proposed Model.

Shared visions, central co-ordination and ultimate flexibility managing the reputation of the visitor experience for Herefordshire.



b) Links to information about Tourism BIDS

- British BIDS <http://britishbids.info/>
- Visit Britain
 - https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/intro_to_tbids.pdf
 - https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/establishing_tbids_in_uk.pdf

9) Appendix 3

Development and Implementation Plan

a) Priority One - Growing Hereford as a Visitor Destination

Action	Originator	Funding	Measurement	Finish Date
Transition period & framework for TBID process	HSFTP + Task/Finish Group		Transition group formed	Jan 2018
Apply for TBID	Transition Group		TBID info received	Feb 2018
TBID Development & Implementation	Transition Group	British BIDs	Generation of income to develop/sustain the new concept	April 2019
Destination Management Partnership Organisation (DMO) in place	TBID	TBID income	DMO in place	June 2019
Develop & Implement TBID for 2023-2028	DMO	DMO	Succession TBID in place	2023

b) Priority Two- Growing Herefords Share of the Visitor Market

Action	Originator	Funding	Measurement	Finish Date
Develop & implement a creative marketing strategy	Transition Group/DMO	RDPE TBID income Stakeholders	Annual Review STEAM REPORT Increased marketing activity	2018-2022
Digital Image Library creation	Transition Group/ Great Place project	DMO Resources Partners	On line digital image library available	2018 - 2022
Support creative industries	Transition Group/ Rural Media/ Cultural Partnership	DMO Resources Partners	Number of TV & film productions attracted	2018-2022
Develop marketing campaigns for SME's & corporate business development	DMO	DMO Resources Stakeholders	Increased business sector income	2019- 2022
Liaison with Visit Britain	DMO/Transition Group	DMO/Transition Group	Monitor campaigns	2018

c) Priority Three – Developing Great Experiences and Memories

Action	Originator	Funding	Measurement	Finish Date
Identify new sustainable visitor experiences & products	DMO/ Transition Group	DMO Resources Partners Stakeholders	Number of new products/experiences STEAM Report	2018-2022
Add value to low & mid-season tourism	Market Towns	Resources Partners Stakeholders	Visitor Surveys	2018-2022
Research to increase visitor satisfaction & extend value of stay	DMO	DMO Resources	Visitor Surveys	2019-2022
Local participation/engagement	DMO/Partners Stakeholders		Survey	2018-2022

d) Priority Four – Developing People

Action	Originator	Funding	Measurement	Finish Date
Encourage advocacy for Hereford from businesses, employees, local residents, communities & champions	DMO Transition Group Partners Stakeholders		Transition group formed	2018-2022
Promote tourism as a first choice career	DMO Partners Stakeholders Schools Colleges Training Agencies Job Centres People First	DMO Resources	National Employment & Skills Statistics Herefordshire Council	2018-2022

10) References

- Business Register & Employment Survey (ONS)
<https://factsandfigures.herefordshire.gov.uk/about-a-topic/economy/employment.aspx>
- The Characterisation of the Historic Townscape of Central Hereford 2010
[https://www.herefordshire.gov.uk/download/downloads/id/1640/.](https://www.herefordshire.gov.uk/download/downloads/id/1640/)
- Destination Hereford - Choose How You Move (Herefordshire Council)
https://www.herefordshire.gov.uk/info/200136/travel_and_transport/544/choose_how_you_move
- EAFRD Growth Programme
<https://www.gov.uk/government/publications/rdpe-growth-programme>
- ESIF Strategic Activity 3 for Tourism
https://www.marcheslep.org.uk/download/economic_plans/european_structural_and_investment_fund/Marches%20LEP%20ESIF%20the%20Five%20Strategic%20Priorities.pdf
- Herefordshire Brand
www.hereyoucan.co.uk
- Herefordshire Council - Invest Herefordshire
<https://www.herefordshire.gov.uk/info/200145/business/754/>
- Herefordshire Council - Hereford Area Plan (HAP)
https://www.herefordshire.gov.uk/info/200185/local_plan/731/hereford_area_plan_hap
- Herefordshire Cultural Partnership (HCP)
<http://bartestreewithlugwardinegroup-pc.gov.uk/wp-content/uploads/2017/05/Summary-document-Hereford-City-of-Culture-2021.pdf>
- HLF Grants & Creative Industries Economic Estimates (both DCMS)
www.gov.uk/government/statistics/creative-industries-economic-estimates-january-2016
www.historicengland.org.uk/research/heritage-counts/
<https://www.hlf.org.uk/>
- Local Development Strategy for Herefordshire Leader 2014-2020
https://www.herefordshire.gov.uk/downloads/file/3582/herefordshire_leader_local_development_strategy_2014-2020
- The Marches LEP European Structural & Investment Funds Strategy 2014-2020
http://www.herefordshirebusinessboard.co.uk/wp-content/uploads/2014/01/Marches_ESIF_Final_Strategy1.pdf
- STEAM Report 2010-2015
www.herefordshirebusinessboard.co.uk/wp-content/uploads/2016/11/STEAM-Report-HER-15.pdf
- Tourism Strategy for Herefordshire 2010-2015
<http://www.herefordshirebusinessboard.co.uk/wp-content/uploads/2016/09/Herefordshire-Tourism-Strategy.pdf>
- Visit Herefordshire City Consultation 21st July 2017 plus individual consultations July-October 2017 (Appendix 1)