



**PORTFOLIO AREA: ECONOMIC PROSPERITY**

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**Date of Meeting:** 29 MARCH 2004

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**Public**

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**Key Decision:** No

**Recorded in Forward Plan:**

**No**

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**Inside Policy Framework**

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**Title:** CARLISLE AND HADRIAN'S WALL: TOURISM PRIORITY  
PLAN 2004/05

**Report of:** Head of Economic and Community Development Services

**Report reference:** ECD.06/04

**Summary:**

The report and attached Tourism Priority Plan sets out the priorities for action for the Council's Tourism Service for 2004/05

**Recommendations:**

The Executive is asked to receive the Tourism Priority Plan and to endorse its distribution to all Members of the Council and key external bodies and organisations.

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## **1. BACKGROUND**

- 1.1 The Carlisle and Hadrian's Wall Tourism Priority Plan is attached. It sets out the priorities for action for Carlisle City Council's Tourism Service during 2004/5. The priorities respond to the objectives, performances and research associated with 2003/4's programme of activities, as well as the new opportunities and productive partnerships that have been created during the course of the year.
- 1.2 The Priority Plan embraces a disciplined and selective approach, as both funding and staff resources need to be allocated where they can make the most effective and positive impact. It involves careful prioritisation, co-ordination of effort and is committed to quality.
- 1.3 The proposals contained in the Priority Plan have evolved through and been endorsed by the Carlisle Tourism Group, which is the formal representative body of the local tourism industry. It includes representatives from Cumbria Tourist Board, Hadrian's Wall Tourism Partnership, the City Centre Marketing Group, Carlisle Conference Group and Cumbria Chamber of Industry and Commerce, and a wide cross section of local tourism operators. The Council's Portfolio Holder for Economic Prosperity has also endorsed the proposals.
- 1.4 The report is now submitted to the Council's Executive for information and final ratification prior to its distribution to all Council members, and key external bodies and organisations who contribute to the well-being and development of Carlisle's tourism industry.

## **2. CONTEXT FOR IMPLEMENTATION**

- 2.1 The Priority Plan continues to focus on its primary aim of increasing the value of tourism to the local economy. Attracting more day and staying visitors, increasing their length of stay, and raising the City's profile as an attractive tourist destination remain the key means to achieving this end.
- 2.2 It is important to note the very positive climate that has been created for the implementation of the 2004/5 proposals. This has resulted from a number of achievements and successes associated with Carlisle's tourism development during 2002/4. These are summarised below:

- ☐ the value of tourism to the Carlisle District for 2002 was estimated to be £99.61 million

- ❑ every pound spent by the City Council on its Tourism Priority Plan generates £207 of visitor spend (2002)
- ❑ the Carlisle and Hadrian's Wall brand was identified by the NWDA Tourism Strategy for the North West as a 'development brand' which will play a key role in attracting visitors to the North West
- ❑ Visit Britain, the organisation responsible for marketing England has included Carlisle in its nationwide spring 'City Culture' campaign – a very notable first for Carlisle
- ❑ The NWDA supported the City Council in its attempt to establish Carlisle as 'The Christmas City'. Almost £100,000 was attracted from external sources to support the Council's 2003 programme of Christmas activities, lights and features. Over 2,205,000 people visited the city centre during November and December, whilst the revitalised Christmas lights earned recognition in the media as 'some of the best in the country'.
- ❑ Carlisle continues to be a valued member of the 'Great British Cities' marketing consortium. On its website Carlisle was the 2<sup>nd</sup> most visited city site (after Birmingham) during October, November and December 2003.
- ❑ The success of 'Carlisle-The Christmas City' promotion has enabled a partnership to be formed with City hotels to market special Christmas breaks at the prestigious British Travel Trade Show (March, N.E.C.). Special 'Fireshow breaks' are also being promoted as part of the initiative.
- ❑ Carlisle Conference Group (through the City Council's Conference Officer) attracted an 800 delegate Rotary Conference to the City in October. This spearheaded another successful year for the Group, with bookings and enquiries continuing to grow. The NWDA Tourism Strategy for the North West also highlights Carlisle's potential as a centre for business tourism.
- ❑ Funding from Rural Development Programme has enabled reports to be produced on how to effectively develop the following products – Carlisle and Eden : Centre of Excellence for Natural History; Carlisle and Eden : Conference Marketing; The Lost Realm of King Arthur; and Hadrian's Wall Audio-Visual Tour

- ❑ The opening of the Hadrian's Wall National Trail resulted in extensive publicity for Carlisle District's part of the Wall. Actual numbers using the Trail in the first 6 months represented a 700% increase on the original estimates
- ❑ Partnerships with City Centre Marketing Group, Cumbria Tourist Board, Hadrian's Wall Tourism Partnership, Carlisle Conference Group and Great British Cities, Cumbria Tourism Officers and Rheged continue to thrive whilst new relationships with Visit Britain, NWDA and Rural Regeneration Company are proving to be very positive and productive.

### **3. CONSULTATION**

- 3.1 Consultation to Date. With the members of the Carlisle Tourism Group and the Portfolio Holder for Economic Prosperity.
- 3.2 Consultation proposed. Discussions and liaison will continue with key external bodies and organisations who contribute to the well-being and development of Carlisle's tourism industry.

### **4. RECOMMENDATIONS**

- 4.1 The Executive is asked to receive the Tourism Priority Plan and to endorse its distribution to all Members of the Council and key external bodies and organisations.

### **5. REASONS FOR RECOMMENDATIONS**

- 5.1 To enable an effective tourism service to be delivered within available resources and to benefit the Carlisle economy.

### **6. IMPLICATIONS**

- Staffing/Resources – The Plan has been developed to take account of the resources available and to enable a clear response to be given when proposals for new initiatives are raised.
- Financial –
- Legal –
- Corporate –

- Risk Management – The Plan provides a context for risks to be assessed.
- Equality Issues – none
- Environmental – The Plan takes account of opportunities to promote the areas of high environmental quality to visitors and to protect sensitive areas from the adverse effects of high visitor numbers.
- Crime and Disorder – none
- Impact on Customers – The Plan is developed in response to customer needs and sets out the standards that visitors to Carlisle can expect.

# CARLISLE & HADRIAN'S WALL COUNTRY

## TOURISM PRIORITY PLAN 2004/5

### 1.0 INTRODUCTION

- 1.1 This report sets out the priorities for action for Carlisle City Council's Tourism Unit during 2004/5. They are based on the principles and rationale contained within last year's Plan. The proposals, however, reflect any new opportunities and external support, which have been created and attracted. They also respond to the annual review and assessment of the activities, initiatives and research undertaken during 2003/04. They have been presented to, and endorsed by the Carlisle Tourism Group, which is the formal representative body of the local tourism industry.
- 1.2 The relevant performance figures relating to 2003/4 are summarised in Appendix 3. The Aims and Objectives are reproduced as Appendix 1, and the allocation of funding for 2004/5 Priority Plan is also attached as appendix 2.

### 2.0 NEED FOR FOCUS

- 2.1 It is essential that the Tourism Priority Plan for 2004/5 takes full advantage of the opportunities identified through recent detailed research and those created through external funding sources. It will require, however, close working, co-operation and co-ordination between key bodies and organisations in order to achieve the most effective outcomes.
- 2.2 It will also require a disciplined and selective approach, as there are not enough resources to do everything that everyone will want. Both funding and staff resources need to be allocated where they can make the most effective and positive impact. Spreading resources too thinly will not achieve the quality in service or product, that is now required for the increasingly discerning tourism 'customer'.
- 2.3 The Priority Plan will embrace an approach which is clearly endorsed by the 'Tourism Strategy for England's Northwest'. **It will involve careful prioritisation, co-ordination of effort and it will be committed to quality.**

### **3.0 PRIORITIES FOR ACTION**

#### **Recommended Priorities for Action**

- 3.1 The priorities for action along with the key tasks involved are set out below. Many remain the same as last year. Some have been changed in response to recommendations from various studies and research undertaken during 2003/4. Others in response to the ongoing monitoring of initiatives and performance.
- 3.2 New ones too have been introduced, where the opportunity has presented itself, to strengthen the plan through new joint promotions/partnerships. The new and amended key tasks are shown in red.

### **4.0 DEVELOP AND STRENGTHEN THE 'CARLISLE AND HADRIAN'S WALL' BRAND**

- 4.1 Carlisle and Hadrian's Wall' is recognised as a key 'development' brand in the Tourism Strategy for England's Northwest, capable of being elevated to a primary 'attack brand' for the region through careful investment and development. The considerable potential of our destination brand is therefore not in question. The challenge is:

- ☐ to use and develop it to convince visitors that our area is a 'must-see' destination<sup>1</sup>.
- ☐ to make it synonymous with a vibrant attractive city, fascinating heritage, attractive environment, good recreational opportunities, quality accommodation and food and interesting things to see and do<sup>2</sup>.
- ☐ to encourage and facilitate quality product development so that it adds value to the existing product range.
- ☐ develop effective and cost efficient communication strategies that grow the existing customer base and ensure the required rate of growth within the Carlisle and surrounding area Tourism sector.

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<sup>1</sup> In order to be successful any brand development must take place from a consumer's perspective.

<sup>2</sup> These brand values may conflict.. A strategy, therefore, founded on a brand hierarchy, using effective sub-brands may be required to create a successful brand image for the consumers.

## 5.0 KEY TASKS

### 5.1 Marketing

- ☐ To co-ordinate a variety of marketing and tourism products so as to represent the appropriate Carlisle and Hadrian's Wall Country brand to maximise impact including the Hadrian's Wall trail and new GPS system.
- ☐ To identify most appropriate target markets using appropriate newly acquired and ongoing research data
- ☐ To implement a direct response campaign to generate staying visitors to both city and rural locations including:
  - Flyer/postcard mailing highlighting Fireshow and Carlisle the Christmas City
  - Autumn Info Service campaign
- ☐ To participate in the Visit Britain City Culture Campaign and Visit Britain domestic marketing campaigns (in conjunction with Cumbria Tourist Board) including:
  - Spring Culture Cities promotion – insertion of 100,000 flyers/postcards within the fulfilment of this campaign
  - 30,000 participation with the Culture Cities qualified database direct mail exercise
  - National coverage in the Visit England supplements (Telegraph or Times)
- ☐ Produce and distribute the Carlisle Holiday Guide, Places to Visit, Events leaflets and appropriate Christmas literature
- ☐ To enhance Carlisle & Hadrian's Wall Country's brand presence through display of posters, Holiday Guides and accompanying promotional material at key outlets
  - Including the new hand held GPS(Global Positioning Satellite) linked Audio-Visual guide
- ☐ Maintain high profile displays at key locations as identified in the 'Tourism Strategy for England's Northwest ' and other key strategic documents
- ☐ To undertake a schedule of activity for the Group Travel Market including joint working with Cumbria Tourist Board, Hadrian's Wall City & Country Consortium and other relevant organisations
- ☐ Participate with England's North Country (ENC) and Visit Britain to promote Carlisle & Hadrian's Wall Country overseas
- ☐ Participate with Visit Britain, England's North Country, Cumbria Tourist Board, Hadrian's Wall Tourism Partnership and other relevant organisations in a programme of Press, PR and familiarisation visits



- ❑ Participation in key Joint Promotions including:
  - Visit Britain City Culture Campaign and Visit Britain Spring Campaign
  - CTB's Hidden Treasures of Cumbria (advertising/direct mail & fulfilment campaign aimed at promoting the lesser known sub areas of the County)
  - CTB's Cumbria – The Lake District's Top Tours (Attractive itinerary folder aimed at the Group Travel market and including the 'Cumbria - Free for a Fortnight' initiative during November 2004)
  - Cumbria & Northumbria Bedroom Browsers (with key attractions)
  - Rheged (continued presence and joint working with this visitor attraction)
  - Hadrian's Wall Country Campaign Development
  - Hadrian's Wall National Trail
  - Eden Valley Circular Cycle Route
  - Great British City Breaks
  - Settle to Carlisle Railway Development Company
  - City Centre Marketing Initiatives
  
- ❑ Attend or have presence at a series of travel trade and consumer tourism Exhibitions and Roadshows including:
  - Variety of NTB Roadshows with HWC&C
  - Group Leisure (Manchester) with CTB
  - British Travel Trade Fair (BTTF) (NEC, Birmingham) with CTB & HWC&C  
*To include distribution of a targeted Fireshow & Christmas Flyer in conjunction with hoteliers offering special November rates*
  - Coach and Bus (Birmingham) (tbc)
  - Great Days Out Fair (Reebok Stadium, Bolton)
  
- ❑ Co-ordinate the Historic Carlisle website upgrade (including DMS format for accommodation and attractions) and improve and enhance a presence or links with other relevant websites i.e. Go Cumbria, Lake District Outdoors, Cumbria4Coaches, Hidden Treasures, Hadrian's Wall, (and City & Country consortium site upgrade) Settle-Carlisle Railway, Great British City Breaks and Visit Britain.

## 5.2 Product Development

### Rural Projects

- ❑ Launch, develop and monitor the 'Hadrians' Wall Tour', 'Off the Wall Walks' and 'Border Heritage Trail'. Linking the latest audio-visual technology to the Global Positioning Satellite system this project will bring a new dimension to the promotion and interpretation of the western section of Hadrian's Wall and Carlisle's Northern Borderlands. Work will focus on:-

- maximising its use and effectiveness through key outlets – visitor attractions, accommodation providers, tourist information centres – in consultation with the local tourism industry and appropriate parish councils.
- developing its application for educational visits through appropriate establishments e.g. Tullie House, Birdoswald etc.
- Develop the 'Centre of Excellence for Natural History' Project in line with the recommendations and findings of the feasibility study undertaken during 2003/4. This will involve:-
- undertaking consultations with local tourism industry and appropriate parish councils.
- ascertaining detailed costings for the proposals.
- determination of a priority plan of action.
- submission of further funding bids.
- Assess the implications of the proposals of the 'Lost Realm of King Arthur' feasibility study undertaken during 2003/4 and investigate along with relevant partners, the most effective and practical means of implementing them.
- Assist the Solway Aviation Museum in its bid to become a beacon aviation museum by providing relevant information, advice, and facilitating contacts with bodies and organisations who may be able to contribute to the well being of the project.

#### **Heritage Projects**

- Investigate the opportunities created by proposals contained within the Hadrian's Wall Major Study (Jan 2004) and formulate an appropriate plan of action in association with relevant bodies and organisations (eg Tullie House, Birdoswald Roman Fort, Hadrian's Wall Tourism Partnership, Cumbria Tourist Board, Solway Rural Initiative, Western Lake District Tourism Partnership and Brampton Parish Council).
- Support the improvement and enhancement, where appropriate, of key historic sites and attractions (including their interpretation). This will normally involve the provision of information and facilitating the appropriate contacts and liaisons with Council departments and other relevant bodies/organisations\*.

#### **New Private Sector Tourism Projects**

- Provide information, advice and guidance where appropriate, as well as facilitating contacts with relevant Council departments, and other useful external bodies/organisations\*.

\* The level of involvement and input of the City Council with new projects will be determined by an assessment of the merits/implications of each individual case.

## **6. ENHANCE THE VITALITY OF THE CITY CENTRE**

- 6.1 The city centre including its historic attractions, is vital to the success of Carlisle's tourism industry and is recognised as a key element in attracting increased numbers of both staying and day visitors.
- 6.2 The City Centre Marketing Initiative (a partnership between the City Council and Key City Centre Businesses) with its working budget continues to make significant and successful progress in developing an attractive events and activities programme in the city centre along with its promotion. Membership too of the Great British Cities Marketing Consortium is assisting in raising the national profile of the City. Similarly, operation of a city centre 'Events' group to monitor and stimulate event development is working effectively in conjunction with the Marketing Group.

### **Events**

- 6.3 There is no doubt the development of an attractive programme of events provides a prime opportunity to raise the profile of the City as a visitor destination, increase the number of both day and staying visitors, as well as enhance the vibrancy and competitive edge of the city centre.
- 6.4 In developing such a programme it is essential that the resulting events attain a satisfactory level in terms of scale and quality, so they meet the needs and expectations of the increasingly discerning 'customer' and justifiably enhance the profile of Carlisle's tourism product.

### **Carlisle – The Christmas City**

- 6.5 With the above objective firmly in mind, a major effort was made in 2003 to upgrade the City's Christmas programme of activities and events, and to establish Carlisle as 'the' North West's 'Christmas City'. Significant new funding from the NWDA, and local businesses enabled new lighting, innovative seasonal features, a high quality Santa's Grotto, and a major Christmas Exhibition to be provided in the city centre. These, along with other complementary activities, succeeded in laying a strong foundation for Carlisle's bid to become the best Christmas 'tourism offer' in the North West. The city's performance over the Nov/Dec period of 2003 reflects the effort made to create, and market, an improved tourism product, which now is beginning to acquire the scale and quality required for events of regional significance. The performance figures are shown in Appendix 4.
- 6.6 There is now a major opportunity to build on the initial success of 2003's Christmas event. The city's new seasonal identity: 'Carlisle – The Christmas City', along with its appeal as an attractive visitor destination must be strengthened and enhanced during 2004. This is regarded as the number one priority in relation to event development for both the City Council's Tourism Unit and the City Centre Marketing Group.

## Key Task

- ☐ Building on the experience, and successes of 2003's Christmas event, draw up and implement a programme of activities and initiatives, which will enhance the promotion of 'Carlisle – The Christmas City' 2004. This will involve investigating the availability of funding from relevant sources – NWDA, CTB and local businesses etc.
- ☐ With regard to other events proposed for 2004/5 there is a presumption to rationalise, consolidate and upgrade existing events, rather than create new ones. The City Council's Economic & Community Development Unit will therefore focus on the organisation of the following events for 2004/5:
  - Continental Market \*1
  - Carlisle & Borders Spring Show \*2
  - Festival of Nations \*2
  - Carlisle Carnival \*2
  - pop2thepark \*2
  - Carlisle Great Food Fair \*1
  - Fireshow \*2
  - Roger Albert Clark Rally 2004 \*3
  - Carlisle – The Christmas City\*1

(Note: The City Council also organise the successful 'Brampton Live' Festival which is an annual event with much visitor appeal.)

\*1 – Events created and developed as visitor attractions (Organised by Tourism Unit).

\*2 – Community based events which also attract visitors to the city (Organised by Community Support Unit)

\*3 – Event capitalising on a national motor rally. (Organised by Tourism/Business Dev' Unit)

Whilst resources will be concentrated as described above it does not preclude the creation of new high profile events, should the appropriate opportunity and the circumstances present themselves, and assuming Council has the capacity to undertake the work. It is however proposed that the City Council's Tourism Unit will only consider committing resources in terms of staff or funding to new events, if the following criteria can be met. Any such event must:

- be capable of attracting day/staying visitors from outside the immediate region
- be of sufficient scale or importance to attain a regional (North of England), national or international profile
- can attract appropriate external funding
- attract the support of the local tourism industry
- be complementary to the existing events programme and compatible with the location in environmental and aesthetic terms

- ❑ Proposed and existing events, organised by external bodies/ organisations and which are considered to be beneficial to Carlisle's tourism development, ( i.e. strengthening the tourism product, and enhancing the visitors' experience) will, where practically possible, receive assistance from City Council's Tourism Unit in terms of:
  - promoting the event through its publications and relevant outlets (Tourist Information Centres etc).
  - providing advice on sources of external funding bodies and organisations, which may be able to assist/support the event.
  - providing any other information which may be relevant.

NB Funding and staff involvement in the development and implementation of externally organised events will not normally be available from the City Council's Tourism Unit resources.

### Other Key Tasks

- ❑ Create new opportunities to advertise events and activities at key points on the pedestrian routes/entry points to city centre
- ❑ Attract the involvement of accommodation providers in marketing initiatives based round key events, e.g. Fireshow, Christmas
- ❑ Maximise the advantage from involvement with Visit Britain and Citybreak initiatives
- ❑ Ensure the nature, content and scale of the events/activities are compatible with the high quality environment of the city centre.
- ❑ Organise a programme of street entertainment to provide added value to the 'city centre product'
- ❑ Promote the use of the city centre as an outlet for local produce e.g. Farmers' Markets, etc.
- ❑ Generate activities and events which will produce income
- ❑ Support and enhance the provision of attractive floral decorations
- ❑ Support the maintenance and enhancement of the street scene and street furniture
- ❑ Promote high standards of customer care
- ❑ Create appropriate opportunities for effective advertising/displays of information relating to key city centre events
- ❑ Generate sponsorship for events/activities

- ☐ Contribute to and participate in the Great British City Breaks joint marketing activity
- ☐ Position and promote the city centre as the key element of Carlisle's tourism offer to its day visitors
- ☐ Involve the city centre's historic attractions in key joint promotions
- ☐ Produce an Events Guide and an Eating Out Guide for local industry and visitors.

## **7. DEVELOP CONFERENCE BUSINESS**

- 7.1 Business tourism is one of the country's fastest growing tourism sectors. It is also identified in all the recent key research documents as likely to be a major factor along the M6 corridor *'especially in Carlisle, where there appears to be a clear opportunity for improved conference facilities'*. As such improving Carlisle's business tourism product is seen as a key priority.

### **Key Tasks**

- ☐ Investigate the most effective way of progressing the recommendations contained within the recently completed Conference Marketing Study. This will include:
  - examining the relationship between Carlisle Conference Group and Eden Conference businesses to determine feasible options for closer joint working and joint promotional activity
  - formulating an appropriate programme of joint promotional activity
  - exploring the availability of further funding in order to implement the study's proposals
- ☐ Review the current programme of exhibition attendance and formulate a programme of action based on enhanced support from CCG venues and the City Council.
- ☐ Produce an annual marketing plan with the objective of, increasing the number of enquiries, bookings and commissions.
- ☐ Continue to enhance Carlisle Conference Group membership package and standards of service.
- ☐ Develop further links with relevant bodies and organisations to stimulate continued joint working.

## **8. PROVIDE A QUALITY INFORMATION SERVICE**

- 8.1 It is essential to keep our visitors fully informed about the area's attractions, facilities and tourism services. In doing so they will be encouraged to stay longer, see and visit more and increase their

spending. The better informed they are the better their visit can be managed with less disruption to the local community and environment. Many of the services provided can also benefit local residents too.

### **Key Tasks**

- ☐ Operate tourist information centres in Carlisle (open all year) and Brampton (April-October).
- ☐ Develop and promote the Destination Management System within Carlisle District's tourist information service.
- ☐ Support the operation of Southwaite Tourist Information Centre.
- ☐ Maintain information displays in and around Longtown.
- ☐ Continue to review and enhance information provision and displays around the district.
- ☐ Raise the profile of Hadrian's Wall and Settle-Carlisle railway within existing and proposed tourism information provision to strengthen Carlisle's association with two of the region's internationally known brands.
- ☐ Maintain effective contact with local tourism industry including arrangement of annual open evening (April) to provide opportunity for attraction operators/accommodation providers to familiarise themselves with information/services available to them.
- ☐ Support the provision of a Guided Walks and Tours programme.

## **9. DEVELOP AND STRENGTHEN LINKS WITH SETTLE-CARLISLE RAILWAY BRAND**

- 9.1 The best destination brands are embedded in history and common usage. Like Hadrian's Wall, the Settle-Carlisle Railway is internationally famous and can provide the effective means to develop both high value short break business, as well as day visitor trade.

### **Key Tasks**

- ☐ Develop joint initiatives with Settle-Carlisle Railway Development Company, its Promotions Group and Arriva Trains.
- ☐ Develop effective liaisons with charter train operators and supply them with appropriate promotional literature.
- ☐ Establish high profile presence with Carlisle promotional material in Leeds Tourist Information Centre (located at Leeds railway station).

## **10. DEVELOP EFFECTIVE WORKING RELATIONSHIPS**

- 10.1 In an attempt to maximise all the resources available every effort will be made to work with bodies and organisations who have a vested interest in the development and promotion of Carlisle as a successful visitor destination. Joint promotions create influential communal budgets and profiling activity which, in turn, provide benefits at a scale which would not be possible, or as effective, if undertaken on an individual basis.
- 10.2 As a matter of course, regular consultation and communication will be undertaken, in line with Best Value and good practice, with Carlisle's own local tourism industry to ensure their needs and aspirations are fully understood and serviced.
- 10.3 This year again requires the ongoing consolidation of key relationships. With the implementation of the Tourism Strategy for England's North West, the operation of Rural Regeneration Cumbria – the body administering and allocating the Rural Action Zone funding – and the production of the Hadrian's Wall Major Study, it is particularly important to ensure that close communication and co-operation is maintained between the region's key strategic tourism bodies. A clear demonstration of mutual agreement and support, together with a united strategic approach will provide the best chance of attracting the funding sought, and the recognition required.

### **Key Tasks**

- ☐ Ensure effective liaison and participation is undertaken with the **North West Development Agency, Cumbria Tourist Board, Carlisle Eden Local Strategic Partnership, Rural Regeneration Cumbria, and Hadrian's Wall Tourism Partnership** to maximise efforts to generate funding for priority tourism projects.
- ☐ Ensure ongoing effective participation and communication with others working groups/bodies/organisations who contribute to the well-being and development of Carlisle's tourism industry

## **11. PROVIDING BUSINESS SUPPORT**

- 11.1 It is important to help the creation of new tourism businesses, and to support tourism businesses which have ambitions to grow, and which have the potential to play an important role in the long term development of Carlisle's tourism product. Business Support must be demand-led and appropriate to the specific needs of the tourism business involved.
- 11.2 Responsibility for the delivery of the Business Development element of the Tourism Plan will lie with Carlisle City Council's Business Development Officer working with partners including Business Link For Cumbria, Local Enterprise Agency, Rural Women's Network, Cumbria Tourist Board, North West Farm Tourism Initiative and Hadrian's Wall Tourism Partnership.



#### **11.4 Objective**

To raise the competitiveness of tourism businesses across the district.

#### **Key Tasks**

- ☐ Ensure tourism businesses have access to advice
- ☐ Promote opportunities for new tourism businesses
- ☐ Provide access to ICT and training through Brampton Business Centre and Telecentre

### **12. UNDERTAKE MONITORING AND RESEARCH**

- 12.1 The monitoring and review of the value of tourism to the local economy, together with the effectiveness of Carlisle's tourism services are also essential to the development of a successful and effective programme of action.

#### **Key Tasks**

- ☐ Research relevant industry trends, forecasts, visitor profiles and target markets.
- ☐ Participate in ongoing 'Steam' economic impact study.
- ☐ Monitor relevant performance areas of local tourism industry and tourism services e.g. visitor numbers, occupancy, enquiries, distribution, etc.

### **13. FUNDING DETAIL**

- 13.1 The breakdown of funding sources and the budget allocated to the tourism activities in the 2004/5 Plan are shown in Appendix 2.

## **APPENDIX 1 - AIMS & OBJECTIVES**

### **AIMS**

The overall aim of the Tourism Plan is to bring measurable advantage to the local economy whilst respecting the quality of the environment, heritage and the needs and welfare of the local community.

This will involve developing tourism in a sustainable way that provides and promotes a good quality tourism product, which will ensure an enjoyable visitor experience and generate visitor income, employment and business opportunities.

### **OBJECTIVES**

#### **1.0 PROVIDING EFFECTIVE TOURISM INFORMATION**

- 1.1 To provide cost effective, comprehensive and good quality information services and facilities so as to ensure that both visitor and local resident have ease of access to all appropriate tourism information and merchandise.

#### **2.0 IMPROVING CARLISLE'S TOURISM PRODUCT**

##### **2.1 Developing a Countryside Activity Product**

To develop and improve Carlisle's Tourism Product in a way that makes the best use of the special qualities of the area and will increase visits and improve visitors' experience.

##### **2.2 Developing Carlisle's Heritage Product**

To develop and improve Carlisle's Tourism Product in a way that makes the best use of the special qualities of the areas heritage and will increase visits and improve visitors' experience.

##### **2.3 Strengthening Carlisle's Event Programme**

To build on existing strengths, opportunities and support and develop an attractive programme of events, which are of at least regional significance.

##### **2.4 Developing Business Tourism**

To develop Carlisle as a recognised destination for all relevant aspects of business tourism (conferences, training, corporate events, film locations).

##### **2.5 Enhancing Carlisle City Centre**

To consolidate the quality and competitive edge of the City Centre and enhance its overall status as the region's "commercial capital" and to maximise its contribution to Carlisle's tourism product.

**3.0 INFRASTRUCTURE AND THE NATURAL AND BUILT ENVIRONMENT – PROMOTING A SUSTAINABLE APPROACH TO TOURISM DEVELOPMENT.**

- 3.1 To enhance the quality of infrastructure provision within the Carlisle District and protect and enhance the natural and built environment.

**4.0 DEVELOPING EFFECTIVE PARTNERSHIPS**

- 4.1 To strengthen and sustain a constructive and productive working relationship with the local tourism industry and other key players who contribute to, and have an interest in the successful development of Carlisle's tourism product.

**5.0 PROVIDING BUSINESS SUPPORT**

- 5.1 To raise the competitiveness of tourism businesses across the district.

**6.0 MONITORING AND RESEARCH**

- 6.1 To undertake ongoing research to monitor the performance of the local tourism industry, identify the most relevant opportunities to develop and market Carlisle's tourism product and measure the effectiveness of the actions and initiatives undertaken.

**7.0 PROVIDING EFFECTIVE MARKETING**

- 7.1 To target appropriate markets, generate enquiries and raise the awareness of the "City of Carlisle" as an attractive visitor destination so as to increase overall visitor spend (by increasing visitor numbers, length of stay, occupancy and visits to attractions and city centre facilities).

## APPENDIX 2 – PRELIMINARY FUNDING ALLOCATION

<u>ACTIVITY</u>	<u>FUNDING ALLOCATION</u>
<b><u>Marketing</u></b>	
• Advertising/Direct Mail	30,000
• Joint Promotions	15,000
• Publications	44,000
• Distribution	8,000
• Promotional Displays	2,000
<b><u>City Centre</u></b>	
• City Centre Marketing Initiative	40,000
<b><u>Product Development</u></b>	
• Event Development	15,000
• Projects	15,000
<b><u>Tourism Information</u></b>	
• Carlisle TIC	135,000
• Brampton TIC	9,000
• Southwaite TIC	4,000
<b><u>Joint Working</u></b>	
• HWTP Membership	3,000
• CTB Membership	3,500
<b><u>Business Tourism</u></b>	
• Conference/Promotion/Marketing	15,000
<b><u>Monitoring &amp; Research</u></b>	
• Visitor Survey & Steam Research	3,000
<b>Total Operational Budget</b>	<b>£341,500</b>
<b>Breakdown of Funding Sources</b>	
<u>FUNDING SOURCE</u>	<u>AMOUNT</u>
City Council	252,000
Private Sector	76,000
• Carlisle Tourism Industry (36,000)	
• City Centre Retailers (20,000)	
• Local Sponsorship (10,000)	
• Carlisle Conference Group Venues (10,000)	
Rural Development Programme Grants	10,000
Cumbria Tourist Board	3000
<b>Total Operational Budget</b>	<b>£341,500</b>

### **APPENDIX 3 – VISITOR FIGURES**

- ☐ Carlisle Tourist Information Centre  
Compiled by Carlisle City Council
- ☐ Visitor Attractions  
Compiled by Carlisle City Council. Information supplied by partners
- ☐ Occupancy Figures  
Compiled by Cumbria Tourist Board
- ☐ Responses to Direct Mail and Advertising  
Compiled by Carlisle City Council – Tourism Unit
- ☐ STEAM executive summary  
Researched and compiled by GTS UK for Carlisle City Council
- ☐ Summary of Holiday Guide Distribution  
Recorded and compiled by Carlisle City Council

**CARLISLE**  
CITY COUNCIL



[www.carlisle.gov.uk](http://www.carlisle.gov.uk)

**PRODUCED BY  
ECONOMIC & COMMUNITY DEVELOPMENT SERVICES  
TOURISM UNIT  
FEBRUARY 2004**

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	MONTH	OVER SEAS	E-			ACCOMMODATION									
			DOOR	TEL:IN	MAIL	POST	LOCAL		IN BABA		OUT BABA		TOTAL BKGS	TOTAL BEDS	
							BKGS	BEDS		BKGS	BEDS	BKGS	BEDS		
	JAN	357	7934	1749	121	701	8	14		3	9	4	12	15	35
	FEB	534	9949	1806	214	417	10	18		3	5	3	5	16	28
	MAR	1051	11455	1524	251	529	26	64		2	6	8	16	36	86
	APRIL	681	15331	1834	235	493	47	96		7	19	16	45	70	160
	MAY	971	17190	2028	255	837	64	131		16	42	18	47	98	220
	JUNE	928	16996	1891	223	1051	86	201		25	71	21	65	132	337
	JULY	1817	21634	2426	236	1017	128	413		23	74	33	89	184	576
	AUG	2031	32109	2860	314	487	116	314		42	105	41	124	199	543
	SEPT	1236	16581	2026	152	553	121	289		22	51	29	79	172	419
	OCT	949	14983	1700	208	773	82	178		7	19	18	42	107	239
	NOV	504	11495	1444	12	263	24	51		2	5	20	46	46	102
	DEC	389	12166	1395	116	212	8	15		3	8	3	9	14	32
	TOTAL	11450	187823	22683	2337	7333	720	1784		155	414	214	579	1089	2777
	2002	10279	164319	21691	1534	6123	712	1698		234	639	245	683	1191	3020
	Difference	1171	23504	992	803	1210	8	86		-79	-225	-31	-104	-102	-243
	% Diff	11.39	14.30	4.57	52.35	19.76	1.12	5.06		-33.76	-35.21	-12.65	-15.23	-8.56	-8.05

## Visitor Attractions 2003

Attraction	Visitors												TOTAL 2003	TOTAL 2002	Difference	% Diff
	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec				
Birdswald	0	0	2003	3792	4224	4212	6392	9882	4385	3641	508	0	39039	35360	3679	10.4
Carlisle Castle	1700	2500	2200	6700	6300	6800	11600	Requested from English Heritage					37800	38109	-309	-0.8
Carlisle Cathedral	5797	7382	9418	14752	16413	15476	21699	16584	15595	14342	11915	14845	164218	175456	-11238	-6.4
Lanercost Priory	0	0	0	1100	1100	1500	2300	Requested from English Heritage					6000	5056	944	18.7
Tullie, Paid Visitors	943	2363	1157	1754	1790	1942	1966	2754	1114	1509	1956	471	19719	27207	-7488	-27.5
Beamish	2002	6947	10007	37889	39378	38071	53167	83542	31941	25817	6051	1322	336134	319798	16336	5.1
Housesteads	3132	4026	4355	11753	11219	11798	19431	22571	11218	12934	3011	*	115448	105410	10038	9.5

\* Not yet available

0 indicates attraction closed








CARLISLE TOURISM AND MARKETING ROOM OCCUPANCY SURVEY  
(SERVICED ACCOMMODATION)

AVERAGE MONTHLY ROOM OCCUPANCY

MONTH	1995	% +/-	1996	% +/-	1997	% +/-	1998	% +/-	1999	% +/-	2000	% +/-	2001	2002	2003
Jan	28		25		26		28		28		25		23	37	26
Feb	42		32		37		41		36		32		30	40	35
Mar	45		46		45		42		36		36		43	43	38
Apr	55		53		39		48		45		48		55	49	50
May	63		63		55		56		51		55		67	50	58
Jun	73		69		62		59		57		55		64	63	62
Jul	73		70		64		62		59		60		55	63	68
Aug	71		79		73		68		65		66		62	67	74
Sept	80		75		70		65		58		58		64	65	68
Oct	62		58		51		50		50		55		47	50	58
Nov	44		45		40		38		41		36		35	44	41
Dec	37		38		34		35		29		30		33	38	35
Avg	56		54		50		49		46		46		48	51	51

## Responses to Direct Mail and Advertising 2003

Campaign	Method	Number Sent Out	Responses to date
<b>Hidden Treasures</b> 	Responses to Hidden Treasures Guide sent out to respondents to postcard insert in various media titles.  Brochure request form in back of Guide.	Appx. 48,000	2,240 + 1,220  Total <b>3,460</b>
<b>Info Service</b> 	Responses to Carlisle Panel in x 1 <b>Information Service Spring</b> campaign brochure (out 12 May) & x 2 ' <b>Selections</b> ' catalogue - sent out to a total of 4.65 million addresses.	Total 4.65 million households	Total <b>8,566</b>
<b>Carlisle Direct Mail Postcard</b> 	Direct Mail Postcard to database bought in from Cumbria Tourist Board. Choice of 3 brochures to request.  CHG PTV CNB	50,000	<b>869</b>  (CHG – 736) (PTV – 697) (CNB – 663)
<b>Other enquiries includes:</b> GBC Direct Mail Telephone & Internet enquiries Advertising Directory Enquiries etc	 		Total <b>10,728</b>  Combined Total:  <b><u>23,623</u></b>

CARLISLE CITY COUNCIL  
STEAM Report 2002  
Numeric Executive Summary  
Final Report

Issued 26 August 2003

Total Revenue by District (£'s millions)	2002	2001	% change
Carlisle Urban	68.11	64.32	6
Carlisle Rural	31.50	28.99	9
<b>TOTAL</b>	<b>99.61</b>	<b>93.31</b>	<b>7</b>

Analysis by Sector of Expenditure (£'s millions)	2002	2001	% change
Accommodation	21.22	20.97	1
Food and drink	17.97	16.50	9
Recreation	3.96	3.69	7
Shopping	11.88	10.93	9
Transport	9.60	8.55	12
Indirect Expenditure	23.66	22.07	7
VAT	11.31	10.61	7
<b>TOTAL</b>	<b>99.61</b>	<b>93.31</b>	<b>7</b>

Revenue by Category of Visitor (£'s millions)	2002	2001	% change
Serviced Accommodation	42.97	42.42	1
Non-Serviced Accommodation	6.76	6.25	8
SFR	6.36	6.36	0
Day Visitors	43.53	38.28	14
<b>TOTAL</b>	<b>99.61</b>	<b>93.31</b>	<b>7</b>

Tourist Days (Thousands)	2002	2001	% change
Serviced Accommodation	438.77	436.22	1
Non-Serviced Accommodation	258.61	219.63	18
SFR	370.48	371.37	-0
Day Visitors	1919.61	1707.99	12
<b>TOTAL</b>	<b>2987.47</b>	<b>2735.21</b>	<b>9</b>

Tourist Numbers (Thousands)	2002	2001	% change
Serviced Accommodation	254.67	238.26	7
Non-Serviced Accommodation	33.85	29.60	14
SFR	155.62	155.99	-0
Day Visitors	1919.61	1707.99	12
<b>TOTAL</b>	<b>2363.74</b>	<b>2131.84</b>	<b>11</b>

Sectors in which Employment is supported (FTE's)	2002	2001	% change
Direct Employment			
Accommodation	792	760	4
Food & Drink	508	467	9
Recreation	136	127	7
Shopping	306	282	8
Transport	121	108	12
Total Direct Employment	1,862	1,744	7
Indirect Employment	441	412	7
<b>TOTAL</b>	<b>2,303</b>	<b>2,157</b>	<b>7</b>

# Holiday Guide Distribution Summary 2003

TIC's	Cumbria	13000
	Carlisle TIC's & Civic	4301
	Southwaite	3263
	England	12905
	Scotland	1355
	Wales	82
TOTAL		34906
	Great Days Out	400
	Outdoors Show	500
	BTTF	50
	Manchester Hol Show	400
Others	Telephone Enq	10782
	Info Service	8566
	Misc (e.g.hospital)	200
	Hidden Treasure	3460
	Response to Direct Mail	736
TOTAL		25094
GRAND TOTAL		60000
Printed	60000	0