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Introduction

Staffordshire County Council recognises the importance and huge potential of the leisure and business tourism sectors both for the future prosperity of the County and for the significant contribution that the attractions, open spaces and buildings that are sustained by the industry make to the great quality of life enjoyed by Staffordshire residents. Since the sector uniquely contributes to the County’s priority outcomes of Prosperity (with 5% of employment), and of Health and Community, it is one that the County Council supports directly by funding expertise and promotions.

This document seeks to outline our strategic direction for the sector, establish a new focus for our relationship with our key delivery partner, Destination Staffordshire, and guarantee the key resources for web service provision and brand marketing that underpin the promotion of Staffordshire as a tourism destination.

Background

Staffordshire has traditionally been recognised for its manufacturing base rather than as a holiday destination. More recently, it has begun to market itself as a destination for holidays and short breaks under the “Enjoy Staffordshire” branding. The focus of this marketing has been the unrivalled range of leisure opportunities present in Staffordshire and this unique selling point has been articulated in recent marketing campaigns as “A World of Possibilities” and categorised under the themes of “Adventure”, “Nature” & “Culture”.

“Adventure” takes in the two world class theme parks, Alton Towers Resort and Drayton Manor Theme Park; it also includes both the gentle and more extreme activities afforded by some of England’s finest countryside including Cannock Chase, parts of the Peak District National Park and parts of the National Forest. These latter natural features, together with many landscaped gardens, comprise the “Nature” offering. “Culture” includes the traditional industries of ceramic production and brewing; the recently discovered Staffordshire Hoard; the extensive networks of canals and steam railways; a range of market towns, museums and historic buildings (including the Council-managed estate at Shugborough); and the National Memorial Arboretum, the most significant memorial destination outside London. Interwoven through all of the above is an extensive calendar of distinctive consumer events and festivals.

Whilst day visitor trips have always been a major strength of Staffordshire, a significant barrier to the growth of the staying visitor market in Staffordshire has been the lack of good quality accommodation stock compared to other destinations. An analysis of the Visit England database of quality graded accommodation in Staffordshire reveals that the county has a lower ratio compared to population of such accommodation than the UK (Staffordshire has about half the national level), the West Midlands as a whole, or of any individual county within the West Midlands. Further, Staffordshire’s ratio of commercial bed spaces per population is almost half that of neighbouring Derbyshire.
In recent years, however, the expansion of the budget hotel market across the UK has begun to address this issue at the lower end and the opening of the Drayton Manor Hotel as well as plans for development at the FA Coaching Centre in East Staffordshire give encouragement that the deficit of top quality, 4 star hotel accommodation is also being addressed. The development of the latter will also enhance Staffordshire’s capacity to grow its share of the business tourism market, the so-called “MICE” sector, of meetings, incentives, conferences and exhibitions.

The 2010 levels of commercial accommodation in Staffordshire generated 520,000 overnight trips that year, amounting to spend of £147 million, compared with £130 million in 2008. This strategy calls for an increase in bed spaces of 22% by 2014, and this would translate into a growth of £32 million to £179 million in the commercial overnight sector. The strategy to encourage private sector investment in accommodation across the County should comprise the following:

- Tasking the Destination Management Partnership (DMP) to improve the quality and impact of their attract marketing and brand awareness campaigns for both the leisure and business tourism sectors, using the existing KPIs, so that occupancy levels, currently running in peak season in Staffordshire at c. 74% are forced upwards as more visitors choose to holiday/ short break in the county. This in turn will encourage added investment by the hotel groups to take advantage of this trend.
- Ensuring that the planning authorities in the districts are aware of the potential impact of tourism and the hotel sector in particular, and are amenable and positive to new developments. Districts should be encouraged to include tourism as a key consideration in their Local Development Plans/ Frameworks
- Working with the inward investment teams to target the sector and the key developers/ chains, rolling out the “red carpet” for potential employers, will help to close the loop.

**County Council Objectives**

The objectives of Staffordshire County Council can be set on 3 levels:

**Tier 1.**

The visitor economy in the County is a vital component in helping the Council meet its aspirations and outcomes within the Strategic Plan, 2011-2016. Tourism contributes to the achievement of the following priority outcomes:

⇒ *Staffordshire’s economy prospers and grows, together with the jobs, skills, qualifications and aspirations to support it.*

The Staffordshire tourism economy has a strong and diverse base with the acknowledged potential to grow still further and contribute significantly to the overall prosperity of the County. Tourism also has the capacity to provide significant numbers of extra jobs, ranging from the low-skilled to the professional, thereby assisting in the re-balancing of the economy.
A strong tourism offer will also contribute to the attracting of inward investment as potential employers recognise an attractive and diverse destination for their employees to live and work in. A growing visitor economy with an enhanced reputation – regionally, nationally and internationally - will greatly enhance the Staffordshire story to inward investors.

⇒ Staffordshire is a place where people live longer, healthier and fulfilling lives.

Tourism is able to contribute strongly to the quality of life in Staffordshire through the development of a wide variety of product and through the enhancement and promotion of the many leisure and cultural opportunities. Increased consumer awareness and usage will generate additional spend which may be invested in further product development.

⇒ Staffordshire’s communities can access, enjoy and benefit from a range of learning, recreational and cultural activities.

A strong visitor economy will enhance the range of recreational and cultural activities available to the County’s population.

Tier 2
Specifically, the Council’s objectives in delivering a strong strategy for the visitor economy can be condensed as follows:

- Continued growth in the Staffordshire leisure tourism economy from £1,037 million (estimated) in 2011 to £1,197 million in 2014, a 15.5% increase and matching that of Visit England which enjoys significant extra funding and resources.
- Continued growth in the Staffordshire business tourism economy from £646 million in 2011 (estimated) to £729 million in 2014, an increase of 13%.
- Increased employment levels in the leisure tourism economy from the current 21,054 direct jobs in 2011 (estimated), to 23,245 in 2014, up by 10%.
- Increased employment levels in the business tourism economy from the current 12,582 direct jobs in 2010 (estimated), to 13,588 in 2014, up by 8%.
- Increased share of England’s overall visitor economy from 1.63% to 1.68%.

Tier 3
These objectives will be achieved in turn through the following key drivers:

- Increase in total visitor trips. 21,727,171 from 20,134,000 in 2010
- Increase in staying visits. 1,419,171 from 1,308,000
- Increase in day visits. 20,308,000 from 18,826,000
- Increase in average spend per visitor trip. £55.09 from £48.95
Tier 2 and 3 objectives are summarised in Appendix 1. The means by which these Tier 2 and 3 objectives may be achieved is the subject of this strategy.

**Current Approach**

Since 2006 SCC has worked closely in partnership with the Staffordshire Destination Management Organisation (“Destination Staffordshire”). This is widely recognised as an excellent example of a public/ private/ third sector partnership, which not only influences the public and private sectors and encourages joint working, but also manages large scale consumer marketing campaigns and business information projects. It is funded through membership fees and grants and has also been successful in drawing down UK and European funding. The partnership is currently seeking significant new European funding which would further enhance its capacity.

Since the abolition of the regional development agencies, Destination Staffordshire remains the only fully functioning DMO in the West Midlands operating with significant private sector support. The Partnership’s role is that of promoting the county to visitors and residents alike under the “Enjoy Staffordshire” brand, and seeks to encourage and facilitate the development of the economy’s product, infrastructure and service levels. The DMO is currently re-structuring to better meet the demands of the industry with strategic and executive boards to allow for more effective oversight and delivery with greater involvement of the tourism professionals from around the County.

The Council currently allocates its tourism team (5 FTEs) to the management of the DMO at a cost of £184k per annum and places the whole of its operational budget (£203k in 2011) under the direction of the DMO, representing a total investment of c. £387k per annum. The DMO in 2011/12 will raise a further £345k split as follows:

- Private sector: £130k
- Other public sector in Staffordshire: £65k
- European funding: £138k
- Other revenue (ticket/ merchandise sales/ 2010/11 under-spend): £12k,

resulting in a total revenue budget of £548k.

The application for ERDF funding of £870k over 2012-14, if successful, will allow us to scale up and/or expand our objectives and/or accelerate their achievement. A decision is expected mid to late March.

In return, the Council has enjoyed success through the DMP as measured through real growth in the visitor economy and via other performance measures which seek to evaluate the impact of the DMP’s various campaigns and other actions.

Whilst this policy has been successful, however, it must be recognised that this approach has some limitations, for example:

- It has failed adequately to address the following issues of relationship with its own organisation:
Impact upon other areas of the Council’s work which influences the visitor offer, e.g. planning, regeneration, inward investment, countryside management and transport.

- Cohesion with the Council’s communications strategy and team, and with the Council’s own branding and campaigns.
- Involvement with other Council initiatives which could enhance or promote the tourism offer, e.g. communications with rate-payers and wider business communities.
- Close engagement and linkage with the Council’s own-managed tourism properties.

- The current strategy does not make provision for the possibility of the DMO losing significant public and/or private support, or ceasing to function for any other reason. Although the DMO is re-structuring itself, this is no guarantee of longevity, particularly against the background of competing DMO’s and Local Enterprise Partnerships (LEP’s). SCC should at least recognise such possibilities or guard against the eventuality of the DMO moving in directions inconsistent with its own strategic priorities.

- Further, this approach fails to recognise the potential advantages and improved outcomes that can be realised by conforming to the new operating model within SCC which encourages a commissioning culture. The current relationship with the DMO does not easily allow SCC to explore opportunities for achieving better value and improved outcomes by establishing relationships with alternative organisations, suppliers or channels.

In conclusion, there is an increasing need for the Council to dynamically assess the market place’s requirements and review the best methods of meeting these.

**The Staffordshire Visitor Economy**

The volume and value of leisure tourism in the county as last measured in 2010 can be summarised in Table 1:

<table>
<thead>
<tr>
<th>Table 1: Staffordshire Visitor Economy, volume and value</th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
<th>% 2010 vs. 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Trips (staying &amp; day)</strong></td>
<td>20,134,000</td>
<td>20,075,000</td>
<td>18,359,000</td>
<td>109.67%</td>
</tr>
<tr>
<td><strong>Staying Trips</strong></td>
<td>1,308,000</td>
<td>1,377,000</td>
<td>1,158,000</td>
<td>112.95%</td>
</tr>
<tr>
<td>UK trips</td>
<td>1,143,000</td>
<td>1,210,000</td>
<td>960,000</td>
<td>119.06%</td>
</tr>
<tr>
<td>Overseas Trips</td>
<td>165,000</td>
<td>167,000</td>
<td>198,000</td>
<td>83.33%</td>
</tr>
<tr>
<td>Commercial trips</td>
<td>520,000</td>
<td>584,000</td>
<td>637,000</td>
<td>81.63%</td>
</tr>
<tr>
<td>VFR</td>
<td>788,000</td>
<td>793,000</td>
<td>521,000</td>
<td>151.25%</td>
</tr>
</tbody>
</table>
In addition to these quantitative data, work has also been conducted to understand the profile of the current visitor to Staffordshire and this is best summarised in the 2005 Heart of England visitor survey (see H:\DSD Tourism\Scanned Documents\Visitor survey). The DMO is also developing its own survey mechanism in association with SCC’s own research team.

Profiling of addresses of consumers planning short breaks to the County, collected by the DMP, has also been undertaken and shows the majority of respondents falling into lower socio-demographic groups, being “time rich / cash poor”. This has shown some improvement, based on the analysis of 2011 returns, but the DMP has concluded that, on the whole, the historical target audience is not going to drive the required visitor expenditure within Staffordshire. In future, therefore, the key target audiences will be: ABC1 Adults 25-44 with children, and ABC1 Adults 45+ with no children.

Finally, recent work has also been done on understanding the perceptions of Staffordshire among non-visitors and the appeal of Staffordshire compared with the general factors influencing decisions to holiday in any particular destination. The research only focussed on overnight stayers rather than on the day trip market which predominates in Staffordshire. The full research can be seen at: H:\DSD Tourism\ScannedDocuments\Staffordshire\2011 Perceptions. The general conclusions from this work were that:

- Awareness of Staffordshire as a holiday destination is still relatively low
- However, negative perception levels are reassuringly also low.
- Negative perceptions of our key neighbouring city destinations, Manchester and Birmingham, are the worst in UK.
- Staffordshire is shown as having a significant positive perception- 33% of non visitors, similar to the levels for the National Forest and Peak District, representing a significant opportunity.
• The strength of the Staffordshire "brand" for partners is therefore reinforced.

• The need was also reinforced for Destination Staffordshire to relate closely to key neighbouring destinations; especially those recognised as key attract brands by Visit England, e.g. the Peak District. There may be opportunities for collaboration and cross border working that SCC would wish to exploit.

In the original research, 27% of the sample had visited Staffordshire for a non-leisure visit within the last 5 years. If this can be equated to the value of the overnight staying market (£203 million), then the 33% of non visitors with a positive perception of the County would be worth an additional £225 million, if we could convert them to visitors - a significant prize even without attempting to convert those with an indifferent or poor perception of the County. We plan to do some extra research to better quantify this potential, identify its demographic profile, and target our marketing accordingly.

These data and the objectives of this strategy must also be interpreted in the context of the prevailing industry travel trends: the relative decline of the overseas visitor market; the rise of the “staycation” phenomenon (strong in 2009, flattening somewhat in 2010); the hugely increased levels of digital connectivity and interactivity between consumers and the industry; and the relatively poor perception and lack of awareness of the UK product among a generation raised on cheap overseas holidays.

This research and a comparison with neighbouring counties, particularly Derbyshire, strongly indicate that there is significant scope to grow the County’s visitor economy, making the above Tier 2 objectives realistic if all available resources are deployed effectively and the private sector remain engaged behind a common strategy.

In terms of neighbouring Counties, work is also required better to understand the nature of the overlap between our own tourism economy and those of the Peak District and other bordering visitor economies.

**Strategic Recommendations**

1. The value of the DMO and its engagement with the private sector, allied to the prevailing view of national government of the value of such organisations, mean that it should be part of the Council’s future strategy for the next three years. Future support should involve the following:

   1.1. Commitment to a level of revenue funding for delivery of agreed activities, guaranteed by SLA for a 3 year period until 2014/15, and set at £175k per year.

   1.2. Allocation of an appropriate staff resource to support and facilitate the work with the DMO, subject to the outcome of the current discussions with Stoke-on-Trent’s tourism team in respect of shared support of the DMO.

   1.3. SCC to continue as the legally accountable and purchasing authority for the DMO.
1.4. SCC to provide other support as available and reasonable, e.g. external funding expertise.

2. SCC should limit its revenue allocation and will ring fence its contributions above to activities that the DMO demonstrates through clear business cases will drive the achievement of the following outcomes required to achieve the Tier 2 objectives above:

2.1. Improving the quality and impact of the attract marketing and brand awareness campaigns for both the leisure and business tourism sectors so that, (i). Occupancy levels are driven upwards as more visitors choose to holiday/short break in the county and, (ii). Added investment by the hotel groups is made.

2.2. Working with the inward investment teams to target the hotel sector and the key developers/chains, rolling out the “red carpet” for potential employers.

2.3. Targeting the key audiences of ABC1 Adults 25-44 with children, and ABC1 Adults 45+ with no children.

2.4. Converting a significant proportion of the 33% non-visitors with positive perception to visitors, thereby driving a commensurate proportion of the additional £225 million spend.

2.5. Understanding and capitalising on the nature of the overlap between Staffordshire’s tourism economy and those of the Peak District and other bordering visitor economies.

All activities should have clear, positive business cases against the above points and might include (if the business case is proven) some or all of the following as well as new activities yet to be defined:

2.6. Marketing of the leisure visitor economy, including the provision of a consumer website with exposure for and links to individual partners and members. This “attract” marketing to be directed at attracting visitors to the County and offering promotion of all parts and sectors of the County under the Enjoy Staffordshire branding.

2.7. On the ground information and promotion to visitors and residents under the Enjoy Staffordshire branding to encourage increased spend (“dispersal” marketing).

2.8. Marketing of the business visitor economy under the Enjoy Staffordshire branding and in collaboration with the joint SCC/Stoke Inward Investment team.

2.9. SME recruitment and retention to key campaigns, and information provision across the full range of sectors contributing to the visitor economy.

2.10. Promotion of Staffordshire to the travel trade under the Enjoy Staffordshire branding.

2.11. Promotion of the food & drink sector under the Taste of Staffordshire brand, recognising the opportunity for Staffordshire, with its attractive rural environment and high quality local produce, to develop a strong USP in this area.
2.12. Support and development of the County’s festivals and events (with reference to the DMO’s recent Staffordshire Festivals and Events Strategy).

2.13. Development of the sector’s levels of skills and training, with close liaison with the Council’s own work and resource in this area.

2.14. Promotion of sustainable tourism in the County as a factor in future prosperity and in line with SCC’s priority outcomes.

2.15. Research into the value of the visitor economy, qualitative visitor surveys and campaign monitoring and evaluation.

3. SCC should adopt a commissioning relationship with the DMP that will allow SCC to better judge the success of the partnership and whether it remains fit for purpose in an ever-changing tourist landscape.

Specifically this means that SCC will pursue a range of opportunities, some of which (such as those described above) will be commissioned from the DMP and some of which will not. For activities which are commissioned from the DMP, SCC should, (i). Ensure that it is satisfied that the DMP has a clear business case for each of its activities against the outcomes we are commissioning; (ii). Monitor outcomes against SCC’s investment, and (iii). Ensure value for money from its investment.

Activities that might be undertaken directly by SCC, rather than commissioned through the DMP, will include:

3.1. Embedding the value of tourism more thoroughly into the work of SCC and creating an even more conducive environment for tourism to thrive in the county.

3.2. Work with other areas of the council, seeking to influence their work to the benefit of the visitor economy.

3.3. Ensuring the planning authorities in the districts are aware of the potential impact of tourism and the hotel sector in particular, and address tourism as a key consideration in Local Development Plans/Frameworks

All SCC activities should have clear, positive business cases against the above points and might include activities (if the business case is proven) in some or all of the following areas of liaison, as well as other activities yet to be defined:

3.4. Communications. The Council’s core messages and initiatives will be enhanced by development of the visitor economy, and vice versa, and consumer/resident confusion will be minimised. Future perceptions research should be tied into related research conducted by the communication teams to ensure best value.

3.5. Arts & Heritage. The recent experience with the Staffordshire Hoard has clearly shown the mutual value of linking these areas closely to the promotion of the visitor economy. Additionally, the council’s own management of heritage sites, particularly Shugborough, and the recent investment in the National Memorial Arboretum, have
reinforced the value of ensuring that these areas of the council’s operation relate closely to the visitor economy.

3.6. Library and Archive Service. These services represent untapped promotional opportunity for the tourism product of the County, encouraging residents to support the County’s visitor economy rather than spend their leisure £’s in other counties by encouraging and training staff to act as “ambassadors” for the visitor economy.

3.7. The Rural County. Clearly a large part of the tourism offer is focussed on the great outdoors and there is tremendous opportunity for tourism to better relate to the other areas of the Council’s management and influence in this area, particularly in respect of the country parks, such as Chasewater and Cannock Chase, and the public rights of way.

3.8. The District Planning Authorities. Seeking to represent the interests of the visitor economy. For example, recent County Council policy changes when considering the impact of wind farms on important vistas has been directly influenced by input from DMO partners.

3.9. Transport. The council’s transport planning and provision needs to be more aware of the value and requirements of the visitor economy, and the latter’s role in contributing to the Council’s priority outcomes.

3.10. Other Partners. Closer liaison with other Staffordshire public sector partners, not only those with their own tourism functions, helping to ensure that the Enjoy Staffordshire branding more effectively complements and supports their own brands, and that promotions are more effective and analysed more thoroughly. Also working with their PR and communications teams to better promote events and attractions, tying together the individual cultural offers and looking for potential synergies. In the wider area of arts, culture and leisure, including the museum community, there are a range of networks and partnerships that remain poorly informed of the contribution they already make- and could enhance- to the visitor economy; this approach by SCC would help address this deficit.

3.11. Local Enterprise Partnerships. Representing (via the DMP where appropriate) the visitor economy to the Stoke & Staffordshire Local Enterprise Partnership (SSLEP), ensuring that its potential for generating jobs and enhancing the work of the SSLEP is recognised, and also cultivating cross border relationships with other LEPs and local authorities.

4. SCC will continually review this strategy and the progress made towards the required outcomes. In the light of such reviews, it should be prepared to modify, if appropriate, its DMO delivery model in the light of the ever-changing political and tourism industry landscape. It needs to be aware of, and capable of reacting to, for example, the possibilities which may arise through the development of Tourism Business Improvement Districts (TBIDs).
Performance Indicators

1. To review the success of this strategy and of its relationship with the DMO, the Council needs regularly to review both its own and the DMO’s performance.

2. There is a pre-existing set of Key Performance Indicators (KPIs) which previously have been evolved by the DMO and which it currently uses to monitor quarterly performance.

3. There are also additional KPIs which can be used to measure performance against the Tier 2 and 3 objectives; these can currently only be measured annually, being subject, in part, to national data released once a year.

4. Both sets of KPIs (shown in Appendix 1) should be constantly reviewed in terms of their fitness to help monitor each of the outcomes described in 2.1 to 2.5 and 3.1 to 3.3 and should be amended/ augmented as appropriate:
## Appendix 1

### Tier 2 Objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Actual 2009/10</th>
<th>Actual 2011</th>
<th>Forecast 2012</th>
<th>Target 2013</th>
<th>Target 2014</th>
<th>Increase 2014 vs. 2011</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Staffordshire leisure tourism economy growth (£ million)</td>
<td>985.5</td>
<td>1,036.8</td>
<td>1,090.3</td>
<td>1,146.0</td>
<td>1,197.0</td>
<td>160.2</td>
<td>115.5%</td>
</tr>
<tr>
<td>2. Staffordshire business tourism economy growth (£ million)*</td>
<td>618.0</td>
<td>646.0</td>
<td>674.0</td>
<td>701.0</td>
<td>729.0</td>
<td>83</td>
<td>112.8%</td>
</tr>
<tr>
<td>3. Employment levels (actual direct) in the leisure tourism economy.</td>
<td>19,124</td>
<td>21,054</td>
<td>21,184</td>
<td>22,215</td>
<td>23,245</td>
<td>2,191</td>
<td>110.4%</td>
</tr>
<tr>
<td>4. Employment levels (actual direct) in the business tourism economy*</td>
<td>12,041</td>
<td>12,582</td>
<td>13,123</td>
<td>13,664</td>
<td>13,588</td>
<td>1,006</td>
<td>108.0%</td>
</tr>
</tbody>
</table>

### Tier 3 Objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Actual 2009/10</th>
<th>Actual 2011</th>
<th>Forecast 2012</th>
<th>Target 2013</th>
<th>Target 2014</th>
<th>Increase 2014 vs. 2011</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increase in total visitor trips.</td>
<td>20,134,000</td>
<td>20,564,608</td>
<td>20,995,216</td>
<td>21,425,824</td>
<td>21,727,171</td>
<td>1,162,563</td>
<td>105.7%</td>
</tr>
<tr>
<td>2. Increase in staying visits</td>
<td>1,308,000</td>
<td>1,335,793</td>
<td>1,363,586</td>
<td>1,391,379</td>
<td>1,419,171</td>
<td>83,378</td>
<td>106.2%</td>
</tr>
<tr>
<td>3. Increase in day visits</td>
<td>18,826,000</td>
<td>19,228,815</td>
<td>19,631,630</td>
<td>20,034,445</td>
<td>20,308,000</td>
<td>1,079,185</td>
<td>105.6%</td>
</tr>
<tr>
<td>4. Increase in average spend per visitor</td>
<td>£48.95</td>
<td>£50.42</td>
<td>£51.93</td>
<td>£53.49</td>
<td>£55.09</td>
<td>£4.68</td>
<td>109.3%</td>
</tr>
</tbody>
</table>
## DMP Performance Indicators

### 1. Membership

| 1.1. No. of SMEs engaged with leisure visitor campaigns | 350 | 365 | 390 | 410 | 430 | 65 | 117.8% |
| 1.2. No. of SMEs engaged with Conference Bureau (business tourism) | 21 | 23 | 30 | 35 | 40 | 17 | 173.9% |
| 1.3. Impact of member engagement (levels of e-shot opening) | 22% | 25% | 27.5% | 30% | 35% | 10 | 140.0% |

### 2. Marketing

| 2.1. Consumer engagement with main attract campaign. (Literature requests) | 71,000 | 75,000 | 80,000 | 85,000 | 90,000 | 15,000 | 120.0% |
| 2.2. Economic impact of key consumer campaigns (£ million) | 24.4 | 27.0 | 29.0 | 32.0 | 35.0 | 8.0 | 129.6% |
| 2.3. PR advertising equivalent value | £532,656 | £600,000 | £625,000 | £660,000 | £700,000 | 100,000 | 116.7% |

### 3. Digital

| 3.1. No. of visits per consumer website | 647,645 | 1,274,492 | 1,350,000 | 1,400,000 | 1,450,000 | 175,508 | 113.8% |
| 3.2. Page views | 3,406,408 | 3,402,894 | 3,437,500 | 3,847,500 | 4,350,000 | 947,106 | 127.8% |
| 3.3. E-shop transactions, value | £12,572 | £15,000 | £25,000 | £35,000 | £45,000 | 30,000 | 300.0% |
| 3.4. SEO performance (Google ranking against agreed search terms) | 4 | 4 | 3 | 2 | 1 | 3 | 25.0% |
| 3.5. Economic value of website (measurement under development) | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| 3.5.1. Levels of Consumer engagement (e-shot volume) | 61,856 | 68,042 | 78,248 | 93,897 | 117,372 | 49,330 | 172.5% |
| 3.5.2. Levels of Consumer engagement (levels of shot opening) | 16.5% | 18.5% | 22.5% | 27.5% | 30.0% | 12.0 | 162.2% |
### 4. Business Tourism*

<table>
<thead>
<tr>
<th>4.1. No. of enquiries</th>
<th>330</th>
<th>340</th>
<th>350</th>
<th>360</th>
<th>380</th>
<th>40</th>
<th>111.8%</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2. Brochure requests</td>
<td>346</td>
<td>360</td>
<td>375</td>
<td>400</td>
<td>420</td>
<td>60</td>
<td>116.7%</td>
</tr>
<tr>
<td>4.3. Bookings to enquiries (%)</td>
<td>38%</td>
<td>40%</td>
<td>45%</td>
<td>50%</td>
<td>55%</td>
<td>15</td>
<td>137.5%</td>
</tr>
<tr>
<td>4.4. Bookings value (£s)</td>
<td>118,960</td>
<td>123,840</td>
<td>129,000</td>
<td>137,600</td>
<td>144,480</td>
<td>20,640</td>
<td>116.7%</td>
</tr>
</tbody>
</table>

### SCC Performance Indicators (additional to tier 2 & 3 above)

| 1. Overnight visitor trips, value (£ million) | 203.1 | 207.4 | 211.7 | 216.0 | 220.3 | 12.9 | 106.2% |
| 2. Bed nights, volume | 4,719,000 | 4,819,272 | 4,919,543 | 5,019,815 | 5,120,083 | 300,811 | 106.2% |
| 3. Bed Spaces, volume | 19,454 | 19,867 | 20,281 | 20,694 | 20,107 | 1,240 | 106.2% |
| 4. Day visitor trips, value (£ million) | 782.4 | 829.4 | 878.6 | 930.0 | 976.7 | 147.3 | 117.8% |
| 5. Overseas visitor trips, volume | 165,000 | 168,443 | 171,948 | 175,453 | 178,957 | 10,514 | 106.2% |
| 6. Overseas visitors, value (£ million) | 58.0 | 59.2 | 60.5 | 61.7 | 62.9 | 3.7 | 106.2% |
| 7. Leisure tourism indirect/ induced employment, actual | 6,958 | 7,659 | 7,707 | 8,082 | 8,457 | 797 | 110.4% |
| 8. Business tourism indirect/ induced employment, actual* | 8,027 | 8,387 | 8,748 | 9,108 | 9,058 | 671 | 108.0% |

* Figures are forecast for 2009/10 based on 2008 study