



# Board Papers

**Thursday 2<sup>nd</sup> September 2021**

# Agenda

## Virtual Board Meeting

### Thursday 2<sup>nd</sup> September 2021– 8am

Please join via Teams [Click here to join the meeting](#) Or [+44 161 250 8784,,610737141#](tel:+441612508784610737141)

Time	Item	Lead	Reference
08:00am	1 Welcome and Apologies	TB	
08:05am	2 Declarations of Interest	TB	
08:10am	3 Minutes and matters arising from Board Meeting held on 6 <sup>th</sup> May 2021	TB	
08:20am	4 Board Matters <ul style="list-style-type: none"> <li>- Updated Purpose Pyramid</li> <li>- Discussion around business assistance over the Autumn / Winter period</li> <li>- Reappointment of Board Directors Eleanor Underhill David Walker</li> </ul>	TB	(Board Paper 236)
08:50am	5 Chief Executive Report/Briefing note	JM	(Board Paper 237)
09:10am	6 Draft Destination Management Plan	JM	(Board Paper 238)
09:30am	7 Company Finances <ul style="list-style-type: none"> <li>• 2021/2022 Q1 Financial Report</li> <li>• Statutory Accounts</li> </ul>	DW/IB	
09:50am	8 A.O.B		
10:00am	9 Close		

**Minutes of a Virtual Meeting of the Board  
Thursday 6<sup>th</sup> May 2021 – 8am**

**Present:** Trevor Brocklebank – Chair (“TB”)  
Joe Manning (“JM”)  
**Marketing Cheshire  
Directors** Mark Goldsmith (“MG”)  
David Walker (“DW”)  
Andy Lyon (“AL”)  
Rupert Collis (“RC”)  
Eleanor Underhill (“EU”)  
Sarah Callander-Beckett (“SCB”)  
Jamie Christon (“JC”)  
Peter Mearns (“PM”)  
Tracey O’Keefe (“TO”)  
Rob McKay (“RM”)

**In Attendance:** Philip Cox (“PC”) (observer)  
Nicola Said (“NS”)  
Juliette Littleton (“JL”)

**Apologies:** Gemma Davies (“GD”)  
Steven Broomhead (“SB”)

**1. Opening by the Chairman and Welcome**

TB thanked the board for joining the call and welcomed Board members to the meeting.

TB advised that Rupert Collis will be leaving the MC Board following his appointment to the LEP Board. TB thanked Rupert for his service over the past 4 years.

**2. Declarations of Interest**

TB asked Board members to advise of any declarations of interest.

**3. Minutes and Actions from the last Meeting**

The Board confirmed that the minutes from the meeting on the 11<sup>th</sup> February 2021 were correct.

With regard to VIC’s best practice, NS advised that MC will be holding a session with CW&C to review the VIC to measure against best practice nationally and internationally.

NS confirmed that consumer research has been shared with partners and the Destination Chester network. NS to share the latest consumer sentiment wave with Board members once it has been when released.

**ACTION NS**

With regard to Further Education and funding short hospitality courses, PC advised one option could be through the Government Kick start scheme which includes £1500 support for the person on the programme and this could be used for training.

#### 4. Board Matters

##### **Purpose Pyramid**

TB referred to the purpose pyramid circulated within the board pack advising that this is the first draft to start discussions.

JM introduced the pyramid advising that the LEP vision and language has been used to create the first draft.

Underneath this we have started to differentiate MC and have set out a range of deliverables with an emphasis on our key role for the visitor economy and broadening our work in the future. The core capabilities are included as leadership, influencing, networking, and engaging with partners, coupled with our in-house skills around brand design, marketing and digital.

##### **Comments from Board**

- It was suggested that we should replace 'to lead' with 'to empower'.
- Understand the overarching idea of linking up with the LEP's value but there is a need to be more specific to MC. The top 3 should centre around MC's purpose and vision and then behind that the LEP vision and purpose could be included.
- It was stated that MC alongside the critical role with the visitor economy, has a fundamental role to play in terms of place marketing to assist with encouraging people to relocate and work in the area.
- It was suggested that we should have a temporary short-term purpose for recovery of the visitor and hospitality sector, and then longer-term vision for the place. There is a need for a clear view of our component customers then create a 4-year plan.

It was agreed that TB/JM/NS would review the comments from the board and incorporate into the pyramid with an aim to share with the board before the end of May.

**Action  
TB/JM/NS**

A conversation for the future would be to look at a sustainable inclusive Visitor Economy to take the breadth of the vision to make it real for our destination, stakeholders, and partnership networks.

#### 5. Board Briefing Note / CEO Report

JM referred Board members to the report circulated within the Board pack and highlighted the following key items.

- We have received positive feedback on the initial reopening with a few businesses looking to diversify their offer.
- Cheshire Day in March was hugely positive with a significant number of businesses participating on social media.
- A list of press coverage was included within the paper detailing the local and national coverage we have received.
- We have continued the secondment of MC staff into the Growth Hub with MC employees being upskilled and supplying important business support via the Growth Hub.
- The Chester VIC reopened on the 12<sup>th</sup> April, footfall has been low, however the team remain engaged in other parts of the MC business.

## Comments from Board

- It was advised that the National Trust visitor numbers have been quieter than expected the booking system has not helped as members tend to prefer spontaneous visits, the NT are now starting to allow walk in visits and are looking forward to indoor opening on 17<sup>th</sup> May, when the houses can reopen. Membership renewal is going well.
- Chester Zoo had positive visitor numbers when the weather was good, members must book online which is not popular with the membership. Will be removing the booking system for members. The Zoo is receiving lots of enquiries for 21<sup>st</sup> June onwards, there is a general assumption that all restrictions will be lifted. On average receiving 3K visitors a day and school visits are now also taking place.
- There is a need to capture the 'bank holiday every day feeling' throughout the summer, particularly for mid-week.
- Storyhouse are running at 90% ticket sales for the outdoor theatre and have extending outdoor summer season from May – September.
- 21<sup>st</sup> June will be a real challenge with the expectation that social distancing will end. It was felt that a lot of businesses will keep some of the social distancing in place to reassure visitors and we need to support these businesses.
- It was stated that working with the Growth Hub there is a huge crossover with partnerships, with one of the MC staff members returning to concentrate on Partnership renewals, there have been a few declines which are mainly due to commercial reasons or uncertainty when their sector will reopen.
- It was agreed that we would organise a specific MC induction session and it was suggested that this could be incorporated into one of our MC team meetings on a Wednesday AM.
- NS to circulate the partnership rate card to Rob McKay.

Action  
NS/SP

Action NS

## 6. DMO Review Position Paper

JM introduced the paper which had been included in the board pack advising that the key item is that we have had the deadline for the first round of feedback and evidence gathering and we anticipate it will go quiet now while the responses are reviewed.

With regard to the MC model, we can advise that after speaking to BEIS and DCMS officials regarding the LEP integration we do have a more sustainable business model that alleviates duplication of work.

If DMOs are to be strategic they do need some form of funding otherwise DMOs will be operating year to year looking for other ways of earning income.

## Comments from Board members

- It was stated that as well as the DMO review, the potential role between DMOs and LEPs is mentioned in the LEP review.
- It was acknowledged that the transition of MC from a standalone company to merging with the LEP has provided MC with a much better financial position, and a strong platform to continue engaging with our partnership network.  
JM stated that network engagement is critical to our future model, in terms of both delivery and intelligence gather.
- It was questioned if there is a need to wait for the outcome of the DMO review to inform our strategy going forward?  
JM advised that there is a lot of policy and economic uncertainty this year and suggested we should balance our long-term vision with a one-year delivery plan.

- JM advised that the intention is to issue a local press release regarding the appointment of new board members and in doing this we can start to get these subliminal messages out.

## **7. Destination Chester and Cheshire**

Jamie Christon updated the board on the progress advising that Chester has lots of different organisations trying to do different things with limited success. We have therefore pulled together every group in Chester that plays a part in the VE including the council, MC, LEP, BID etc.

With the emergence of a roadmap out of Covid earlier this year and the funding opportunities, we formed a steering group within the network to put together a bid for funding. It had to be sustainable and with the possibility of being used within other towns in the county.

JM advised that the concerted effort around Chester incorporates the Chester cluster including the Zoo, Cheshire Oaks, National Waterways Museum, etc. This is not being done at the expense of the wider Cheshire area where we do see a number of opportunities, and we intend to develop our Destination Cheshire work with a new Chair.

We are also engaging with Warrington regarding the Welcome back funding.

We also recognise the importance of supporting businesses in the rural area and have set up a rural task group including officer and Councillor representatives for both Cheshire East and Cheshire West.

JM advised that the proposition differs greatly across Cheshire, therefore we are engaging at officer level with the different organisations to ascertain what role MC can undertake.

It was suggested that Destination Cheshire consider a different approach i.e., use the great place to live, work etc as it will be a less targeted approach than in a city, creating a shared view to act as a hub.

The Board thanked Jamie Christon for all the work he has put into Destination Chester.

## **8. Company Finances**

**TB introduced DW give an overview of the company finances.**

DW gave an overview of the draft year end results for 31<sup>st</sup> March 2021 stating that MC is set up as a not-for-profit organisation. In past years MC has generating a profit and in doing so has built up reserves which has helped us through the pandemic.

DW advised that Marketing Chester was set up to deal with the Christmas market, due to the cancellation of the Christmas Market in 2020 Marketing Chester does not have sufficient assets to repay Marketing Cheshire. Following discussions with our auditors it was agreed to recommend that a provision is taken on this asset reducing our profits.

The Audit Committee are happy to recommend to the board that the accounts are forwarded to the auditors. The board agreed that we are in a satisfactory position to continue trading.

It was Confirmed that JL/NS are in the process of producing a cash flow that reflects when income comes into the business – to be circulated to the board in the next 2 weeks.

**Action  
NS/JL**

The Audit Group continue to update and monitor the cashflow and reserves situation to ensure we do not put ourselves in a position where we do not have adequate reserves required for wind up costs.

PC advised that the LEP and MC use the same auditors therefore the Auditors have requested a set of consolidated accounts. There will still be a set of separate MC accounts.

JM thanked David and Jules for their hard work on the finances.

**9. Budget 2021/22**

DW advised that the budget for 2021/22 has changed slightly from showing an operating loss to a small operating profit, cashflow has been built around this and sees us remaining in a healthy position, therefore there are no concerns over our ability to trade over the period.

**10. Any Other Business.**

RC thanked the board members and advised he looks forward to working with the board through his work on the LEP Board, as he is now standing down from the LEP board TB and JM thanked RC for all his hard work to date.

**Next meeting**

The next meeting will be held on the Thursday 2<sup>nd</sup> September 8am 2021 – via Microsoft Teams.

Signature (Trevor Brocklebank, Chair)

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Date

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# Marketing Cheshire pyramid

Our purpose

Develop a sustainable visitor economy and promote Cheshire and Warrington as a great place to live, work, invest & study.

Our vision

Market Cheshire and Warrington as the UK's healthiest, most sustainable, inclusive and growing economy.

Our principles / values

We are adaptive, ambitious & collaborative. We're a small team that is greater than the sum of it's parts.

Our strategy summary

We are part of the LEP family. We lead an influential partnership of the public, private, and third sector. We are not-for-profit with a mix of grant funding and commercial income.

Our deliverables

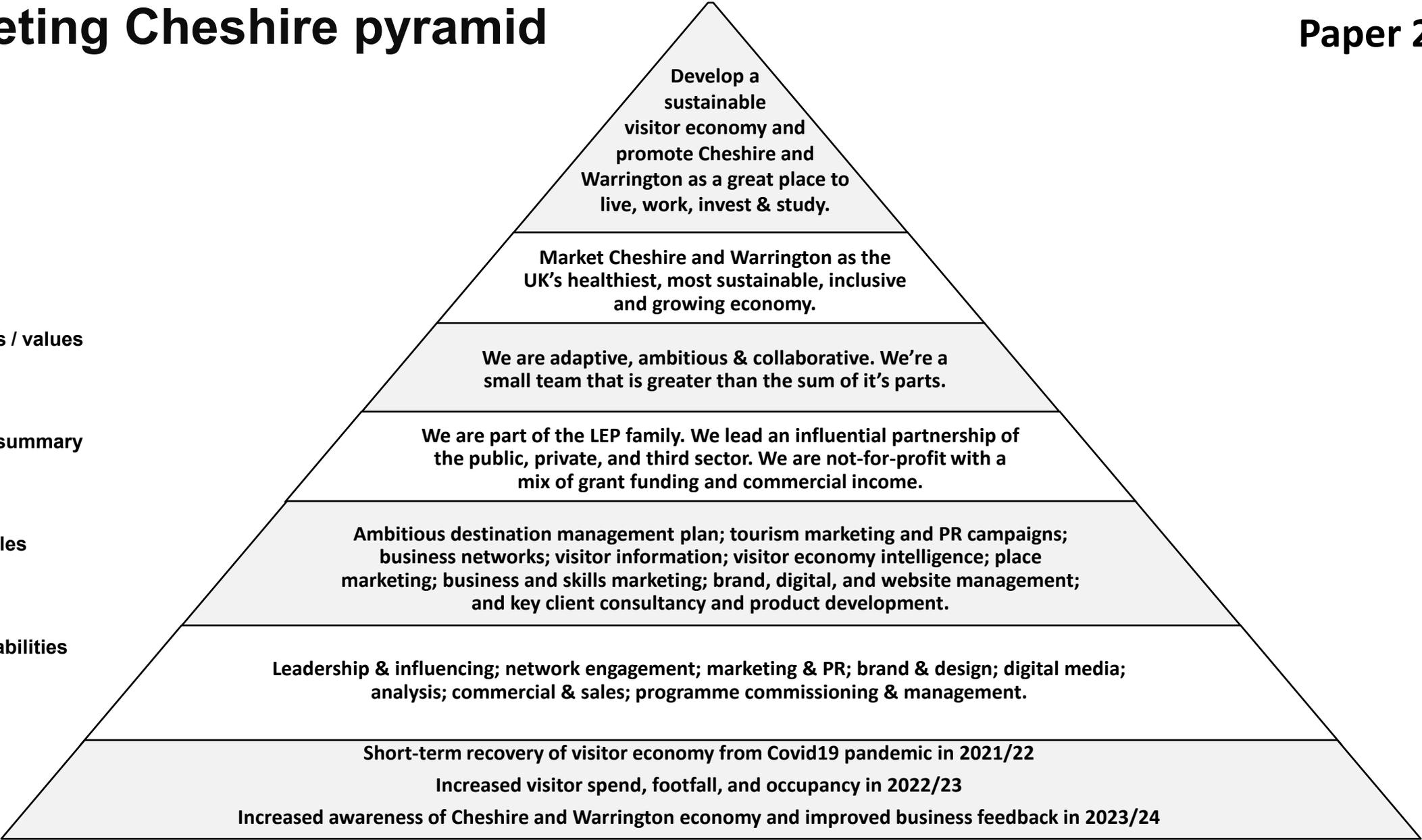
Ambitious destination management plan; tourism marketing and PR campaigns; business networks; visitor information; visitor economy intelligence; place marketing; business and skills marketing; brand, digital, and website management; and key client consultancy and product development.

Our core capabilities

Leadership & influencing; network engagement; marketing & PR; brand & design; digital media; analysis; commercial & sales; programme commissioning & management.

Outcomes

Short-term recovery of visitor economy from Covid19 pandemic in 2021/22  
Increased visitor spend, footfall, and occupancy in 2022/23  
Increased awareness of Cheshire and Warrington economy and improved business feedback in 2023/24



**2nd September 2021**

**Chief Executive update**

**Paper 237**

**1. Summary of economic picture**

- 1.1 Most visitor economy businesses have reported a good summer with positive numbers during June and July for hotels. In July occupancy was almost at 2019 levels, but the rate was a lot higher with Chester achieving an average daily rate of £99 compared with £80 in 2019 and the whole of Cheshire and Warrington achieving £81 average per day compared with £70 in 2019. This is in line with wider national trends. There have been lower bookings for some attractions that had strong demand in Spring. We think this is related to the reduction in the need to pre-book and the increased variety of things to do as more places opened up, including the resumption of events.
- 1.2 Businesses have been dealing with the significant challenges of the “pingdemic” and recruitment. The need for staff to self-isolate has put additional pressure on businesses who have been unable to recruit the levels of staff they have needed. The other issue reported have been supply chain challenges. This has led to some businesses having to close temporarily. We have yet to have seen the effect of the change in restrictions reducing the need to self-isolate introduced on 16th August.
- 1.3 It is still very hard to predict autumn, which is causing some uncertainty for businesses, particularly after a good summer. We will be working to promote autumn short breaks for leisure and support businesses as they look to bring back the corporate market.
- 1.4 We have looked to address some of these short-term economic challenges in our Destination Management Plan. This has been included as a draft document for discussion as a separate board item.

**2. Communications and marketing**

- 2.1 We have focused activity on the promotion of staycations in Chester, Cheshire, and Warrington, delivering enhanced social media activity for the destination and for partners.
- 2.2 We have also tailored activity for specific events and locations. This includes the Tour of Britain on the 9<sup>th</sup> September which ends at the Town Hall gates in Warrington after starting in Alderley Park. We are supporting Warrington Borough Council with the promotion of the events in Warrington and encouraging local people and visitors to stay in the town for an evening. We have also been working with Macclesfield Town Council to promote their key events.

- 2.3 We have hosted a number of journalists in the last quarter including The Telegraph and the I newspaper in Chester, building on the Staycation city of the year award. We have also had a focus on horse-riding breaks in Cheshire in the Sunday Express, as well as a number of articles to promote the Sandstone Ridge following its short listing for status as an Area of Outstanding Natural Beauty (AONB). This builds on the PR activity generated in Q1 including the Telegraph Staycation feature. In Q1 we generated 68 pieces of coverage with a reach of over 30million.
- 2.4 We are continuing to build our destination website to be content rich with features targeted at different demographics and markets and developing dedicated pages around our towns and city. In the period June to August, we saw a significant increase in visitors to the site. We are also seeing more traffic than 2019. We have seen significant social media growth during the same period, with a total organic reach of 1.1million for our activity since the start of the financial year.
- 2.5 We have not budgeted for significant targeted advertising or additional spend in 2021/22. However, some areas in the North West have increased their expenditure in part because they were recipients of VisitBritain funding. Our recommendation is to continue with the current proposed activity without committing further Marketing Cheshire reserves and review our position again in Autumn 2021. It would be good to discuss the relative balance of ambition for promoting our region with the potential risks of making further significant investment in paid-for advertising at this time.

### **3. Destination Chester and Destination Cheshire**

- 3.1 Through the Destination Chester network and in partnership with Cheshire West and Chester, we have commissioned Storyhouse and Wild Rumpus to deliver 'Chester designed by nature'. The activity will run from October 2021 through to the end of March 2022, and link with create Chester and the Heritage Action Zone to deliver a year-long cohesive programme of activity supporting local recovery. The thematic focus will be in line with the seasons; hibernation; the night sky; and spring blooms. Through Destination Chester we have also supported Chester BID in delivering a TV advert for Chester which is live on Sky Adsmart. The advert can be viewed here <https://vimeo.com/586283779/997407ec03>
- 3.2 We are making good progress on the Destination Cheshire network. Eleanor Underhill has agreed to chair the network, we have agreed Terms of Reference with the three local authorities, and we are holding a partner workshop at the end of September. Our short-term focus will be on the agreed position of the Cheshire destination offer and data sharing amongst partners. We will then look to develop a long-term vision and collaborate on project delivery or securing funding.
- 3.3 We will be launching the annual Marketing Cheshire awards on the 6<sup>th</sup> September with the event being planned at Nunsmere Hall on the 24<sup>th</sup> March 2022. We have introduced some new categories to promote businesses efforts throughout the pandemic and also highlight people working in the industry. Winners from most categories will have the opportunity to win at the national VisitEngland awards in June 2022.

#### **4. Investment and place marketing**

- 4.1 We have two live place marketing programmes. As part of the LEP's programme for the Cheshire Science Corridor we have commissioned a market research agency, 7i, to map our life science ecosystem and interview local businesses. This will inform our future inward investment activity, where we are working closely with the Department for International Trade and the Cheshire and Warrington Growth Hub.
- 4.2 We are working with Cheshire West and Chester on branding activity for the Ellesmere Port Industrial Area. The decarbonisation of Ellesmere Port is a key opportunity in our wider Cheshire and Warrington COP26 programme that includes opportunities in the nuclear sector, the promotion of Net Zero Cheshire, and wider messages to business and residents across Cheshire and Warrington on the importance of sustainability.

#### **5. LEP communications and branding**

- 5.1 The new LEP website and brand identity have been successfully launched. This project was led by Marketing Cheshire and demonstrates the value of 'in house' delivery for the LEP. We have also been able to integrate the Marketing Cheshire corporate identity into the website.
- 5.2 We are working on the Annual Review and AGM which we are intending to run on the 19<sup>th</sup> of October as a hybrid event.
- 5.3 We have appointed the agency, Social, to deliver the corporate PR contract for the LEP and Marketing Cheshire. Through this contract we will look to position Marketing Cheshire in regional broadcast media as a thought leader on the visitor economy.

#### **6. Visitor Information Centre (VIC)**

- 6.1 The VIC re-opened on April 12<sup>th</sup> and our footfall that week was just over 1,000. Both the takings and the footfall increased over the weeks and months, up to most recently just over 4,500 visitors per week and sales of £5,750. The gradual reopening of attractions such as the sightseeing bus contributed to the lift in both footfall and takings. The VIC has generated a surplus of £9,000 up to the end of July. This is slightly behind our budgeted position, but footfall and sales have continued to grow throughout August.
- 6.2 The VIC is reporting that many visitors replaced an international short haul holiday with a 4/5 night stay in Chester. We are also seeing visitors staying in Chester who would previously have only visited on a day trip for example visitors from Shropshire, Greater Manchester, and the Midlands. The team have been providing itineraries for visitors to see more of Cheshire and Warrington whilst using Chester as a base. These are also markets that we intend to continue targeting through our video content and social media.

#### **7. Partner and commercial position**

- 7.1 We have 97 partners signed up to date and £49,475 has been invoiced against an annual budgeted target of £28,000. Within this we have 9 new partners including BeWILDerwood, Forest Holidays, and Sick to Death. Businesses have been busy throughout the summer and

we will engage with them in the Autumn on future plans, including networking and training sessions.

- 7.2 We have developed a partnership with YouthFed, a third sector organisation that helps to improve the lives of young people. We will help them with strategic marketing advice and marketing services delivery. This is new ground for Marketing Cheshire and has been brokered through our work with the LEP. If successful it may present us with opportunities for growth with strategic partnerships that are in line with our purpose and values, but outside the visitor economy.
- 7.3 We are working with Kendra Kennedy on behalf of the Chester Christmas Market Company to deliver the Christmas Market in Chester this year. To deliver the market, we have had to make the acquisition of £25,000 of additional chalets to host vendors and I wanted to bring this to the Boards attention. To recoup the expenditure, we will look to include the use of the chalets in any future supplier contract. It has also become clear that legacy issues with the delivery of the Christmas Market need to be fully resolved. Therefore, we are going to review our Christmas market activity to understand it's strategic fit, profitability, and what offer, if anything, is required for other towns across Cheshire and Warrington. We will continue to work closely with Cheshire West and Chester and Destination Chester on the Christmas Market in Chester, options for issuing future licenses, and the wider Christmas visitor experience from 2022 onwards.

## **8. Government policy**

- 8.1 The Government published Tourism and Hospitality Recovery Strategies. These have informed our Destination Management Plan. Neither strategy contained any significant additional funding or resources. At this point there is no further detailed information available the Destination Management Organisation (DMO) review led by Nick de Bois. We have been told that Government will say more in the autumn alongside the Spending Review. This aligns with the LEP review.
- 8.2 The Government has also reintroduced devolution through County Deals. The local authorities and LEP are discussing options through the Sub-Regional Leaders Board. More detail on next steps is expected in the Autumn.

## **9. Operations and staffing**

- 9.1 In July our Marketing Manager Ben McKeary left to take up a new role. We have been reviewing options for replacing the position and intend to recruit a temporary marketing consultant until March 2022 to oversee the delivery of our campaigns and activity. We are also intending to appoint a more strategic consultant to work with us on the Cheshire repositioning work, including the identification of key target markets and the development of a marketing strategy. Both of these roles will support the company from September 2021.



# Destination Management Plan for recovery of the visitor economy in Cheshire and Warrington

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2021/2022

Draft Presentation

# Introduction

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This Destination Management Plan is focused on 2021/22. Our priority is to help businesses in the visitor economy to recover from the impact of the pandemic, whilst also helping to realise the Cheshire and Warrington vision to create the "healthiest, most sustainable, inclusive and growing economy in the UK."

Our approach has been developed in line with the Government's Tourism Recovery Plan, Cheshire and Warrington LEP's recovery plan, and the recovery plans of our three local authority partners. This is a plan for our destination, and we want to continue to engage with our wide stakeholder networks.

We have deliberately kept this plan at a high-level and it will need to evolve against a changing backdrop. This work will be led by Marketing Cheshire working closely with our private, public and third sector partners.



## Cheshire and Warrington Visitor Economy

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- The visitor economy is a hugely important sector within Cheshire and Warrington, both in terms of economic impact of the sector itself but it's role in creating a quality of place.
- In 2019 the sector was worth £3.7billion and had been growing year on year for a decade. In the same year, we welcomed 65 million visitors and the industry employed 45,000 people.
- However, in line with the national picture and other regions we saw a significant drop in visitors and income during 2020. By way of example, key attraction visits such as Chester Zoo which fell from 2 million visits in 2019 to 1.2million in 2020. Occupancy at hotels in Cheshire and Warrington fell by 42% in 2020 when compared with 2019 figures and the

- revenue per available room (RevPAR) fell by 47% to £27. In Chester this was £58 in 2019
- On the upside, many businesses in the visitor economy have reported strong demand over the summer months due to local, regional and UK staycation markets.
- Business visits, events, weddings, and the night-time economy have been particularly hard hit. We are waiting to see the economic impact of the removal of restrictions in July 2021.the economic recovery remains fragile and considerable work is required over the months and years ahead to rebuild our visitor economy and build a better future together.

# Overview

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Marketing Cheshire will focus on the following ten priorities through our Destination Management Plan for Cheshire and Warrington.

1. Develop Destination Chester and Destination Cheshire into strengthened partnership networks.
2. Work with national and regional media, and through digital channels, to promote staycations in Chester, Cheshire and Warrington.
3. Support and promote the reopening of towns and high streets across Cheshire and Warrington.
4. Develop enhanced positioning for Cheshire and Warrington as a family-friendly and sustainable destination.
5. Support the tourism and hospitality sector with initiatives to drive the recruitment, retention and training of staff.
6. Work with the LEP and local authorities to articulate the role of culture and events in regeneration and place making.
7. Develop inbound tourism strategy building on iconic sites, packaging with travel trade, and working in partnership with our neighbouring destinations.
8. Develop enhanced destination data and intelligence to gather real-time information.
9. Develop a new business visits and events strategy and programme of activity aligned to our energy and life sciences strengths.
10. Deliver through the Local Enterprise Partnership on wider economic development and business growth agenda and ensure that all linkages between tourism, culture and hospitality and the wider economy are maximised.



# 01

Develop Destination Chester and Destination Cheshire networks into strengthened public private partnership networks.

The purpose of these networks is to support the ongoing development of Chester city and cluster and Cheshire and Warrington as major tourism destinations, by attracting more visitors, improving visitor experience, dwell time and spend.

## Chester: New economic powerhouse is created to increase tourism and bring new exciting events to the city

By Staff Reporter



Jamie Christon, chief operating officer at Chester Zoo.



**A NEW economic network led by Chester's top :  
bid to drive tourism in and around the city.**

## NORTH WEST LEADERS OPTIMISTIC AS RESTRICTIONS LIFTED

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Gulliver's World

# 02

Work with national and regional media, and through digital channels, to promote staycations in Chester, Cheshire and Warrington in 2021 and 2022.

Ensure visitor information, both online and in person is inspiring and targeted appropriately at different demographics.

This will allow us to engage with both residents and visitors to maximise the Cheshire and Warrington offer with the aim to increase demand and footfall.

## 20 reasons to holiday in Cheshire this year

Here's how to make the most of this beautiful yet underrated county

By David Atkinson, TRAVEL WRITER

11 June 2021 • 11:48am





## 03

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Support and promote the reopening of towns and high streets across Cheshire and Warrington. This will involve working with councils on specific Welcome Back Fund programmes.

We will also continue our close partnerships with the Destination Chester and Destination Cheshire networks, Business Improvement Districts, and town councils. We will deliver targeted marketing activity, and in some cases also commission activity to help animate places for both our communities and visitors.

# 04

Develop an enhanced positioning for Cheshire and Warrington as a family friendly and sustainable destination. This will be part of a medium-term positioning strategy that draws on the range of attractions and assets locally for place marketing over the coming years.

We will also continue to work through Cheshire and Warrington LEP to connect into a wider place marketing strategy, with a strong focus on promoting Cheshire and Warrington as a great place to live and work.

## How Cheshire became the ice cream capital of Britain

Who needs Italian gelato, when you have the delights of Cheshire ice cream?

By **Suzanne King**, TRAVEL WRITER  
12 June 2021 - 3:00pm



Snugburys is as famous for its ice cream as it is for its gigantic straw sculptures



## 05

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Support the tourism and hospitality sector with initiatives to drive the recruitment, retention and training of staff.

This will include close collaboration with the region's Workforce Recovery Group and Job Centre Plus to provide advice and guidance to businesses, and to promote vacancies through the Cheshire and Warrington opportunities website.



## 06

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Work with the LEP and local authorities to articulate the role of arts, culture, and events in regeneration, place making, and attracting people to the region.

This will include beginning work on a longer-term events strategy, identifying opportunities for Cheshire and Warrington to create or host regional, national and international events.



## 07

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Develop inbound tourism strategy building on iconic sites, packaging with travel trade, and working in partnership with our neighbouring destinations.

This will also include collaboration with regional gateways, including airports and ports, as well as partnership with other travel operators.



# 08

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Develop enhanced destination data and intelligence to gather real-time information about our major attractions.

This will allow us to provide businesses with improved information to inform marketing and promotion. We will also use the improved data to inform any future propositions we develop for the region, including working with Business Improvement Districts and town councils on footfall data.



# 09

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Develop a new business visits and events strategy and programme of activity aligned to our energy, life sciences, and advanced manufacturing strengths.

These priority sectors are clearly identified in the Local Enterprise Partnership recovery strategy as crucial to our aspirations for a sustainable and healthy economic recovery.



# 10

Deliver through the Local Enterprise Partnership on wider economic development and business growth agenda.

Ensure that all linkages between tourism, culture and hospitality and the wider economy are maximised, so that the role of the visitor economy in place shaping is recognised.

Engage with DCMS, BEIS and other government departments with opportunities to position the visitor economy of Cheshire and Warrington.



## Annex 1 - National tourism recovery plan aims;

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- Recover domestic overnight trip volume and spend to 2019 levels by the end of 2022, and inbound visitor numbers and spend by the end of 2023 – both at least a year faster than independent forecasts predict.
- Ensure that the sector's recovery benefits every nation and region, with visitors staying longer, growing accommodation occupancy rates in the off-season and high levels of investment in tourism products and transport infrastructure.
- Build back better with a more innovative and resilient industry, maximising the potential for technology and data to enhance the visitor experience and employing more UK nationals in year-round quality jobs.
- Ensure the tourism sector contributes to the enhancement and conservation of the country's cultural, natural and historic heritage, minimises damage to the environment and is inclusive and accessible to all.
- Return the UK swiftly to its pre-pandemic position as a leading European destination for hosting business events.

## Annex 2 - KPIs and measuring success

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- Increased footfall in town centers, city centre, and at major attractions
- Strong business feedback through survey work
- Xx % increase in digital reach through website, facebook, and other social media channels
- Xx coverage in national and local media
- Report on data to measure visitor economy performance in comparison with 2019.
- New Marketing strategy for Cheshire and Warrington

### Economic Impact - Historic Prices - Total

% Change  
Year on Year

2010	-2.1%
2011	19.5%
2012	11.9%
2013	4.9%
2014	9.3%
2015	5.1%
2016	8.8%
2017	3.8%
2018	4.9%
2019	4.9%

Historic Prices £Bn



[mc.cheshireandwarrington.com](http://mc.cheshireandwarrington.com)

Riverside Innovation Centre, Castle Dr, Chester CH1 1SL

