

## **EXETER CITY COUNCIL**

### **SCRUTINY COMMITTEE – ECONOMY**

**9 SEPTEMBER 2004**

#### **UPDATE ON THE IMPLEMENTATION OF THE BEST VALUE REVIEW FOR THE TOURISM SERVICE**

##### **1.0 PURPOSE OF REPORT**

- 1.1 To report and update on the implementation of the Best Value Review for the Tourism Service, partly undertaken jointly with East Devon District Council (EDDC) and Mid Devon District Council (MDDC).

##### **2.0 BACKGROUND**

- 2.1 The Tourism Best Value Review was completed in September 2001. Its objectives were to determine which tourism services the City Council should provide, who should provide them, how services should be provided in the future in order to achieve economic benefits for the city and how the tourism product could be enhanced.
- 2.2 Parts of the review were undertaken in conjunction with EDDC and MDDC as part of the joint Best Value Review of Economic Development Services. The findings of that review have been incorporated into this report.
- 2.3 The results of the Best Value Review led to the formulation of an Improvement Plan to enhance the performance of tourism services in Exeter, as attached in Appendix 1.
- 2.4 The review recommended a focus on the following five areas, which encompass the whole of the Tourism Section:
- strategic leadership & development
  - marketing & product development
  - Tourist Information Centre
  - visitor attractions
  - partnership working
- 2.5 Scrutiny Committee – Economy & Executive received a report in September 2003 detailing the findings of the review and agreed the Improvement Plan. The most important issues to be addressed were to: -
- work in partnership with neighbouring local authorities (East Devon, Mid Devon and Teignbridge) to deliver joint leisure/tourism marketing campaigns.
  - introduce a policy of representing only inspected accommodation establishments in all tourism marketing and the TIC.
  - secure a new TIC and Heritage Centre as part of the Princesshay development.

- develop new Exeter specific attractions/products to add to the overall appeal of the city.
- develop and implement a higher profile programme of activity for the promotion of the City's heritage attractions.
- establish a viable mechanism for continuing Conference Devon and to establish Exeter and the sub-region as the regional conference destination.
- develop a new tourism strategy, which provides a unifying direction for all "partners" to pursue.
- continue to monitor, compare and adjust opening times of the TIC and attractions to improve access to services.

### **3.0 PROGRESS**

- 3.1 Maternity leave and several changes of staff within the Tourism Section have significantly delayed action points being implemented. A key member of staff is now in place within the Tourism Section and work has begun on implementing the Improvement Plan.
- 3.2 Importantly, Teignbridge District Council are involved with many actions from the Best Value Review. This has been taken into consideration when developing/implementing the Improvement Plan.
- 3.3 The following section details progress made on implementing the first year of the Improvement Plan. This also takes into account actions highlighted from the Best Value Review of the Economic Development Service.

#### **Strategic leadership & development**

- 3.4 The aim of this area of work is to provide a co-ordinating and leadership role for tourism activity across the city and sub-region, bringing together private and public sector bodies. In summary progress has been made on the following:
- joint working arrangements have moved forward in working with neighbouring local authorities and the private sector to include attractions, accommodation and eating out establishments on developing the Heart of Devon Tourism Partnership. The purpose is to develop a key collaborative organisation that supports and facilitates sustainable development and growth of local tourism enterprises and thereby strengthen direct and indirect employment within the City and the surrounding area. There are distinct cost and operational benefits arising from minimising duplication of effort and expenditure.
  - the Tourism Section has developed effective mechanisms for enhancing the Conference Devon project. The project is a private/public sector partnership promoting Exeter and Devon to the meetings, incentive, conference and events (MICE) industry.

- an ‘inspected only’ policy has been introduced in all promotional material on Exeter to include the awarding bodies of the AA, RAC and VisitBritain.
- the Tourism Section is developing a Tourism Strategy for the City, to provide direction for Tourism Development for the next 5 years. The Tourism Strategy will be researched, developed and consulted on throughout 2004, to be completed by June 2005.

### **Marketing & product development**

3.5 The aim is to develop new projects to maximise the economic and social benefits of tourism and to implement a range of marketing campaigns targeting business, day, group, short break and overseas visitors to Exeter with an emphasis on achieving growth in the off-peak visitor season. In summary progress has been made on the following:

- a comprehensive website for the area is being developed in line with national and regional e-commerce developments.
- an audit of group travel facilities has been developed to implement a comprehensive marketing campaign to promote Exeter to the group travel market, starting January 2005.
- a comprehensive database on previous visitors is being established, relating to day visitors, short break market, group travel market and the conference market in order to develop effective long-term communication with our customers.
- joint promotion of the City’s heritage attractions is currently under development to include both public and privately run attractions. Projects include Heritage Open Days, Exeter’s heritage attractions and award winning tourist facilities. During the 2003 September Heritage Open Days 16 events took place, during 2004 there will be 19 events.
- the 2004 Exeter City Pocket Guide is being reviewed for the 2005 edition. To include an introduction to Exeter, attractions, arts and entertainment venues, eating out, history of Exeter, shopping and travel to and around Exeter by public transport
- interpretation boards establishing a trail around the City Wall and its fortifications are currently being installed with completion during September 2004. The Norman Trail will be installed by January 2005.
- an audit of current interpretation boards is taking place during August/September 2004 to establish a replacement programme for out of date and broken boards.

### **Tourist Information Centre**

3.6 Exeter TIC is a nationally networked Information Centre, providing a broad range of services to residents and visitors to Exeter. These include the provision of tourist information, accommodation booking service, travel tickets, retail activities and the promotion of Exeter. Key improvements relating to service delivery are:

- the planned new facility within the Princesshay development will improve the provision of information to visitors to the City. A temporary location has been established within Phase 1 of the Civic Centre to accommodate internal/organisational changes in the City Council, until the new TIC is completed.
- investigations are currently underway to pilot extended opening hours for the TIC. This will be reviewed for the 2005 season.

### **Visitor attractions**

3.7 The section manages the Underground Passages, Red Coat Guide service and Quay House Visitor Centre. These attractions form part of the City's heritage offer, which is key to attracting many of our visitors. Developments within the Underground Passages have taken place throughout 2003 and 2004, to include a new lighting system and specialised/themed tours of the Passages. Further work includes:

- auditing the City's tourism infrastructure during the summer of 2004 to determine recommendations for developing the visitor experience in the city; report to be completed for early 2005.
- undertaking consultation with visitors on improving the Red Coat Guide service to include training, signage, consolidation of tours and marketing of the facility.

### **Partnership working**

3.8 The City Council project manages Conference Devon on behalf of a private/public sector partnership to ensure it becomes more sustainable, actions are highlighted in a report to this committee. Development of a sub-regional partnership on the promotion of Exeter and our neighbouring local authorities to day, group, short break and long holiday visitors. In summary, progress has been made on the following:

- working groups are being established with transport providers on how to encourage people to visit Exeter by bus, rail and air.
- working with neighbouring local authorities on developing the group travel market for Exeter and the surrounding area.
- developing campaigns with the private sector to ensure day visitors to Exeter increase outside the peak season.

## **4.0 PERFORMANCE INDICATORS**

4.1 A set of Performance Indicators were developed and agreed to reflect the actions and priorities in the Best Value Improvement Plan. These were developed to ensure that the effectiveness, efficiency, quality and value of the tourism service is monitored to allow for continuous improvement and development. The Performance Indicators are divided into two areas, Exeter City Council's local Performance Indicators and Economy & Tourism Indicators, for internal use only. These are both attached in Appendix 2.

## 5.0 FUTURE PRIORITIES

5.1 A number of priorities will be developed and implemented by the Tourism Section for 2005:

- marketing Exeter as a Group Travel destination
- themed marketing of Exeter (as stated in 5.4)
- consolidated partnership working with neighbouring local authorities
- development of customer databases, of people visiting Exeter

5.2 The Heart of Devon Tourism Partnership is currently being developed to promote the area to the short break and long stay holiday market. This will enable Exeter to promote itself more effectively and efficiently to the national audience. Joint visitor guides, websites and marketing campaigns are being developed to avoid duplication and wastage within local authorities and the private sector.

5.3 If Exeter is to compete in the tourism market, then we should continue to offer "products" which recognise the collective strengths of what the wider area has to offer to potential visitors e.g. the World Heritage Coast, Dartmoor, nature reserves, etc. and present them together with the "attractions" of the city. People increasingly want to be able to personalise their own holiday. By segmenting the market to the needs of the customer, there is the opportunity to target customers more effectively as well as to grow sectors of the industry, by encouraging collaboration.

5.4 Over the past two years South West Tourism has developed a number of themes visitors are interested in when visiting the South West. The future promotion of Exeter will be developed and enhanced to include these themes. Tourist facilities within Exeter will be marketed under the themes below:

- kids & families
- heritage & culture (inc arts & crafts)
- nature (inc gardens)
- sheer indulgence / luxury / romance
- activity
- discovery
- food & drink

For example, a Food & Drink campaign will include high quality restaurants, pubs, coffee shops, markets, producers, high quality accommodation, cookery schools and events related to food & drink within Exeter.

5.5 Group Travel marketing will be a high priority for the Tourism Section for 2005 and beyond, to attract coach operators and group organisers to the city in light of the market growth potential this has to offer.

5.6 The Tourism Section is developing a number of databases relating to previous visitors to Exeter. These will include day visitors, people who visit Exeter for a short break, group organisers and conference organisers. This will ensure we can develop effective long-term communication with visitors to Exeter.

## **6.0 FINANCIAL IMPLICATIONS**

6.1 Any financial implications arising from this report can be met from within existing budgets

## **7.0 RECOMMENDATION that: -**

7.1 Members note progress made in the implementation of the Tourism Best Value Review.

RICHARD BALL  
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ECONOMY & DEVELOPMENT DIRECTORATE

**Local Government (Access to Information) Act 1985 (as amended)**

**Background papers used in compiling the report:**

Tourism Service Best Value Review, 4<sup>th</sup> September 2003 Scrutiny Committee – Economy and 16<sup>th</sup> September Executive.

South West Tourism – The Ten Year Plan, 15<sup>th</sup> January 2004 Scrutiny Committee – Economy

APPENDIX 1

**Tourism Review Managers Improvement Plan- Major Service Enhancements**

REF	KEY ISSUES & ACTIONS	LEAD/ PARTNERS	MILESTONES	PROGRESS
<b>Strategic leadership &amp; Development</b>				
S1	To work with neighbouring authorities, the industry, SW Tourism and Devon County Council to: Develop more joint working at the operational level and a single strategic level sub-regional partnership for economic development and tourism Work with neighbouring districts to create a practical and effective structure for the delivery of tourism within the sub-region which maximises marketing spend and impact and provides the basis for engaging with South West Tourism and the RDA in tourism development initiatives	ECC	1) Agreed programme of work established by December 2003  2) Established by December 2004	1) Programme of activity agreed with neighbouring authorities and the private sector and local tourism associations on developing a Heart of Devon Tourism Partnership.  2) The Tourism Partnership was launched July 2004 to secure financial contributions from the wider private sector in the Heart of Devon (Exeter, East Devon, Mid Devon and Teignbridge).
S2	Develop a coordinated marketing campaign to include: Joint short breaks/leisure tourism brochure Joint marketing campaign	ECC/MDDC/ TDC/ Tourism Associations/ Private sector	Dec 2003  From Dec 2003	Joint marketing campaign and website is being developed for the Heart of Devon. Will be launched during September 2004.
	Overseas marketing - to review and consider existing arrangements with DACOM and to determine opportunities for targeted approach	ECC/MDDC TDC		Membership of DACOM will be reviewed for the Heart of Devon during 2005. Currently not considered a benefit to the area.

<b>REF</b>	<b>KEY ISSUES &amp; ACTIONS</b>	<b>LEAD/ PARTNERS</b>	<b>MILESTONES</b>	<b>PROGRESS</b>
	Joint Website Development		1 <sup>st</sup> phase July 2004	Tourism website is under development by East Devon District Council on behalf of the Heart of Devon Tourism Partnership. Will be launched during September 2004
	Events Development - monitor and review existing campaigns, e.g. Walking, Heritage, Gardens, etc		Review by Sept 2003	Events are no longer organised by the Tourism Section. Review of related marketing will take place November 2004.
	Day visitor /Group Travel promotions		May 2004	Delayed due to maternity leave. Will be ready to launch new campaigns for the 2005 season in April 2005.
	Evaluate new approach to determine improvements and scope for expanding to include further partners		April 2005	Conference Devon will be evaluated during Aug – Sept 2004 and the Heart of Devon Tourism Partnership will be evaluated during the 2005 summer season. Options for further partnership will be developed from the above work.
<b>S3</b>	To establish a viable mechanism for continuing the Conference Devon Business Tourism Partnership, engaging with the industry to establish Exeter and the sub-region as a recognised conference destination	ECC and all partners	Review of structure September 2003	The Venue Finding Service of Conference Devon was outsourced to an external agency January 2004. The project is still managed by Exeter City Council. New marketing campaign will be launched August 2004.
<b>S4</b>	Encourage the improvement of quality of the tourism product, including accommodation, attractions and facilities across the sub-region, by- a) Support for research and training. b) Assistance with bids for grant assistance c) Support for appropriate new developments d) Improvement to general signage for pedestrians	ECC/MDDC/ TDC/ Tourism Businesses, Tourism associations	Ongoing	Review to be undertaken by October 2004 with recommendations to follow for a programme of improvements.



<b>REF</b>	<b>KEY ISSUES &amp; ACTIONS</b>	<b>LEAD/ PARTNERS</b>	<b>MILESTONES</b>	<b>PROGRESS</b>
<b>S5</b>	Introduce an accommodation quality assurance policy phasing implementation to achieve nationally recognised schemes	ECC	Stepping Stones introduced Nov 2003	Stepping stones was introduced October 2003 to assist accommodation establishments with the transition to inspected only.
<b>S6</b>	Active promotion of environmental management within local tourism industry	HODEA, ECC, TDC, MDDC, Industry	Action plan developed September 2004	Delayed due to maternity leave, plan to be ready by March 2005.
<b>S7</b>	Engage directly with other Agencies/ Organisations to develop and integrate with a wide number of 'sustainable' programmes in the wider area. E.g. Devon Food Links, Made in Devon, Heritage Coast promotions, AONB promotions etc	ECC/MDDC/ TDC/industry	Ongoing	Tourism Section attends the Jurassic Coast Marketing Group meetings on regular occasions.  Heart of Devon Tourism Partnership is developing themed marketing campaigns, one being food & drink.
<b>S8</b>	Raise awareness within the industry of the need for, and marketing advantage of, providing better access for people with disabilities, e.g by working with Living Options	ECC	On going	Action plan to be prepared by May 2005.
<b>S9</b>	Secure a new Tourist Information Centre and Heritage Centre / Entrance for the Underground Passages as part of the Princesshay redevelopment. Adapt attraction provision including Exeter Guided Tours during the building phases	ECC	Dependent on completion of development	New TIC & Heritage Centre to be developed in new premises through the Princesshay scheme. Open during 2007.
<b>S10</b>	Develop and embed evaluation of the sustainability/ economic impact of developments and initiatives into day-to-day mainstream procedures	ECC	Ongoing	New tourism performance indicators have been developed and implemented for 2004.

<b>REF</b>	<b>KEY ISSUES &amp; ACTIONS</b>	<b>LEAD/ PARTNERS</b>	<b>MILESTONES</b>	<b>PROGRESS</b>
<b>S11</b>	To improve current data collection and speed of dissemination of data to more effectively monitor the performance of the tourism sector in Exeter and its sub region. To work with others such as SW Tourism to develop accurate forecasting, analysis of economic impact of tourism and trends	ECC, TDC, MDDC, South West Tourism	December 2003	Review of the accommodation stock within the city to be provided to South West Tourism to re-evaluate the value of tourism to Exeter.  Action plan to be developed for the 2005 season in conjunction with South West Tourism and Devon County Council to accurately monitor the value of tourism to Exeter.
<b>Tourism Marketing &amp; Product Development</b>				
<b>S12</b>	Develop effective marketing of events for residents as well as visitors. In association with partners, develop existing events such as the Heritage Open Days, to attract staying visitors and to raise the profile of the City as a tourist destination	ECC, industry	On-going	The TIC is the central contact for the inputting of Exeter events on the Discover Devon website; this will also be the case for the Heart of Devon Website.
<b>S13</b>	Continue to develop Exeter- specific products e.g. round robin trips, activity- based breaks (water, walking & cycling based) bird watching, including ensuring appropriate promotional activity		On-going	Development of themed campaigns, to be implemented for Spring 2005.
<b>S14</b>	Develop a joint website with partners and the industry. Investigate the options for undertaking this jointly with neighbouring authorities to attract additional domestic and overseas business	ECC/TDC/ MDDC	December 2004	Website under development will be launched September 2004.
<b>S15</b>	To be involved with the national and regional EnglandNet and Devon Portal initiatives to maximise the marketing and accommodation booking opportunities, including a review of the Visit System	Tourism Development Manager / TIC Manager/TDC, MDDC	1 <sup>st</sup> phase October 2003	New Visit System will be ready to use in the TIC once the installation of new computers has been completed, which will enable us to link to the EnglandNet/Devon portal.

<b>REF</b>	<b>KEY ISSUES &amp; ACTIONS</b>	<b>LEAD/ PARTNERS</b>	<b>MILESTONES</b>	<b>PROGRESS</b>
<b>S16</b>	To develop and implement a programme of activity for the promotion of the City's heritage, defining unique aspects e.g. complete the development of the trails and consider the use of annual themes / anniversaries to raise the profile of Exeter and its heritage sites	Tourism Development Manager / Attractions Development Officer	Campaign developed by September 2004	Review to be undertaken by October 2004 with recommendations to follow for a programme of improvements.
<b>S17</b>	To work with other authorities and organisations to maximise opportunities for developing in bound tourism, focusing on Exeter Airport	Tourism Development Manager/ Conference Devon partners/MDD C/TDC	Plan developed by the end of 2005	Collaborative promotion with neighbouring local authorities and the private sector already underway. Further work to follow on new services to the airport, once confirmed.
<b>Tourist Information Centre</b>				
<b>S18</b>	Continue to provide TIC and work to enhance the service. Raise profile of TIC amongst local residents	Tourism Development Manager / TIC Manager	On going	Audit of current activities within the TIC during August/September 2004 to evaluate how effective the service we provide is. On-going profile raising of the services we provide.
<b>S19</b>	To investigate the options for improving facilities at the centre, including advanced accommodation booking system and retail opportunities, working towards increasing the use and income generated at the Centre	TIC Manager	2004	Once audit completed, discussions will take place with key partners within the tourism industry.

REF	KEY ISSUES & ACTIONS	LEAD/ PARTNERS	MILESTONES	PROGRESS
S20	Sharing Information. Establish appropriate mechanisms for the sharing of all visitor information across the sub-region	ECC/MDDC/ TDC/ Tourism Associations/ DCC/SWT	2003/4	In developing the Heart of Devon website, information will be shared with neighbouring authorities.
S21	Joint handling of accommodation bookings across Exeter sub-region			To be reviewed April/May 2005 with the Heart of Devon Tourism Partnership.
<b>Visitor Attractions</b>				
S22	Explore feasibility of Underground Passages being operated under a franchise	Tourism Development Manager / Attractions Development Officer	Post Princesshay completion and opening of new heritage centre	Feasibility will be developed on levels of visitors after the re-opening of the Underground Passages.

**Tourism Review Managers Improvement Plan- Minor Service Enhancements**

REF	KEY ISSUES & ACTIONS	LEAD/ PARTNERS	MILESTONES/ COMPLETION DATE	PROGRESS
<b>Partnership working</b>				
M1	Ensure co-ordination with other internal services to avoid duplication of effort	Tourism Development Manager	Continuous	Working with Leisure and Museum, City Marketing and City Arts to avoid duplication in the promotion of the city.
M2	Work with other services e.g. cleansing, emphasising their role in helping Exeter maximise its attractiveness to tourists			Red Coat Guides provide the Tourism Section with incidents of litter and graffiti around the city.
M3	Greater liaison with the industry to disseminate event and other information utilising email and other electronic means as much as possible	Tourism Promotions Officer / TIC Manager		On-going liaison and dissemination of information on a regular basis. Email to be sent to all tourist facilities within the city informing them of new projects within the city, tourism statistics and updates on regional and national issues as and when required.

REF	KEY ISSUES & ACTIONS	LEAD/ PARTNERS	MILESTONES/ COMPLETION DATE	PROGRESS
M4	Work more closely with rail and bus companies to encourage more tourist activity. Develop joint promotions using public transport	Tourism Development Manager	Establish working partnership during 2003	Meetings are being held with the Avocet Line on how to increase usage of the line. Initiatives with other public transport providers (bus, train and plane) will be developed for April 2005.
M5	Offer or facilitate disability awareness training for hotel receptionists and managers	Tourism Development Manager / TIC Manager	By April 2004	Delayed due to maternity leave, will be ready to launch new initiatives for April 2005.
<b>Tourism Marketing &amp; Product Development</b>				
	Tourism Marketing:			
M6	Improve data management to assist with attracting people. Set up a database of contacts and customers / visitors for more effective marketing	Tourism Promotion Officer	By April 2005	Central database has been developed for the Tourism Section on accommodation, attractions, activity providers and eating out establishments within the city.
M7	Review existing promotional activities targeting day visitors and develop and implement improved promotional campaigns	Attractions Development Officer	By May 2004	Delayed due to maternity leave will be ready to launch new campaigns for the 2005 season in April 2005.
M8	Work with partners to expand range of themed holidays promoted including development of themed leaflets e.g. antiques, gardens, bird watching, heritage, youth groups, school trips, coach parties and bird watching	As part of a Co-ordinated Tourism Marketing with neighbouring LAs	By end of 2004	Themed campaigns are being developed through the Heart of Devon Tourism Partnership, ready to launch Spring 2005. <ul style="list-style-type: none"> <li>• Kids &amp; Families</li> <li>• Heritage &amp; Culture (inc Arts &amp; Crafts)</li> <li>• Nature (inc Gardens)</li> <li>• Sheer Indulgence / Luxury / Romance</li> <li>• Discovery</li> <li>• Activity</li> <li>• Food &amp; Drink</li> </ul>

<b>REF</b>	<b>KEY ISSUES &amp; ACTIONS</b>	<b>LEAD/ PARTNERS</b>	<b>MILESTONES/ COMPLETION DATE</b>	<b>PROGRESS</b>
<b>M9</b>	Promote Exeter's history and heritage sites, encouraging greater access for the public: Expand Heritage Open Days - resident days Organise / promote exhibitions at Guildhall, St Nicholas Priory. Greater promotion of other heritage at Quay House, Museum reception, TIC and Underground Passages to aid cross marketing	Tourism Development Manager / Attractions Development Officer	Heritage Days Sept 2003. To be determined with Leisure and Museum. Ongoing	The amount of attractions/facilities taking part has increased for the Heritage Open Days 2004.  Discover Exeter was delivered May 2004 to encourage residents to visit heritage attractions within the City.
<b>M10</b>	Investigate the use of "Norman Exeter" as a theme for additional promotional activity and the creation of a Norman Exeter booklet	Attractions Development Officer	Research possibility by April 2004	The development of the Norman Trail and City Wall Trail is being progressed and will be finished by September 2004 (City Wall Trail) and January 2005 for the Norman Trail.
<b>M11</b>	Review distribution methods for delivering marketing literature to hotels etc including provision of a more structured leaflet stand for Hotels focusing on Exeter	Tourism Promotions Officer	By end of December 2003	New leaflet stand provided in collaboration with hotels associations. Distribution review delayed due to maternity leave, will be completed by April 2005.
<b>M12</b>	Review and improve pocket guide and ensure effective distribution	Tourism Promotions Manager	March 2004	Review of the 2004 guide will take place October 2004; changes will be implemented for the 2005 guide.
<b>M13</b>	Investigate feasibility of having an information point at the Topsham Museum	TIC Manager	March 2004	Delayed due to maternity leave will be investigated April 2005.
<b>M14</b>	Work with Museum Service to market RAMM & St Nicholas Priory etc as attractions to visitors as well as residents and for the Museum to promote other attractions	Tourism Development Manager / Attractions Development Officer	Agreed plan by March 2004	Both locations feature in promotional literature and websites. Future plans will take into account possible temporary closure of St Nicholas Priory and RAMM for refurbishment.

<b>REF</b>	<b>KEY ISSUES &amp; ACTIONS</b>	<b>LEAD/ PARTNERS</b>	<b>MILESTONES/ COMPLETION DATE</b>	<b>PROGRESS</b>
<b>M15</b>	Consider feasibility of cross selling of a joint ticket with nearby attractions - e.g. Powderham Castle, Crealy, Stuart Line Cruises	Attractions Development Officer	Determine by March 2004	Working with Heart of Devon Tourism Partnership and attractions to develop a passport or ticket for large attractions within Heart of Devon. Results ready for 2006 season.
<b>M16</b>	Consider introducing passports for children with stamps/stickers at each attraction - city attractions and other neighbouring attractions. Use of bookmarks as used for Guided Tours.		March 2005	Passport to be investigated for attractions in and around Exeter. Incentive to be introduced to encourage use of the passport. Discover Exeter initiative provided experience in delivering a similar project.
<b>M17</b>	Develop approach to maximise promotion of art & crafts; food & drink sectors, including the enhancing of listings of places to eat and drink	Tourism Development Manager / Tourism Promotions Officer	December 2005	Eating out database created by the Tourism Section to include pubs, restaurants, café, and other eating out establishments. Review current eating out leaflet for 2005. The Tourism Section to provide support and advice to the Exeter Food Festival.
<b>Product Development</b>				
<b>M18</b>	Improve interpretation of main historic sites e.g. the medieval Exe-bridge	Attractions Development Officer	December 2004	Audit of current interpretation boards will take place during the summer of 2004. Plan to be developed for renewing and disposing of old/out of date boards. New walking trail and interpretation boards have improved at most historical sites.
<b>M19</b>	Assist with improvement of information at entry points to the city e.g. at bus or train stations	Tourism Promotions Officer	September 2004	During the audit of attractions and interpretation boards within the city. Key entry points will be investigated such as the Park & Ride, train and bus station to install interpretation boards of the city.

REF	KEY ISSUES & ACTIONS	LEAD/ PARTNERS	MILESTONES/ COMPLETION DATE	PROGRESS
<b>Tourist Information Centre</b>				
<b>M20</b>	Continue to monitor, improve and adjust opening times of TIC and attractions to improve access to services	Tourism Development Manager / TIC Manager	Continuous	New opening hours for the TIC are being investigated through out 2004; this will be reviewed for 2005.
<b>M21</b>	To establish a flexible work force at the TIC, Quay House and Underground Passages to provide better staff cover and sharing of knowledge between centres	TIC Manager/ Tourism Manager, Attractions Development Officer	December 2003	Most casual staff currently work within all three centres to improve product knowledge. During the winter season options for permanent staff to work in all three centres will be given.
<b>M22</b>	To liase with the University of Exeter to develop an accommodation booking service for graduations and parents visiting students	TIC Manager/ Tourism Manager	Evaluate option by December 2003	Accommodation booking service is already provided by the TIC, options of enhancing this facility for the University will be investigated and implemented for 2005.
<b>Visitor Attractions</b>				
<b>M23</b>	Consider ways to make attractions and information more accessible to people with disabilities – Also see M20 above.	All	Review by October 2003	Delayed due to maternity leave, plan will be developed for April 2005 to advise businesses on their responsibilities on accessibility.
<b>M24</b>	Continue to provide a Guided Tours Service delivered by volunteer Red Coat Guides	Tourism Promotions Officer	Continuous	On-going. Service will be reviewed during 2004 to enhance what service we provide to the public.
<b>M25</b>	Continue to undertake customer satisfaction surveys for the Guided Tour Service and to undertake the same for the Group Booking Service to ensure a valued and effective public and group Guided Tour Service is being offered			Customer satisfaction survey will take place within: Tourist Information Centre (July – September 2004) Red Coat Guides (July – September 2004) Underground Passages (July – September 2004) Quay House Visitor Centre (July – September 2004) Improvements will be implemented for April 2005.



<b>REF</b>	<b>KEY ISSUES &amp; ACTIONS</b>	<b>LEAD/ PARTNERS</b>	<b>MILESTONES/ COMPLETION DATE</b>	<b>PROGRESS</b>
<b>M26</b>	Investigate, in partnership with the Red Coat Guides, increasing their involvement in the day-to-day management and operation of the service	Tourism Promotions Officer	June 2004	Through the Red Coat Guide committee a higher level of involvement has been achieved.
<b>M27</b>	Investigate, with the Red Coat Guides, consolidating the numbers of tours offered, the standard training programme and guide rota.		August 2004	September 2004 the Tourism Service along with the Red Coat Guide will investigate consolidating the number of tours offered to the general public.
<b>M28</b>	Investigate additional signing for the guided tours		December 2003	Project delayed, additional signage will be investigated for the 2005 season.
<b>M29</b>	Enhance the “eyes and ears” role of Red Coat Guides e.g. reports of litter, vandalism		Continuous	On-going.
<b>M30</b>	Explore the possibility of involving other providers in the production of self-guided tours using tapes/CDs to support the visitor experience	Attractions Development Officer	December 2004	Will be investigated during 2005 and results will be launched for the 2006 season.

**APPENDIX 2****Exeter City Council local indicator information: A cultural and fun place to be****Visitor Services**

	<b>2003 - 04</b>	<b>2004 – 05 aim</b>
No of accomm. bookings made through the TIC	1,182	1,100
Value of accomm. bookings made through the TIC	£83,986	£75,000
Cost per user for the TIC	£1.26	£1.26
No of visitors on Red Coat Guided Tours	13,056	13,300
Total income for the group Red Coat Guides group booking service	£7,505	£7,900
Cost per user for the Red Coat Guided Tours	£1.41	£1.42
No of visitors to the Quay House Visitor Centre	23,716	27,000
Total income for the Quay House Visitor Centre	£3693	£4000
Cost per user for the Quay House Visitor Centre	£1.49	£1.49
No of Visitors to the Underground Passages	16,034	N/a*
Total income for the Underground Passages	£38,309	N/a*
Cost per user for the Underground Passages	£0.70	N/a*

\*No target set due to temporary closure from January 2005

**Quality**

	<b>2003 - 04</b>	<b>2004 – 05 aim</b>
% the overall impression of the TIC was excellent/good	n/a	80%
% stated the Red Coat Guide Tours were excellent/good	n/a	80%
% of accommodation inspected within Exeter	n/a	80%
% stated overall the Quay House Visitor Centre was excellent/good	n/a	80%
% stated overall the Underground Passages were excellent/good	n/a	80%