

Western Lake District Tourism Partnership
Marketing Strategy and Funding Requirements

1. BACKGROUND

Following the demise of the former West Cumbria Tourism Initiative on the 31st December 2000, the private sector led Western Lake District Tourism Partnership (WLDTP) was established to carry on the work to market and to assist in the development of the tourism product of West Cumbria. The WLDTP is chaired by Marie Whitehead of W3M Trading Limited (Whitehaven Development Company), and includes representatives from Allerdale Borough Council, Copeland Borough Council, Cumbria Tourist Board, funding partners, the private sector, local tourism groups, parish and town Councils. It currently has one officer, the WLDTP Marketing Manager, who is responsible for the delivery of the marketing action plan. The WLDTP Steering Group (comprising the private sector chair and vice-chair, funder and public sector representatives and 5 private sector representatives from each borough) meets quarterly to discuss strategy and delivery issues. Smaller working groups are formed, as required, to deliver specific projects. The broader Partnership meets annually, but is kept informed throughout the year by the publication of the WLDTP newsletter and at various seminars and events. Copeland Borough Council is the WLDTP accountable body up until 31st October 2005, when it is planned that Cumbria Tourist Board will take on this role.

In December 2001 a 5year marketing strategy for the Western Lake District Tourism Partnership was finalised and was used to produce the 2003/04 marketing action plan. The strategy was produced by L&R Consulting and was supported by a grant of £10,000 from the West Cumbria Partnership SRB Programme and by monies reserved from the old West Cumbria Tourism Initiative (£8,000) to the total sum of £18,000. As part of the development of the strategy a seminar was held at the Whitehaven Civic Hall to discuss the draft strategy with local tourism groups and businesses.

Graham Kennedy, Cumbria Tourist Board was this year appointed as Keswick and the Western Lake District Brand Manager. Graham will be working much closer with the WLDTP and Keswick in co-ordinating joint projects for the two areas.

The Western Lake District Tourism Partnership (WLDTP) has had massive success in the promotion and development of tourism in Allerdale and Copeland. The economic impact of tourism in 2003 in the geographical areas of Allerdale and Copeland was as follows:

- Over 4 million tourism visitors
- Over £400 million spent
- Over 7000 Full time equivalent jobs supported by tourism
- Nearly 600,000 visits to Tourist Information Centres

Steam Report

These figures are very impressive and show the importance of tourism in our area, but even more importantly the following predictions have been made:

- Staying trips will increase by 62% by 2010 compared to year 2000 data
- Visitor spend will increase by 62% by 2010 compared to year 2000 data

This will impact heavily on the number of jobs created by tourism, which is particularly important when we are constantly faced with the decline of major employers in our area in the

industrial sector. Allerdale and Copland Borough Council are committed to the development of tourism in the area and have been working on tourism strategies that compliment the work of the partnership.

Currently, Cumbria Tourist Board, Allerdale Borough Council and Copeland Borough Council are in the draft stages of producing a joint tourism marketing strategy to enhance the value we get from all projects and partners.

2 The Borough Councils View

When looking at the future for tourism it is obviously vitally important to find out how the Councils operating in our area perceive the benefits and future viability of tourism.

Allerdale Borough Council stated that “ Although not a statutory function that the Council has to deliver, Tourism is seen by Allerdale to be an increasingly important component of the district’s economy. A well-managed and prosperous tourism industry will be a major catalyst for revitalising the borough, making it a better place to live, work and visit.

Allerdale, and West Cumbria as a whole, faces a period of great change and uncertainty as reliance upon the area’s traditional sources of employment comes under increasing threat.

High profile job losses at Enesco, the impact of major changes within the nuclear industry, with the prospect of thousands of job losses in connection with the decommissioning of Sellafield, coupled with uncertainty over the future of Workington’s Corus rail-making plant, means it is increasingly important to diversify West Cumbria’s economy. Allerdale’s view is that tourism can make a significant contribution. It currently supports around 2.5 million visitors per year and is already a major employer in the borough, with tourism generating 4000 local jobs.

The authority’s Regeneration Strategy is at present being drafted. It makes reference to the following as key employment projects which all contribute to the tourism product in Allerdale:

- *The redevelopment of Workington town centre*
- *Derwent Valley development*
- *Derwent Forest*
- *Market Towns Initiative programmes operating in North Allerdale, Cockermouth and Keswick. These programmes include facelift schemes, tourism projects, a local produce market, streetscape refurbishment and a Viking tourist attraction”.*

“Allerdale Borough Council fully supports the development and management of tourism in the borough, not least because of the improved quality of life it affords local residents. The Council is, therefore, in the process of drafting a Tourism Strategy, which is designed to focus key public and private sector agencies responsible for tourism delivery in the borough to ensure an integrated approach in securing a sustainable tourism economy.

The aims of the Tourism Strategy are:

1. *To provide a friendly and welcoming first impression for visitors;*
2. *To develop a high quality tourism product for the benefit and enjoyment of both visitors and residents;*
3. *To support the growth of tourism in Allerdale by working together to increase marketing impact.*

Under this third aim, the strategy recognises the role of the [Western Lake District Tourism Partnership](#) as a key element in promoting the area as a destination and to increase the economic benefits accrued from tourism. By utilising the expertise and focus in marketing of partners such as the Western Lake District Tourism Partnership and Cumbria Tourist Board, the Council’s resources can be targeted upon improvement of the public realm and product development. To complement these aims and for Allerdale to be sustainable in economic, environmental, cultural and social terms, the principle of ‘working in partnership’ is considered to be important and will be adopted to drive the actions from the Strategy ensuring a long-term future for the industry”.

(Extracted from Allerdale Borough Council, draft Tourism Strategy 2005)

Copeland Borough Council stated that “The development of both the regional and sub-regional tourism vision and strategy is of great importance to the future growth of the tourism sector in both Copeland and the Western Lake District. The support and development of tourism and tourism marketing is an integral part of Copeland Borough Council’s economic development aspirations. Wider than that, tourism contributes to the social, economic and environmental well-being of the area. In February 2005 Copeland Borough Council approved a Borough-wide Economic Regeneration Strategy and Action Plan. Among the key action areas highlighted within the plan are four themes which have a tourism dimension and these include:

- The need to “Develop Copeland’s tourism market, growing both the value and volume of tourism activity in the borough”.
- Drawing far greater economic value from Copeland’s key natural assets (principally the coastline and the western parts of the Lake District National Park)
- Providing a plentiful supply of opportunities and attractions for the existing and next generation, retaining young people of all abilities in the borough.
- Boosting the image and profile of Copeland, both regionally and across the UK as whole

Tourism development is especially important when set against the backdrop of the loss of a number of key employers within the area over recent years including Rhodia, and more recently the announcement of the closure of Huntsman and job losses at Sekers, as well as the medium and longer term impact in the decline of employment in the nuclear sector with the decommissioning at Sellafield”.

(Extracted from Copeland Borough Council Economic Regeneration Strategy and Action Plan 2005)

3 Current Activity and Projects

WLDTP currently have one full time officer, Kerry McPhee, who is the Marketing Manager and she was supported until June 2005 (through EDZ funding) by 3 part time Visitor Centre Hosts who are based at the Western Lake District Visitor Centre in Cockermouth. The funding for Kerry's role finishes on 21st October, and we have set up several working groups within the partnership to oversee all major activities until our new funding starts in April 2006.

The major activities currently managed by WLDTP on behalf of Allerdale, Copeland and all tourism businesses in the area are as follows :

- Production, design, marketing and distribution of Visitor Guide
- Production, design, marketing and distribution of Top Visitor Attractions
- Design, management and development of web site
- Advertising and Media Campaign
- Attendance at local, national and international trade shows and exhibitions
- Development and management of Photographic Library
- Production and design of B2B newsletters
- Extensive Direct Mail Campaign with 20% response rate
- Promotion, organisation and running of Familiarisation visits for press, coach operators, accommodation providers and Tourist Information Staff
- Organisation of Residents Week
- Running, management and re-development of Western Lake District Visitors Centre
- Marketing and Business Support Advice to Tourism Businesses in Allerdale and Copeland

This list is by no means exhaustive but highlights all major activities currently managed by the partnership. Without a commitment to funding these activities would simply not go ahead.

4 Funding

The 2004/2005 funding situation was as follows :

West Cumbria Development Fund	£30,000 per annum
Allerdale Borough Council	£10,000 per annum
Copeland Borough Council	£10,000 per annum

In addition to this, many of the private sector businesses support the initiative by advertising in the Holiday Guide and Top Visitor Attractions and offering free/reduced admission for a number of WLDTP initiatives. This would amount to approximately £90,000 per annum. In addition to this, the success of the partnership depends upon the massive efforts of Experts from public and private sector businesses in our area.

We also receive huge benefits from a number of Cumbria Tourist Board (CTB) Initiatives summarised in the following table.

Project	Total Amount in 2004/05	% attributable to WLDTP	£ attributable to WLDTP
Rail Rover Project	£90,000	33%	£30,000
Sea Britain Campaign	£45,000	66%	£30,000
Cruise Feasibility	£40,000	100%	£40,000
Brand Management	£40,000	100%	£40,000
EDZ Coastal Renaissance	£200,000	50%	£100,000
Sail North West	£10,000	30%	£3,000
DMS Kiosks	£10,000	100%	£10,000

In addition to this we also receive a high profile in the CTB Holiday Guide and on golakes.co.uk.

Therefore, it can be seen that a variety of public and private sector partners are very active in the promotion of The Western Lake District. It is crucial that we build on these relationships and help increase the profitability of local tourism businesses so that they in turn can provide additional employment for local people.

We have been very fortunate over the last 3-5 years, that additional funding has been made available to the partnership and that we have been able to carry out all of the critical projects for the area. However, in 2005/2006, due to a number of issues we only had £40,000 in total. However, due to the massive efforts of the tourism industry, we have managed to maintain the momentum that has been built over the last 10 years.

As can be seen, tourism provides a lot of income and jobs for our area and WLDTP are proposing to ask the borough councils to increase their contribution for 2006/2007 to £25,000. The partnership has taken over many of the functions previously carried out and funded by the councils, for example The Visitor Guide, yet funding to the partnership has remained static, in fact it has not even increased with inflation, so in real terms has decreased quite substantially.

In order to continue, the partnership will require the following funding to maintain current efforts and successes, and develop further the tourism market.

- West Cumbria Development Fund (Core) £40,000 per annum
- Allerdale Borough Council (Core) £25,000 per annum
- Copeland Borough Council (Core) £25,000 per annum
- Private sector investment £90,000 per annum
- Steering group in kind investment £60,000 per annum
- CTB Projects – Indirect related spend £200,000 per annum

If this level of funding were secured it would enable the partnership to carry out the following key activities :

Activity	Cost per annum	Funder
Marketing Manager – Full time	£40,000	Core
Part time Marketing Assistant	£12,000	Core
Visitor Guide – Design and Print	£30,000	Private sector
Visitor Guide – Media Campaign	£5,000	Core
Visitor Guide – Distribution	£5,000	Core
Visitor Guide – Distribution	£16,000	Allerdale and Copeland
TVA – Design and Print	£22,000	Private sector
TVA – Distribution	£5,000	Core
Website Hosting	£1,200	Core
Website development	£1,500	Core
Familiarisation Visits	£2,000	Core
Photographic Library	£2,000	Core
Newsletters	£1,000	Core
PR and Advertising	£2,000	Core
Advertising Support	£10,000	Private Sector
Residents Week – development	£2,000	Core
Residents Week – Offers and support	£10,000	Private sector
Exhibitions	£2,000	Core
Exhibitions – Support and attendance	£20,000	Private sector
Press Visits	£1,000	Core
Tourism Extravaganza	£1,000	Core
New projects/contingency	£7,300	Core

The totals are as follows :

- Core Funded Projects £90,000
- Private sector £92,500
- Allerdale and Copeland £16,000
- Steering Group (in kind) £60,000

It is obviously very important to be involved very closely with CTB, but it is also crucial that we maintain our own identity and priorities. This means producing our own marketing materials and conducting our own promotional activities.

All of the other regions in Cumbria are involved with CTB projects and also run their own separate campaigns. This funding is critical to ensure we are on a level playing field with our competitors. Securing funding also means that we will be able to maintain the current enthusiasm from the public and private sector and increase the profile of The Western Lake District at local, national and international level.

In addition to this, Cumbria Tourist Board actively promote the sub regional brands of which Keswick and the Western Lake District is one, and run several campaigns a year to assist the tourism partnerships. CTB's Tourism Vision for Cumbria The Lake District states that

“By 2015 the Lake District will be Europe's premier National Park with a reputation for high quality landscape, accommodation, attractions, public realm, heritage and cultural offer, distinctive shopping, excellent customer care and a year round programme of high profile activities and events centred on our unique culture. The benefits of tourism generated by the Lake District brand will have cascaded out to the wider area recognised by visitors as being The Lake District, and there will be a well presented range of thematic brands supporting tourism throughout Cumbria”.

WLDTP Key Activities Profile

ACTIVITY	RESPONSIBILITY	KEY PERSON	OUTPUTS
Holiday Guide	WLDTP	WG Admin	<ol style="list-style-type: none"> 1. Increase Staying Visitors 2. Increase tourism spend 3. Support and promote attractions, events and accommodation 4. Increase % room occupancy 5. Increase jobs supported
Top Visitor Attractions	WLDTP	WG Admin	<ol style="list-style-type: none"> 1. Increase awareness of attractions 2. Increase tourism spend 3. Increase jobs supported
Website	ABC, CBC, CTB WLDTP	Manager	<ol style="list-style-type: none"> 1. Improve quality of website and provide regular updating 2. Increase Staying Visitors 3. Increase tourism spend 4. Support and promote attractions, events and accommodation 5. Increase % room occupancy 6. Increase jobs supported
Residents Week and Tourism Extravaganza	WLDTP Sellafield	Admin WG	<ol style="list-style-type: none"> 1. Increase awareness in local area of partnership
Exhibitions and Group Travel	WLDTP CTB	Manager	<ol style="list-style-type: none"> 1. Increase Staying Visitors 2. Increase tourism spend 3. Support and promote attractions, events and accommodation 4. Increase % room occupancy 5. Increase jobs supported
Press Visits	WLDTP CTB	Manager	<ol style="list-style-type: none"> 1. Increase collaboration with CTB 2. Increase profile in local and national press 3. Increase tourism spend and visitor numbers
Funder Contacts And Reporting	WLDTP	Manager Chair	<ol style="list-style-type: none"> 1. Provide regular updates to funders and presentations at council/board meetings when required 2. Provide regular up to date reports to steering group

Familiarisation Visits	WLDTP	WG	<ol style="list-style-type: none"> 1. Increase awareness in key activity areas 2. Increase staying visitors and tourism spend
Photo Library	WLDTP/CTB	Manager Brian S	<ol style="list-style-type: none"> 1. Ensure additional Allerdale shots 2. Increase “user friendliness” for members and media
Newsletters	WLDTP	Manager/Admin	<ol style="list-style-type: none"> 1. Increase awareness of partnership and funders to local business community
PR and Advertising and Media Campaign	WLDTP CTB	Manager CTB PR	<ol style="list-style-type: none"> 1. Raise profile in local and national media 2. Increase Staying Visitors 3. Increase tourism spend 4. Support and promote attractions, events and accommodation 5. Increase % room occupancy 6. Increase jobs supported
Better Than The Best	CTB WLDTP	GK	<ol style="list-style-type: none"> 1. Identify businesses investing for BTTB funding 2. Increase number of visitors and tourism spend
Advice to SME's	CTB WLDTP	GK Manager	<ol style="list-style-type: none"> 1. Assisting with marketing plans and identifying target markets 2. Increase number of visitors and tourism spend
Hadrians Wall	CTB WLDTP	GK Steering Group	<ol style="list-style-type: none"> 1. Identifying tourism opps and ensuring projects 2. Increase number of visitors and tourism spend
Accommodation Clusters	CTB WLDTP	GK	<ol style="list-style-type: none"> 1. Development of 2 accommodation clusters 2. Increase Staying Visitors 3. Increase tourism spend 4. Support and promote attractions, events and accommodation 5. Increase % room occupancy 6. Increase jobs supported
Brand Management Projects	CTB WLDTP KTA	GK	<ol style="list-style-type: none"> 1. Continue working relationships to maximise effectiveness & minimise duplication

Slipstream Projects	CTB WLDTP Other partners	GK	<ol style="list-style-type: none"> 1. Rail Rover project 2. Sail NW 3. Coastal Renaissance 4. Event Funding 5. Cruise Ship Marketing 6. Farm Tourism
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WG = Working Group
 Manager = Managerial function/Specialist
 Admin = Administrative/office based function
 GK = Graham Kennedy
 WLDTP = Western Lake District Tourism Partnership
 CTB = Cumbria Tourist Board

WLDTP Primary Functions

Manager/Marketing Specialist	Administrative
Residents Week Launch	Residents Week
Exhibitions	Extravaganza
Extravaganza	Holiday Guide (All admin)
Press Visits	TVA (All admin)
Reporting and Funder Contacts	Newsletters
Website	CONTACT POINT AT ALL TIMES
SME's Advice	
CTB Contact	
PR, Advertising and Media Campaign	

I believe that looking at this we have a need for a full time, good quality, office based administrator to support the Manager, The Working Group Chairs and all projects.

The Managerial Role which needs to be a creative Marketing/PR specialist may not be a full time position, which may provide us with flexibility in appointment.

Timescale for appointment

Advertise in press	Mid January 2006
Interviews	Mid February 2006
Contract start date	April 2006

Interviews 1 hour panel interview with ½ hour pre prepared presentation

Interview Panel Chair + 1 Private sector Steering Group Member
 Graham Kennedy (CTB)
 Allerdale and Copeland Borough Council Representative

