

BOROUGH OF POOLE

CABINET

27th September 2005

**DRAFT POOLE TOURISM STRATEGY 2006-2015: REPORT OF THE
PORTOFOLIO HOLDER FOR LOCAL ECONOMY (INCLUDING
TRANSPORTATION)**

1. PURPOSE OF REPORT

- 1.1 To endorse the attached Draft Tourism Strategy document produced by the Poole Tourism Management Board (PCMB) as part of the formal consultation process.

2. DECISION REQUIRED

- 2.1 That Cabinet supports the aspirations and vision of the Draft Strategy document, while recognising that specified development policy proposals will require a more detailed examination by the Council.
- 2.1.1 Support the recommendation of the Local Economy Overview Group commending the work being undertaken by the Poole Tourism Management Board.

3. BACKGROUND

- 3.1 The Local Economy Overview Group at its meeting on 8th September 2005 considered the report by the Head of Tourism in which it was stated that the Poole Tourism Management Board had now produced a draft document for the period for 2006-2015. In drafting this document the PTMB had felt that the current strategy still held good and that a full reworking and overhaul of core values, strategic aims and objectives was not required, but more of an update and revision.
- 3.2 This work had now been completed, and the revisions had been approved by the Poole Tourism Management Board at its meeting on 13th July 2005. The consultation period was until the end of September, and comments would be reviewed by the Poole Tourism Management Board at its October meeting where final approval was being sought.
- 3.3 The Local Economy Overview Group considered the main emphasis and thrusts of the Draft Strategy and Members supported the general principles and highlighted a number of points.
- 3.4 A copy of an extract from the minutes of the meeting of the Overview Group together with the report by the Head of Tourism and a copy of the Draft Strategy is attached.

- 3.5 The Local Economy Overview Group supported the aspirations and vision of the Draft Strategy document and also commended the work being undertaken by the Poole Tourism Management Board.

**COUNCILLOR RON PARKER
PORTOFOLIO HOLDER FOR LOCAL ECONOMY (INCLUDING
TRANSPORTATION)**

EXTRACT FROM LOCAL ECONOMY OVERVIEW GROUP - 8TH SEPTEMBER 2005

6. DRAFT POOLE TOURISM STRATEGY 2006/2015

The Chairman welcomed Mr B Grant-Braham, Chairman of Poole Tourism Management Board who gave a short presentation to the Overview Group on the Draft Tourism Strategy document produced by the Poole Tourism Management Board as part of the formal consultation process.

He stated that in drafting the document the Poole Tourism Management Board had felt that the current Strategy still held good and that a full re-working and overhaul of Core Values, Strategic Aims and Objectives was not required, but more of an update and revision. The consultation period continued until the end of September, and comments would be reviewed by the Poole Tourism Management Board at the October meeting where final approval was being sought. The main emphasis and thrusts of the revised Strategy would be:

- a re-statement of existing Core Values
- a stronger emphasis on brand identify
- an even greater emphasis on Poole Quay which would include:
 - a) pursuing new visitor attractions
 - b) developing new and different special events
 - c) improve public toilets, lighting and street furniture
 - d) increase in the size of the Town Quay Boat Haven
 - e) a bylaw to restrict drinking on Poole Quay to within the managed areas
 - f) the continued improvement to ground floor and first floor Quay facing properties for retail and visitor related use.
- consideration of a new “marketing concordat” with Bournemouth
- identifying new campaigns
- to seek additional hotel investment
- a re-evaluation of the hotel retention policy
- to support the case for improvements to the A31 and A350 to allow greater access to the town.

Members endorsed the general principles contained in the Strategy and highlighted the following:

- aspirations for branding, image and quality were supported
- a concordat with Bournemouth needed to be carefully undertaken and to protect Poole’s separate identity
- family activities should be encouraged
- loss of attractions was a concern for the future
- quality toilet provision was essential at Poole Quay
- regeneration of the Quay was welcomed
- ensuring that heritage was part of the Tourism message

- mobility issues in Lower High Street needed addressing to include parking
- too many attractions had been lost to pubs/restaurants
- the objectives of managing outside drinking to restricted areas was supported.

AGREED that:

- (i) **the Local Economy Overview Group supports the aspirations and vision of the Draft Strategy document, while recognising that specified Development Policy proposals will require a more detailed examination by the Council; and**
- (ii) **the Local Economy Overview Group commends the work being undertaken by the Poole Tourism Management Board.**

For: Councillors Adams, Brooke, Mrs Dion, Eades, Gregory, Mrs Hives, Mason, Parker, Rampton and Wilson

Abstained: Councillor Pethen

CABINET – 27TH SEPTEMBER 2005 – FOR INFORMATION

BOROUGH OF POOLE

LOCAL ECONOMY OVERVIEW GROUP

8th SEPTEMBER 2005

REPORT OF HEAD OF TOURISM

DRAFT CONSULTATION POOLE TOURISM STRATEGY 2006 – 2015

1 Purpose of Report

- 1.1 To establish the Overview Group's views on the attached draft Tourism Strategy document produced by the Poole Tourism Management Board (PTMB) as part of the formal consultation process.

2. Recommendation

- 2.1 It is recommended that the Overview Group supports the thrust and vision of the draft strategy document, while recognising that specific development policy proposals will require more detailed examination by the Council.

3. Background

- 3.1 In 2000 PTMB approved and published the Poole Tourism Strategy 2000 – 2005. Prior to the adoption of this strategy a full and formal consultation process took place and included over 250 local tourism businesses and relevant agencies/bodies. The Borough of Poole (via the Economic Development and Tourism sub-committee) was one of these consultees and agreed to be a core partner in the delivery of the strategy (via the various service units).
- 3.2 PTMB has now produced a draft document for the period 2006 – 2015 (with 2015 being consistent with strategies for South West Tourism and SWRDA, and a new strategy for neighbouring Bournemouth). In drafting this document the PTMB felt that the current strategy still held good and that a full re-working and overhaul of core values, strategic aims and objectives was not required, but more of an up-date and revision.
- 3.3 This work has now been completed, and the revisions were approved at the PTMB meeting of 13 July. The draft document has been mailed to all Poole Tourism Partners, Poole Tourism Partnership supporters, neighbouring and regional tourism offices, SWRDA, relevant Borough of Poole service units, and other relevant bodies with an interest in Poole Tourism, seeking their views and comments.

3.4 The consultation period is until the end of September, and comments will be reviewed by the PTMB at the October meeting where final approval is being sought. Publication and launch of the strategy will be early in 2006.

4 The main emphasis and thrusts

4.1 **Re-statement of existing core values** of promoting wise growth, pursuing quality, involving the host community and increasing competitiveness, as well as **further consolidation of strategic aims**.

4.2 **A Stronger emphasis on brand identity** ie not just logo but the whole contemporary, young and active lifestyle and towards 'chic' brand, evidenced by campaigns such as Poole Audi Eat Out!, events such as Coles Miller Quay for my Car Red Open Top Sports Cars, and the commitment to high design standards on print and web.

4.3 **Even greater emphasis on Poole Quay**, which is so critical to the success of Poole's tourism industry. Need to differentiate destination marketing from **destination management** and to ensure both are undertaken effectively. This includes:

- Pursuing new visitor attractions – formal and informal ie interpretive panels and public art
- Developing new and different special events ie street theatre, yachting event
- Improved public toilets, lighting and street furniture
- Increase in the size of the Town Quay Boat Haven
- A bye-law to restrict drinking on Poole Quay to within the managed areas
- Continued improvement to ground floor and first floor Quay facing properties for retail and visitor related use.

4.4 Consideration to a new '**marketing concordat**' with **Bournemouth** while protecting the effective brand identity and effective campaigns of which Poole Tourism has a good track record.

4.5 Identifying **new campaigns** which place **new emphasis** on the attractiveness of Poole's growing reputation as an appealing visitor destination

- Activities – afloat and ashore 'What are you doing tomorrow?' – reflecting a new regional emphasis
- Family fun – emphatic of the range of attractions + activities new face of Poole Quay and Poole Park

- Sheer indulgence – focus on the ‘top end of the market’ – reflecting a regional theme
 - Stay and Play – a promotion encouraging participation in informal activities in off-peak periods
- 4.6 The style of all these campaigns aimed at under-pinning the core values – particularly regarding competitiveness and quality – while also under-pinning the brand identity and fitting changing customer trends + wishes.
- 4.7 Seeking **additional hotel investment** towards the budget sector which is known to be frustrated in achieving developments at already agreed sites eg ASDA, Railway sidings. The emphasis on this sector also aimed at supporting existing quality accommodation operators ie budget hotels bring their own business through national reservation services.
- 4.8 **Re-evaluation of the hotel retention policy** within the Local Plan to put greater emphasis on securing the major units within the town, while taking a more relaxed view on smaller establishments ie current policy detracting from market entry and closures replenishable by budget hotels for which there is increasing consumer demand.
- 4.9 Supporting the case for improvements to **the A31 and A350** to allow greater access to the town

GRAHAM SHAW
Head of Tourism

Background Papers Copy of 2000 – 2005 Poole Tourism Strategy

Name and Telephone Number of Officer Contact
Graham Richardson, Tourism Manager (01202) 262539

POOLE TOURISM STRATEGY

Towards - 2015 (Draft Version)

Proposed timetable

- **Consultation draft approved by Poole Tourism Management Board 13th July 2005**

- Consultation with all current partners and ‘stakeholders’ (August – October 2005) including

Borough of Poole –

Local Economy Overview Group
Chief Executive
Policy Director/s – Economic Development; Regeneration; Leisure
Head of Environment and Consumer Protection Services
Head of Leisure
Head of Transportation
Head of Cultural Services
Head of Strategic Planning
Head of Planning and Development Control

‘Public sector’

Bournemouth Tourism as part of emerging ‘concordat’
South West Tourism
RDA - Dorset Office
RDA – Regional HQ Head of Tourism interest
GOSW – Tourism Lead Officer
Tourism Managers – Purbeck; Christchurch; East Dorset; Dorset CC
Dorset Police – Poole Division

‘Private sector’

All Poole Tourism Partners and Affiliate inc
Poole Partnership
Poole Town Centre Management
Poole Harbour Commissioners

- Final strategy Approved by Poole Tourism Management Board - October 2005
- Poole Tourism Annual Conference Presentation - December 2005
- February 2006 (target) - strategy document published
- Strategy Review - 2010

Prepared by: Graham Richardson, Manager – Poole Tourism Partnership

Published by: Poole Tourism Partnership, Welcome Centre, Poole Quay, Poole, BH15 1HJ. e-mail: tourism@pooletourism.com Tel: 01202 262535

Sources: Unless stated all statistics compiled by the Dorset Tourism Data Project

1. EXECUTIVE SUMMARY

Poole is a hugely successful tourism destination. It has a modern image and a product that is relevant to today's customers. It is renowned for its quality image, and has hotel occupancy figures that are among the highest in the UK. Its marketing is contemporary in style and Poole confidently looks forward to continued growth and investment.

The overall aim of this strategy is to maximise the positive contribution that tourism can make to the image, the environment and to the economic well-being of Poole. This will be achieved by:

- *Promoting Wise Growth*
- *Pursuing Quality*
- *Involving the Host Community*
- *Increasing Competitiveness*

Tourism in Poole is most effectively managed through partnerships at all levels. The Poole Tourism Partnership is a firm base for private and public sector co-operation, and the Poole Tourism Management Board (Management Board) guides and directs tourism in Poole for the future

The purpose of this strategy is to define the direction for the future of the Poole tourism product and provide a basis on which the Council and businesses can make informed decisions. This strategy aims to create within Poole a destination where the visitor, the industry, the environment and the host community are in harmony and working in partnership for the purpose of quality of life and economic health.

Adoption of this strategy will be an important process in bringing together the various strategies as encouraged by the government and regional offices. In developing this document particular consideration has been given to South West Tourism's "Towards 2015" Tourism strategy. The Borough of Poole's Strategic Framework has also been considered, along with relevant strategies and plans (Cultural Strategy; Economic Development Strategy; Local Plan etc).

2 MISSION STATEMENT

Poole aims to maximise the positive contribution tourism makes to the image, environment, and economic development of Poole. Poole is both dynamic and sensitive in the management, marketing and development of tourism, so as to sustain and generate employment opportunities, create confidence for inward investment, stimulate civic pride and enhance the provision of leisure opportunities for resident and visitor alike.

CORE VALUES

PROMOTING WISE GROWTH

Tourism plays a significant part in Poole's wealth and well-being. However, achieving the right balance between tourism and the environment is essential. Getting this balance right will ensure that tourism growth is achieved in harmony with the natural surroundings that have created the industry.

PURSUING QUALITY

The quality of Poole's tourism product and natural environment are primary factors in attracting visitors to the town. Poole has earned an enviable reputation for quality that needs to be maintained and surpassed to ensure visitors continue to enjoy the brand that is 'Poole' and are encouraged to return.

INVOLVING THE HOST COMMUNITY

The value of tourism and the contribution it makes to the wealth of Poole is not always recognised by the host community. Active dialogue and involvement with local residents needs to happen to engender civic pride among Poole people and high importance is placed on their participation in Poole Tourism special events and promotions – shared enthusiasm from residents and visitors for the tourism brand identity represents a major achievement.

INCREASING COMPETITIVENESS

Poole is in competition with other local, regional and national tourist destinations but is committed to joint working when it makes clear sense to do so. To maintain its position as a successful destination Poole's tourism industry will need to ensure that it is one step ahead of the rest. A diverse

tourism product, skilled management and workforces, innovative marketing plans, and effective visitor management systems are essential to enable Poole to develop its reputation as a significant new destination on the national tourism scene.

4 GUIDING PRINCIPLES

In developing and implementing the Tourism Strategy for Poole there is a need to remain focused and alert to some guiding principles.

ENVIRONMENT

Tourism has a positive impact on the environment in the sense that no-one will visit a destination that does not provide a quality product in terms of cleanliness, accessibility and visual attractiveness. This is often overlooked and the perception is that tourists simply add to overstrained infrastructure, create more litter and direct services away from local residents. Therefore it is vital that the strategy embraces the concept of visitor management principles in order to control the impact of tourism, more widely disperse spending power and provide a sustainable environment in which the different factors can flourish.

The 'The Poole Quay Action Plan and the Poole Harbour Aquatic Management Plan demonstrate Poole's commitment to balancing environmental needs with tourism needs. Investment by Poole Tourism in street theatre; the Cockle Trail; palm trees and the Welcome Centre are all emphatic of efforts aimed at developing respect for Poole's past and its relationship to the present.

HOST COMMUNITY

Residents

For tourism to develop, the host community should be encouraged to have regard and support for the industry, so that as individuals they can see that the advantages outnumber the disadvantages. The development of special events primarily provided for visitors can benefit residents directly through their involvement and participation and some events like November 5th fireworks are almost entirely community focused. Work with local schools to gain the enthusiasm from young people to be involved with tourism will also help nurture community relations.

Business Community

Many businesses in the Borough benefit from visitor spend either directly or indirectly. It is therefore important to recognise that the local businesses who earn their living from tourism need to be involved and consulted in any future developments or marketing of the town. The Management Board acts as the voice of the tourism industry in the town, offers guidance and advice on the way forward and has a good track record of business support beyond core tourism businesses.

PARTNERSHIPS

Managing and developing the Poole tourism product through partnership is a core principle. Investment by existing and new tourism businesses in upgraded facilities, additional and improved accommodation, and new attractions, is as important as public sector investment in infrastructure (toilets, parking, signage etc). It is imperative that this investment in infrastructure should be at the same pace as private sector.

Similarly partnerships in marketing and promotion are embedded into the delivery plan of this strategy. The most significant partnership being the Poole Tourism Partnership itself which delivers the core components of Poole's tourism brand and promotional activities. This strategy also introduces proposals for a new 'marketing concordat' with Bournemouth

QUALITY

Between 1995 and 2005 there was a surge in investment in the tourism product and a clear reputation for quality has evolved. Examples include considerable investment by Poole's dominant hotel group (FJB Hotels) with a focus on a new contemporary brand underpinned by quality. The impressive Harbour Heights and revamped Haven and Sandbanks Hotels have made a significant difference to Poole's reputation.

The opening of up to 20 new restaurants in this period with a consistent emphasis on contemporary style and quality has further 'positioned' the Poole quality brand. Similarly the growing high quality property offer of Sandbanks; the reputation of Sunseeker and their new dominance on Poole Quay; the impressive Town Quay Boat Haven and berthing office; the skylines of the new RNLI, Lighthouse and The Quays developments, and image promoted through businesses such as SEVEN and Lloyds, combine to consolidate a growing national reputation. It is a valid claim that Poole is second to none in reputation for 'contemporary and chic' in provincial England

Quality is achieved at all levels from a small guest house to a large four star hotel. A commitment to maintain and improve facilities owned by the Council and to encourage private operators to do the same is therefore of paramount importance in order to comfortably sustain the image required.

It is easy to become complacent once reputation is established. Poole also claims competitive advantage by having one of the highest commitments nationally to quality accommodation. This is achieved by insistence since 1997, of establishments wishing to join the Poole Tourism Partnership by opting into the national inspection scheme

ACCESSIBILITY

It is important to recognise that visitors need well defined routes, signing and points of access to find their way to and around a destination in order to enjoy their visit. Improvements to the A31 link and the A350 to the north have been prioritized by other agencies and indicative of a Poole problem ie that access to the town does not support our competitiveness.

Incentives must be found to encourage the visitor to adopt public transport more ardently than in the past so as to minimize problems of traffic congestion. Innovative solutions to traffic management should be assessed and pursued as part of the management process.

New budget airline routes to the local area makes Poole more accessible to wider European markets.

Perceptions of town centre car-parking maybe more of a barrier to local access than the reality of current capacity

INNOVATION

Poole Tourism and its core partners have developed a national reputation for innovation and well respected campaigns that have raised the profile of Poole beyond expectations The value of such proven tactics; strong emphasis on brand identity; vibrant photography; excellent design; clever slogans; and a strong emphasis placed on legacy value is well proven.

Design innovation in development has also added value to marketing campaigns eg berthing office at Town Quay Boat Haven, Terrace at Sandbanks Beach Hotel, Branksome Beach Restaurant, and a bold new approach at Compton Acres are good examples

Poole's broader reputation for innovation (eg Sunseeker and Animal) through product and branding, takes this value of innovation to broader levels of benefit in the promotion of Poole.

TARGETED PROMOTION WITH HIGH LEGACY VALUE

In an increasingly competitive marketplace it is vital that the marketing process stays targeted on realistic and measurable campaigns that contribute to an extension of the main season and to higher spending among visitors. It is very easy to become side tracked and influenced by competitor destinations but structured business plans and project development enable priorities to remain focused.

Poole Tourism has a track-record of not regarding '*established knowledge as the ultimate truth*' and high visibility/long life campaigns have been delivered on low budgets

5. THE VALUE OF TOURISM TO POOLE

TOURISM INCOME

Tourism generates economic activity in Poole and provides direct and indirect income for local businesses. Tourism also helps to promote business confidence and

developments within the town, and creates a favourable climate for inward investment - there is evidence of potential for increased future growth locally, particularly within the budget hotel sector as well as development opportunities at Poole Quay

The direct value of tourism to Poole is estimated to be £170 million (taking into account inflation from SW Tourism 'State of Tourism' report 2003 figure of £159m),

	Number	Income (£'s)
Staying Visitors	554,000	74,196,000
Day Visitors	3,010,000	84,578,000

Source: South West Tourism 'State of Tourism' report 2003

Most recent tourism facts and figures are available at pooletourism.com

INVESTMENT

Since 1994, tourism is estimated to have generated over £50 million of capital investment. The high occupancy rates have encouraged significant hotel investment; including Premier Travel Inn with an 82 bedroom hotel on Holes Bay Rd, and a 126 hotel at Cabot Lane, an 85 bedroom "Express by Holiday Inn" in the Town Centre. Additional development sites are approved at ASDA, Rail Station and Central Regeneration area locations. Significant investment has also taken place to existing room stock most notable at Harbour Heights and Mansion House, and there are current proposals for the total re-development of an enlarged Thistle Hotel.

The restaurant sector has also seen significant investment in the past five years which has established Poole as a strong, contemporary and quality led 'eating-out destination'. New or total refurbished openings have been around beach locations such as Café Shore and Branksome Beach; Canford Cliffs Village with five separate openings; as well as the Quay, lower High Street and Lower Parkstone.

Poole Quay has seen the re-development of the former Poole Pottery site with new emphasis on retail and restaurants. Along with redevelopment of the former Harbour Commissioners building to major bar unit as well as significant re-development to Tower Park and Compton Acres.

EMPLOYMENT

Tourism helps to underpin existing employment in the town and creates new job opportunities for local residents in a variety of sectors – and up to 5,000 jobs are estimated to depend on tourism.

COMMUNITY

Tourism supports leisure and cultural facilities for local residents who cannot alone sustain them and acts as a catalyst for environmental initiatives assisting in the protection and enhancement of the local environment. Special events – particularly outdoor at Poole Quay and on the beach – although promoted to visitors, are often dominated by local people of all ages enjoying their own town. Likewise new budget hotels and the range of restaurants provides far more opportunity for residents themselves and visiting friends and relatives. Perhaps most importantly the brand image and reputation of Poole as a tourism destination gives the local community pride in their town and respect for its public areas.

6. POOLE - THE BRAND & PRODUCT

The focus of Poole's brand is the consistent promotion of a contemporary life-style brand associated with 'across-the-board' investment in hotels; restaurants and activity based attractions over the last ten years. Elsewhere this report refers to the powerful brand identity achieved by the presence in Poole of the likes of Sunseeker; Animal and individual businesses who have improved their style to help lay claim to a unique 'life-style' reputation – at least in provincial UK.

The Poole tourism industry, and the Poole Tourism Partnership that is its core; is a focus for the consumer positioning of the Poole brand. Through special events; multi-media promotions; PR and business networking there is a passion for taking branding 'way beyond the logo'. Branding involves the whole business of reputation management and on occasions this involves presenting aspirational 'positioning' that should not be confused with Poole's real understanding of a town that also faces real challenges such as affordable housing. The aspirational life-style brand should continue to be the platform for promotional. (Lets face it the likes of Rio and Acapulco have severe social issues but that never holds back their promotion. As Poole Tourism Partnerships own business to community slogan states 'Tourism - its everyones business')

The primary 'product' attributes for leisure visitors and the emphasis of Poole Tourism's promotion are:

- Sandbanks Beach** - the 'best beach in Britain' and winner of more Blue Flags than any other UK beach
- Poole Quay** - bustling with new leisure investment and events, and such a focus of the contemporary style of the Poole brand ;
- Poole Harbour** - Europe's largest with stunning natural scenery and superb arena for water based activities.

These are supported by:

- A Town Centre with Dorset’s largest indoor shopping centre, which had major refurbishment in 2004
- Direct links to the Channel Islands and France;
- The proximity of Bournemouth (UK’s best traditional resort), the New Forest, , the Dorset hinterland and ‘Jurassic Coastline’;
- Quality accommodation e.g. Rockley Park, The Mansion House, The Thistle Poole, Harbour Heights, Haven Hotel and numerous guest houses achieving 4 diamond or above (gold and silver)
- Quality attractions in Compton Acres, Tower Park and Brownsea Island.

Whilst Poole has a varied product this can be said of most other UK tourism destinations. However, few of its competitors can boast the quality of product with which Poole has become associated.

Poole also has a strong product for quality accommodation. For budget brand 50+ bedroom hotels however, whilst there are 2 Premier Travel Inns and an Express by Holiday Inn there are still some national brands missing which could bring additional staying visitors to the town.

HOTEL OCCUPANCY AND SEASONALITY

Poole’s hotel room occupancy levels have significantly exceeded National, Regional and other Dorset districts by comparison year on year.

These occupancy rates (invariably the highest in Dorset) are also consistent throughout the year with minimal seasonal fluctuations. however achieved rates by hotels are affected by seasonality

Hotel Annual Occupancy 1998 - 2003

Mean Room Occupancy	Poole	Dorset
2003	74	62
2002	70	61
2001	74	62
2000	63	60
1999	67	63
1998	73	61

Source: Dorset Tourism Data Project

***Most recent tourism facts and figures are available at
pooletourism.com***

VISITOR PROFILE

UK STAYING VISITORS

Poole's staying visitors come mainly from

- London
- The Home Counties
- M3, M4, M40 corridors

Quality Hotels

The clients of the large hotels during the months of September to June inclusive tend to be

- Business and commercial travellers who mainly stay midweek (Mon – Thur)
- Couples taking short weekend breaks primarily leisure. When the school holidays begin the propensity for the business and commercial travellers reduces, allowing the larger hotels such as the Sandbanks Hotel, who specialize in the family market, to reap the benefits of their location.

Budget Hotels/Guest Houses/Bed and Breakfast

The clients of guest houses and bed and breakfast establishments are

- People needing a 'one night stopover' - ferry passengers, or for a special reason such as a wedding
- Commercial travellers to the town
- Couples taking short breaks mainly over the weekend period
- Young people participating in a sporting activity -

Self Catering

The main clients of self catering establishments are families taking their main holiday in July and August

Rockley Park in Poole dominates this sector and provides a high quality, well known facility on the edge of Poole Harbour and is the single largest accommodation supplier in Poole.

Staying with Friends and Relatives

Dorset Visitor Survey of 2000 indicated that the visiting friends and relatives (VFR) market accounted for 30% of all stays. Poole has a higher VFR market than other destinations because of its location and appeal and this benefits the town at the residents they are visiting and who tend to go out more frequently to visit attractions and restaurants.

OVERSEAS VISITORS

This market accounts for only 5% of total visitors to Poole. The most significant numbers are from Holland, and the USA, with a high proportion of Dutch visitors staying at Rockley Park. Surprisingly, despite the ferry route and the twinning relationship with Cherbourg, the French do not visit Poole on a large scale. Although more American visitors come to Poole, given the population proportions, there is a higher percentage of Canadian visitors - due to the number of historical connections.

International youth and study tourism is also of significant importance, not least because a high propensity of the expenditure is directly with host families. It is then primarily 'spent' and retained within the local community, as opposed to the bottom line of a national company's balance sheet.

DAY VISITORS

Over 3 million visitors spend a day in Poole each year, either visiting from neighbouring holiday destinations or from home. They visit mainly from Dorset, Hampshire, Somerset and Wiltshire. Poole Quay acts as the honey pot for day visitors, probably accounting for 75% of the 3 million visits. Sandbanks Beach and other Poole attractions not based on Poole Quay account for the remainder.

7. *MARKETING EMPHASIS AND PRIORITIES*

A significant proportion of the marketing budget is achieved from the private sector by their support of the Poole Tourism Partnership (circa £120,000). It is therefore important to convert this support into **measurable** enquiry levels and booking conversions.

To achieve this a **balance** between **traditional** methods (e.g. advertising and direct marketing) and more **opportunistic, innovative** campaigns (e.g. travel features in consumer media, aggressive e-development and e-marketing, on-line reservation, DVD technology, customer relationship marketing and the promotion of the Poole brand among local businesses and the resident community) has been sought by the Tourist office.

Poole's tourism promotion also supports broader economic development objectives and is geared towards the **domestic market** which is highly competitive. In this area Poole invariably works apart from its immediate neighbours and, inevitably, attempts to create a very strong **branding**.

In support of South West Tourism's 'Towards 2015' strategy however, a new working arrangement (marketing concordat) with neighbouring Bournemouth is emerging. This will concentrate on joint activity where it makes clear sense to do so, thus helping to maximize potential and avoid duplication. This concordat though will not stop Poole from working independently and seeking to maintain its own individual competitiveness

Over the coming years there will be a need to re-state the **quality** messages that have been initiated to support the Poole product. This will be achieved through the

continued development of our key publication, the **Poole Visitors Guide**, the style and nature of supporting advertising and the continued dynamic and vibrant content of **pooletourism.com** to ensure that as much PR opportunity and gain as possible is achieved for the innovative improvements that promote the quality images of Poole as a destination.

Poole’s visitors are largely day trippers and while the beach attracts many sun worshippers this does not necessarily generate income into the **town centre** and therefore the marketing places greatest emphasis on drawing visitors to **Poole Quay**. One of the key factors in marketing Poole Quay is the management of **events** which are attractive not only to the visitor but also to **residents alike**. The success of the Summer Breeze evenings and Condor Ferries Dream Machine events have provided the momentum for the development of other sponsored events and to the continued enhancement of Poole Quay’s infrastructure. This support for special events also extends to commitment and funding from many non-tourism businesses, such as car dealers, solicitors and property agents, wishing to be part of the Poole Tourism brand.

The national profile of ‘visitors’ has seen significant changes over the past 20 years, with many people now choosing lifestyle as their reasons for ‘getting away’. These leisure tastes tend to be either health or image led and create a clear lifestyle brand which Poole is well placed to take advantage of (especially in relation to indulgence and activity based breaks).

Poole has a very strong ‘eating out’ product and the town has seen significant recent increases to its restaurant portfolio. This restaurant scene is supported and promoted by quality led design editorial publications (Poole Audi Eat Out) and web site, that endorse the town’s image and reputation.

Overseas visitors account for only 5% of Poole visitors and is therefore not prioritised as an action area. The main promotion used is via pooletourism.com whose style, design and editorial content (including translation function) takes into account international use. Other activity to the overseas market is through partnership working with the local international education establishments in the area.

8. ***MAKING IT HAPPEN***

PROMOTING WISE GROWTH

Strategic Aim: ***Maintaining and enhancing the quality of Poole’s natural resources that are the foundation of the tourism ‘product’***

Emphasis on	Promotion of the Poole Harbour Aquatic Management Plan
-------------	--

	Exceeding minimum bathing water standards
	Maintaining the reputation of Sandbanks Beach as 'Best in Britain'
	Encouraging more 'out of season' access to Brownsea Island
	Investigating potential for branding Poole and Bournemouth beaches as '10 Mile Beach' or similar brand identity and developing the brand identity and reputation of upto 10 individual component beaches

Strategic Aim: *Ensuring that the needs of a changing tourism industry are well planned for in Poole's strategic direction and relevant policies*

- emphasis on
- Review of the Tourism Chapter and other relevant aspects of the Local Plan - in particular serviced accommodation retention policies
 - Ensuring that standards of public service infrastructure (bins and toilets) keep pace with private sector investment standards
 - Lobbying for A31 and A350 improved access in transportation strategy
 - Delivery of relevant actions within the town's Cultural Plan
 - The integration of the Tourism Strategy into the Sub-regional Economic Strategy of the Bournemouth Dorset and Poole Economic Partnership
 - Encouraging tourist attraction investment opportunities by seeking suitable planning use guidance as part of new developments
 - Ensuring opportunities arising from the Central Regeneration Area complement the current Poole Quay and do not lead to over-supply of bars and restaurants
 - Emphasis on the development of the retail and leisure product at Poole Quay – reputation of Poole's tourism industry is helped by success/position of Poole Quay

Strategic Aim: *Reducing traffic conflict caused by seasonal visitor flows and avoid potential 'frustrated demand'*

- emphasis on
- Working with public transport operators to promote alternative transport methods (e.g. Bournemouth-Poole Water bus)
 - Encouraging Planning and Development Control opportunities to secure new long-term berthing access for 'water-taxis' at waterfront developments during daylight hours.
 - Assessment of 'alternative and innovative transportation solutions (eg telecabins)

Strategic Aim: *Supporting tourism that respects the town's past and supports education and heritage*

- emphasis on
- Encouraging visitors to explore the Old Town by continued promotion of the Cockle Trail
 - Encouraging events such as street theatre and ghost walks that explore the Old Town
 - Promotion of informal activities such as treasure hunts that take visitors through the Old Town and Poole Quay in support of promotional and educational objectives
 - Seeking investment in interpretive panels that make the town's past more accessible

Strategic Aim: **Maintain and improve the quality of the Urban Environment**

- emphasis on
- Improving the first impressions of visitors at the perimeter / boundary welcome boards – and encouraging these to reflect the tourism brand identity – ie contemporary / quality
 - 'Marketing led' arts and art in public place – specific opportunity to link to Scouts Centenary in 2007
 - Quality street furniture that supports the Contemporary brand
 - Preventive measures to avoid problems of litter and neglected sites
 - Seeking potential to class Poole Quay and Beaches as 'open space' to enable utilization of '106' funding to allow development of concepts such as beach branding, lighting, 'green content' and interpretive panels

PURSuing QUALITY

Strategic Aim: **Promotional campaigns having a 'quality edge'**

- emphasis on
- Commitment to high quality design, promotional material and photography
 - E media techniques to use latest standards and consumer interfaces
 - A commitment to maintaining effective quality control over use of logo-types and strap-lines
- An emphasis on 'brand association' with other quality Poole brands such as Sunseeker International, and contemporary lifestyle brand of Animal
- A specific promotion focussing 'Sheer Indulgence'
- The Poole Tourism Partnership Welcome Centre presenting a high standard of design

Strategic Aim: **Developing Poole's reputation for high standards in the accommodation and restaurant sector**

- emphasis on
- Participation in the National Hotel Classification and Grading Scheme as a minimum standard for participation in Poole Tourism Partnership
 - Encouraging take up of “Tourism For All National Accessibility Standards”
 - Using the Sibbett Gregory Tourism Awards as a means to champion best practice
 - Being alert to recruitment and skilled shortages with a view to providing a continued stream of excellence and well trained staff
- Commitment to a high standard of ‘Eat Out’ promotion and emphasis on the quality of employment provided in these sectors – with emphasis on the chefs themselves and their use of local produce

Strategic Aim: *Encouraging higher standards of training in the tourism industry and identifying projected ‘skills shortages’*

- emphasis on
- Schools and local training and education agencies/establishments developing a skilled and available labour market utilizing existing agencies
 - Consistently high customer service standards across the Poole Tourism Partnership eg shared Code of Conduct - including those for responding to customer’s comments and complaints
- Joint working with taxi operators including a voluntary concordat of ‘special welcome for visitors; talking Poole up and carrying of Visitor Guide
- Promotion to Poole Tourism Partnership of the Welcome Host ‘family’ of courses
- Commitment to IIP accreditation by larger tourism businesses and Poole Tourism and for others to work towards IIP values and standards

INVOLVING THE HOST COMMUNITY

Strategic Aim: *Promoting the value of the tourism industry to Poole and encouraging positive attitudes to tourism by local residents*

- emphasis on
- Proactively seeking opportunities to give presentations to local interest groups
 - Involving schools, colleges and university in promotional activities and encouraging work placements within the local tourism industry and hotels
 - Working with the local media to create awareness

- New efforts to promote locally the value of tourism to all – including the *Tourism – it's everyone's business strap-line*

Strategic Aim: *Ensuring that tourism development and marketing campaigns are furthered in partnership with local business*

- emphasis on The development of the Poole Tourism Partnership and its breadth and depth of membership
 Developing the reputation and role of Poole Tourism Management Board
- Commitment to a Poole Tourism Annual Conference which supports implementation of this Strategy
 - Seeking continued sponsorship support to tourism promotions and events from non tourism businesses
 - Emphasis on 'single fee' joining fee to Poole tourism Partnership and building the package of benefits to individual sub-sectors

Strategic Aim: *Listen to residents views on tourism and consulting where greatest potential conflict*

- emphasis on - Utilising the Poole Opinion Panel from time to time to gauge reaction to various issues enabling informed decisions to be made
- Responding genuinely and efficiently to individuals concerns but avoiding spending disproportionate energy on individual views when it is evident that Poole tourism activities have overwhelming support of the local community

Strategic Aim: *Developing promotions that give direct participation opportunities to local residents*

- emphasis on - Special events that are as appealing to residents as visitors and at which residents often out-number visitors
- Campaigns encouraging residents (at significant discount) to visit attractions primarily branded as 'tourist' attractions - e.g. Local Tourism Week and Poole News Readers Offers
- Local targeted distribution of relevant promotions – such as Eat Out
 Welcome Centre being responsive to local residents enquiries about Poole and its 'local tourism' opportunities

Strategic Aim: *Involving the community in campaigns*

- emphasis on achieving targeted support for the Poole logo and its derivative slogans (currently 'Surf Rest + Play')

- aiming for high profile ‘contra-deals’ with business partners who can deliver prominent sites – eg Stadium; Hauliers and Taxi companies
- Continued support to the London 2012 Olympic and Paralympic Games with emphasis on Poole supporting the sailing events and potential of becoming a training centre for participants as well as base for media and visitors to Weymouth
- Gaining enthusiasm from young people in Poole to have a positive view about the tourism industry and working within it
- Supporting Poole Speedway – because they have delivered widespread promotion of Poole to international audiences and because the support of Poole Tourism is valued by large numbers of residents who support the sport.

INCREASING COMPETITIVENESS

Strategic Aim: ***To improve the performance of Poole’s tourism industry by attracting both new and repeat visitors to Poole***

- emphasis on
- Delivering effective promotional campaigns that deliver increased measurable visitor numbers and improved national reputation of Poole
 - Increasing the impact of tourism in the ‘shoulder’ months and out of season by implementing targeted promotional campaigns such as coach/group travel and added value ‘Stay and Play’ weekends
 - Supporting Poole Harbour Commissioners in their drive to attract new cruise liner visits
 - forming marketing partnerships when it makes clear economic sense to do so (e.g. overseas campaigns) but being careful not to compromise the Poole brand identity
 - attracting new events that will boost ‘shoulder’ periods such as Street Theatre production
 - A vibrant programme of Special Events that support the Poole brand and build on reputation
 - Promotion of water and land based activities within/around Poole as the number of built attractions in Poole has reduced over the past 5 years and consumer trend is towards participation in activities rather than spectating
 - Development and targeted use of e-database and SMS messaging
 - Devising innovative campaigns that will attract national exposure
 - Development of the marketing concordat with Bournemouth to develop opportunities for mutual benefit and gain
 - Recognising the value of promoting locally to the resident market.
 - Continued year round emphasis on the town’s ‘eating out scene’
 - Develop a reputation for Poole to be the preferred UK

- destination for surfers (Wind, Kite and Wake)
- Harnessing the 2012 Olympic and Paralympic Games to support Poole's tourism reputation
- Increased berths for visiting yachts at Poole Quay
-

Strategic Aim: *To ensure that demand is not frustrated by inadequate access or infrastructure*

- emphasis on
- Support for the new Poole Harbour Crossing
 - Support for upgrading the A31 and A350
 - Upgrading of street furniture such as litter bins, benches and street lighting as well as enhancement to multi storey car park entrances
 - Delivering quality public toilet provision for Poole Quay
 - Promote Poole and Bournemouth as the most accessible of the South West 'coastal product' from London and Home Counties

Strategic Aim: *To improve the performance and identity of Poole Town Centre*

- emphasis on
- Support to Poole Town Centre Partnership and Town Centre Manager
 - Encouraging greater synergy between tourism and town centre marketing/branding activity
 -

Strategic Aim: *To gather and interpret relevant tourism market research so that informed marketing and development decisions may be taken.*

- emphasis on
- Continuity of annual Hotel Occupancy Survey
 - Prioritising visitor attitude response by way of customer response cards and website feedback pages as opposed to quantitative / tourism volume research

Strategic Aim: *To develop Poole's tourism product to meet changing consumer expectations*

- emphasis on
- To target new budget hotel operators who will bring their own business through their national reservations service and their own image
 - Improving the reputation of Poole Quay as a vibrant visitor destination by decreasing undeveloped sites (blight) and seeking suitable new retail and leisure attraction investment which adds to the visitor experience
 - Higher standards of infrastructure – toilets – lighting – street

furniture to keep pace with national and international standards
To lobby for the drinking of alcohol to be restricted to the managed drinking areas on Poole Quay

Strategic Aim: *By competing for additional resources to develop and promote Poole's tourism 'offer'*

- emphasis on
- By building the case for '106 Open Space' funding to be allocated to beach and Quay infrastructure – as public assets
 - Partnerships with other Local Authorities, South West RDA and South West Tourism
 - By securing new funding for sponsorship of campaigns and special events by local and regional businesses
 -

Strategic Aim: *To make Poole an attractive proposition for disadvantaged and disabled persons*

- emphasis on
- Encouraging an 'inclusive' approach to a wide range of free special events that may support participation/visits from job seekers or low income earners and special arrangements for overcoming any barriers to participation from people with disability.
 - Maintaining an Access Guide to Poole being a helpful guide to Poole visitors for people with mobility disability
 - Encouragement of initiatives that encourage access for disabled persons (Shopmobility / RADAR/ Dolphin Boat Project) and Affiliate Partnership status to such organisations
 - Attractions that are free or affordable and accessible for all (Beaches / Cockle Trail/ Treasure Hunts)
Ensuring that pooletourism.com web-site achieves best practice in terms of 'accessibility'

9. PERFORMANCE INDICATORS

4.1 Specific performance indicators will be developed to assess the success of the Tourism Strategy and these will be incorporated into detailed action plans for the delivery of the strategic aims. These will include:

Wise Growth - Identifiable number of jobs created in **new** tourism businesses
Additional hotel room stock and schedule of new attractions / activities

Commented [GS1]: New realistically is measurable existing is not

Quality - Percentage of inspected accommodation to known
Poole bed stock Current / latest performance

Bathing water standards

Host Community - Resident satisfaction levels with the way Poole promotes itself as a tourist destination(– Poole Opinion Panel – Current / latest performance /////

Competitiveness - Room occupancy levels
Improvement in Poole’s position in ‘National Town Centre Rating Model’.
Effectiveness of Poole Tourism Partnership – by measurement of % of tourism business participation and the gearing of private to public sector funding

10. PUTTING IT INTO ACTION

The success of this strategy will be dependent upon wide range support and action from all those people and organisations involved in, or affected by tourism within Poole. These will include:

- The Poole Tourism Management Board
- Over 200 businesses which comprise the Poole Tourism Partnership
- The Borough of Poole – through appropriate executive and democratic processes – in particular relating to ‘Destination Management’ – eg Planning and Development; Transportation; Environment; Leisure + Recreation; Beaches; Arts and Culture; Parks and Gardens
- The Town Centre Management Board
- Poole Harbour Commissioners
- Poole Partnership
- Neighbouring Destination Management and Marketing Partnerships
- The Learning and Skills Council and Business Link
- Transport and Travel companies (including Taxi Operators)
- South West Tourism and other regional agencies

The Poole Tourism Management Board is responsible for the development of a clear and measurable action plan to be adopted by all associated agencies to achieve the Strategy's aims.

The Tourism Strategy will be continually monitored throughout the ten year period and will be formally reviewed in 2010