

Tourism					
Policy No	Policy	Action & Resources	Timescale	Partners	Progress 2000 & 2001
Strategic Leadership and Partnership					
R73	Ensure the strategic objectives for the development of Tourism in Uttlesford are adopted by the District Council and the tourism sector, subject to staffing capacity.	<ul style="list-style-type: none"> • Adopt and publish the Uttlesford Leisure and Cultural Strategy (See R2). • Host a launch event/conference for the tourism sector. <p>Resources: Officer Time</p>	<p>Completed</p> <p>Year 2 On-going</p>	UDC Tourism Sector	<p>ACHIEVED/ON-GOING</p> <ul style="list-style-type: none"> • Initial Tourism Forum meetings – North & South Uttlesford - held in November • Frequency of Forum meetings being established from Forum feedback and non-attendees questionnaire results. • Action Plans being developed as a result of inaugural meetings • Newsletter distributed to Forum participants and non participants detailing the initial outcomes of the meetings

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R74	Consider the best methods of improving co-ordination and joint working between the various tourism interests in the District, including the benefits of establishing a local tourism forum.	<ul style="list-style-type: none"> Consult with other 'similar' local authorities to learn from their experience and identify best practice. Consult with small and medium sized tourism interests in Uttlesford on the most valuable methods for improving coordination ie forum, newsletter, visits, annual networking conference. Maintain relationship with Essex Tourism Association Ltd and GDO (from Cambridge). Contribute towards establishing and implementing preferred methods of co-ordination and joint working within the tourism sector. <p>Resources: Officer Time</p>	<p>Year 1 On-going</p> <p>Year 1 On-going</p> <p>Year 1 On-going</p> <p>Year 2 and Ongoing</p>	UDC Tourism Sector ETA Ltd GDO - Cambridge	<p>ON-GOING</p> <ul style="list-style-type: none"> Ongoing via Essex Tourism and TIC Managers meetings. <p>ACHIEVED</p> <ul style="list-style-type: none"> Consultation via Forums. <p>ON-GOING</p> <ul style="list-style-type: none"> Participating in benchmarking information process. <p>ON-GOING</p> <ul style="list-style-type: none"> Currently building on existing links and improving service i.e. review of Accommodation Guide.

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R75	Continue to work in partnership with Regional Tourist Board, Essex County Council, and neighbouring local authorities and seek mutually beneficial involvement in proposed local, regional, UK and European marketing campaigns.	<ul style="list-style-type: none"> • Prepare a Marketing Plan. • Retain membership and representation on joint working groups coordinated by RTB and ECC (RTB Membership). • Review effectiveness of joint initiatives undertaken to date with RTB and ECC. Prioritise future opportunities and commit to projects which fit with and benefit the district marketing plan, (eg. ECC short break initiative). <p>Resources: Officer Time</p>	<p>On-going</p> <p>Year 1 and On-going</p>	UDC EETB ECC Neighbouring Authorities	<p>IN PROGRESS</p> <ul style="list-style-type: none"> • Currently reviewing quality of publicity material. • Currently producing a revised Mini-Guide for the district. <p>ON-GOING</p> <ul style="list-style-type: none"> • Participating in regional and county-wide initiatives as appropriate. <p>ON-GOING</p> <ul style="list-style-type: none"> • Projects are identified by RTB & ECC.
R76	Improve internal communication and joint working between UDC officers with an interest in tourism.	<ul style="list-style-type: none"> • Establish and lead co-ordination of an internal network of UDC Officers with a professional interest in tourism. (museum, town centre, sport and arts). • Ensure mechanisms are in place for consultation and communication within the network on issues of relevance to the development of tourism. <p>Resource: Officer Time</p>	<p>Year 4 On-going</p> <p>Ongoing</p>	UDC	<p>IN PROGRESS/ON-GOING</p> <ul style="list-style-type: none"> • Currently linking on individual initiatives i.e. Museum and Arts e.g. holiday programmes & special events. Working with Planning re: Bridge End Gardens access & promotion. • Work is ongoing to ensure relevant networks are maintained and developed

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R77	Develop a stronger and closer relationship with Stansted Airport and establish joint initiatives.	<ul style="list-style-type: none"> Establish an appropriate level and point of contact at Stansted Airport Limited, BAA and Stansted Airport Tourist Information. Hold a six monthly planning and review meeting to discuss relationship and potential joint initiatives. Set up and support a series of specific joint working initiatives with Stansted Airport and other partners if appropriate eg research, marketing. <p>Resources: Officer Time</p>	<p>Year 4 On-going</p> <p>Annual On-going</p> <p>Year 2 3 and Ongoing</p>	UDC Stansted Airport Ltd BAA Stansted Airport Tourist Information Neighbouring Authorities	<p>ACHIEVED/ON-GOING</p> <ul style="list-style-type: none"> Links established – working together re: video display at Airport.

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R78	Work with Town and Parish Councils, Chamber of Trade and Commerce and other local organisations to establish beneficial tourism partnerships.	<ul style="list-style-type: none"> Identify a 'pilot' cluster of Town and Parish Council's, Chamber of Trade and Commerce, and local organisations and work with them to form a partnership and identify tourism initiatives. Support the work of the pilot 'partnership'. Identify further clusters and roll out the initiative in other areas of the District. <p>Resource: Officer Time</p>	<p>Year 1 On-going</p> <p>Year 2 and Ongoing</p> <p>Year 3 and ongoing</p>	Town and Parish Council Local Organisations	<p>ACHIEVED/ON-GOING</p> <ul style="list-style-type: none"> Work being developed via Tourism Forum Leisure Manager and Tourism Officer attend SW Chamber of Trade meetings. Leisure Manager attends Thaxted PC Tourism Partnership meetings Producing printed carrier bags for tourism related sales to advertise the district.

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Product Development					
R79	Support the Arts and events sectors in developing and maintaining a thriving events programme which is attractive to the short break market.	<ul style="list-style-type: none"> Support the Arts Development Officer in co-ordinating and marketing a programme of quality events which encourage cultural tourism, and are delivered throughout the District by the private and voluntary sectors. Use Arts and events programme to promote short breaks by linking the short break marketing plan and promotion activity to the events programme. Support the Arts Development Officer in initiating, marketing and establishing a successful event which appeals to the tourism market, in the Spring. <p>Resource: Officer Time</p>	<p>Ongoing</p> <p>Year 2 3 and Ongoing</p> <p>Year 3/4</p>	UDC Tourism Sector ADO	<p>ACHIEVED/ON-GOING</p> <ul style="list-style-type: none"> Promotion and Ticket sales for events via TIC TIC maintain an Events Diary. Incorporating Arts events into the What's On publication. To undertake projects via contacts made through Tourism Forum

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R80	Work with accommodation providers to promote awareness and understanding of the significance of the grading scheme, the benefits of the inspected scheme and to encourage uptake.	<ul style="list-style-type: none"> Retain inspected only policy. Plan, co-ordinate and implement a local publicity campaign on the benefits of quality, grading and inspecting accommodation to coincide with the national campaign and announcements in 2000. Undertake a direct mailing campaign to all accommodation providers in the district not involved with the inspected scheme to promote the benefits and encourage uptake. Explore opportunities to secure sponsorship and advertising in the accommodation guide. <p>Resources: Officer Time</p>	<p>Ongoing</p> <p>Year 4 On-going</p> <p>Year 1 and On-going</p> <p>Annual</p>	UDC Accommodation Sector	<p>ON-GOING/PROGRESS MADE</p> <ul style="list-style-type: none"> Free publicity offered in Accommodation Guide to encourage facilities to become inspected. <p>PROGRESS MADE</p> <ul style="list-style-type: none"> Tourism Officer personally visiting un-inspected accommodation to encourage them to become inspected. <p>ACHIEVED/ON-GOING</p> <ul style="list-style-type: none"> BAA sponsoring the back cover of the Accommodation Guide in 2002.

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R81	Lobby the RTB on the need for the introduction of statutory controls for accommodation standards.	<ul style="list-style-type: none"> Identify most relevant point of contact at RTB and raise awareness of UDC concerns through correspondence and meetings. Explore with RTB the potential to introduce a bylaw restricting accommodation to inspected only within UDC boundaries. <p>Resource: Officer Time</p>	<p>Year 1 and ongoing</p> <p>Ongoing</p>	EETB UDC	<p>ON-GOING</p> <ul style="list-style-type: none"> Recently ensured Saffron Walden inserted on EETB Website – previously missed off! <p>ACHIEVED/ON-GOING</p> <ul style="list-style-type: none"> Initial advice from UDC Legal Officers is that this is not possible – to consider further Complaints received regarding poor accommodation provision are acknowledged and copied to EETB. Proprietors are informed of the complaint and encouraged to resolve any problems.

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R82	Actively seek to increase the amount of serviced visitor accommodation in the south of the District through joint working between leisure and planning officers.	<ul style="list-style-type: none"> Plan, co-ordinate and implement a local publicity campaign concerning the need for additional visitor accommodation in the south of the District. Work with UDC Planning Officers to ensure local planning structures are as accessible as possible to local accommodation businesses looking to increase and expand provision in all market sectors. <p>Resource: Officer Time</p>	<p>Year 2 Year 3</p> <p>Year 2 3 and Ongoing</p>	UDC Accommodation Sector	<p>PROGRESS MADE</p> <ul style="list-style-type: none"> Discussions held with Planning Dept.
R83	Actively seek to increase access to rural areas via cycle and walking networks.	<ul style="list-style-type: none"> Prepare an audit of existing cycle and walking networks in the District. Identify relevant partners and work to produce and distribute a range of leaflets promoting cycle and walking networks linked to special interest marketing plan. Encourage promotion of cycle and walking networks in all literature and publicity produced by the tourist sector where relevant. Work with local agencies to ensure cycle and walking networks are well signed and interpreted. <p>Resources: Officer Time</p>	<p>Year 2 Year 3</p> <p>Year 3</p> <p>Year 3</p> <p>Year 3 and On-going</p>	UDC Local Organisations Town and Parish Councils Sustrans	<p>PROGRESS MADE</p> <ul style="list-style-type: none"> Links made with relevant ECC Officers.

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R84	Maintain provision of resources for a networked TIC service in Saffron Walden and support the provision of visitor information services in Thaxted, Great Dunmow and Stansted Mountfitchet, depending on resources and staffing levels.	<ul style="list-style-type: none"> Continue to operate a successful TIC in Saffron Walden which provides a high quality service and responds to visitor needs. Monitor customer satisfaction with service through Annual Survey. Ensure every opportunity is taken to publicise the work of the TIC internally within UDC and externally within the local area. Undertake a Best Value Review of the service. Undertake annual internal review of the TIC activities to identify areas for improvement ie IT systems, income, bookings, data capture. Support Thaxted Visitor Information Service, and help source adequate volunteer staffing. Work with the Maltings to support the development of a successful Visitor Information Point. <p>Resources: Officer Time</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p> <p>Year 3</p> <p>On-going</p> <p>Year 1 and On-going</p>	<p>UDC</p> <p>Thaxted</p> <p>Guild of Traders</p> <p>Thaxted PC</p> <p>Great Dunmow Town Strategy Group</p> <p>Great Dunmow Museum Society</p>	<p>ACHIEVED/ONGOING</p> <ul style="list-style-type: none"> Responses from questionnaires completed at the Tourism Fora indicate that the services provided by the TIC are valued and thought to be of high quality. It has been decided to publish newsletters on a twice yearly basis. Currently undertaking benchmarking exercise with other TICs. TIC staffing re-structured to make the best use of existing resources. <p>ACHIEVED/ON-GOING</p> <ul style="list-style-type: none"> Volunteer training to be undertaken in March 2002. Supporting the development by using the facility for various initiatives to create awareness of it and encourage visitors.

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R85	Prepare and implement a plan for packaging and marketing existing attractions and facilities based, for example, on the 'anchor' facilities at Audley End, Stansted Mountfitchet and Duxford.	<ul style="list-style-type: none"> Work with tourism sector providers to prepare a 'product packaging' plan which is related to the target marketing plan and geographically based around the District's anchor facilities. Implement and monitor effectiveness of product packaging plans. <p>Resources: Officer Time</p>	<p>Year 1 On-going</p> <p>Year 2 and On-going</p>	UDC Tourism Sector	<p>ACHIEVED/ON-GOING</p> <ul style="list-style-type: none"> Two Tourism fora held in the district. One in Saffron Walden and the other in Great Dunmow to offer reasonable access from the north and south of the district. Representatives from Accommodation & Attraction Providers and local businesses. <p>PROGRESS MADE</p> <ul style="list-style-type: none"> Tentative discussions being held with attraction providers.
R86	Work with the Planning Department to promote Bridge End Gardens as a key component of the 'Saffron Walden product'.	<ul style="list-style-type: none"> Maintain ongoing liaison with Planning Officers regarding the development of Bridge End Gardens. Assist with applications for grant aid where required. <p>Resource: Officer Time</p>	<p>On-going</p> <p>On-going</p>	UDC Saffron Walden Town Council	<p>ON-GOING</p> <ul style="list-style-type: none"> Discussions ongoing re: possible improvements highlighted by users.

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R87	Encourage high standards and consistent quality in provision and promotion of visitor amenities eg public conveniences, catering, parking with particular reference to results of EETB benchmarking process.	<ul style="list-style-type: none"> • Use results of destination benchmarking (see R93) to identify priorities for improvement to visitor amenities. • Prepare an action plan to enhance visitor experience and amenities through training, capital investment, interpretation etc. <p>Resources: Officer Time</p>	<p>Year 3/4</p> <p>Year 3 and On-going</p>	UDC	

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Marketing					
R88	Verify priority markets and prepare a marketing plan for each, disseminate information on the marketing plan to other tourism providers and partners.	<ul style="list-style-type: none"> Work with EETB/ECC to verify priority target markets for Uttlesford tourism re: short breaks, special interest groups, day visits and VFR and group travel. Prepare a marketing plan with specific growth targets for each market using all areas of the marketing mix, and focussed on converting awareness into positive images, beliefs and visits. Implement and monitor effectiveness of target marketing plans <p>Resources: Officer Time</p>	<p>Year 1 On-going</p> <p>Year 1 Year 3/4</p> <p>Ongoing</p>	UDC EETB ECC	<p>SOME PROGRESS MADE</p> <ul style="list-style-type: none"> EETB & ECC involved in Tourism fora. <p>SOME PROGRESS MADE</p> <ul style="list-style-type: none"> Further input into the plan will be sought from the Trourism Forum.
R89	Develop a logo, brand and core images which can be used in publicity material.	<ul style="list-style-type: none"> Work with a design agency to develop a 'Saffron Walden Country' brand, logo and images. Launch, promote and encourage use of the brand image by all in the tourism sector and produce revised 'Welcome to' leaflet for Saffron Walden. Research potential to develop a brand image for the south of the District. <p>Resources: Officer Time</p>	<p>Year 2 Year 3/4</p> <p>Year 2 3/4 and on-going</p> <p>Year 3/4</p>	UDC Tourism Sector	<p>SOME PROGRESS MADE</p> <p>SOME PROGRESS MADE</p>

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R90	Use information technology to disseminate and capture information for visitors and tourists.	<ul style="list-style-type: none"> Seek to enhance the 'Saffire' web site with details of specialist areas of interest eg countryside activities/walking. Introduce systems for electronic data capture in the Saffire website, build a database and use for direct marketing. Support the Dunmow Town Strategy Group in the development and maintenance of a web site for the area which includes information request and data capture. Identify potentially beneficial web site links with other partners in the District and externally to widen and improve web site access. Promote and establish links. <p>Resources: Officer Time & External Organizations Participation</p>	<p>Year 1</p> <p>Year 1 and On-going</p> <p>Ongoing</p> <p>Ongoing</p>	UDC Dunmow Town Strategy Group ECC Tourism Sector EETB	<p>PROGRESS MADE/ON-GOING</p> <ul style="list-style-type: none"> Working with Primary Care Trust to develop healthy walking initiatives. Advertising on website. Visits to site can be monitored. Further work to be done in this area.
R91	Develop and capitalise on opportunities to promote Uttlesford to visitors and tourists through national, regional and local media.	<ul style="list-style-type: none"> Continue to generate media coverage through press releases, familiarisation trips etc. Prepare an annual PR plan linked to the target sector marketing plans, including opportunities to monitor coverage and feedback success. <p>Resources: Officer Time</p>	<p>Ongoing</p> <p>Year 2 Year 3/4</p>	UDC	<p>PROGRESS MADE/ON-GOING</p> <ul style="list-style-type: none"> Tourism Officer recently hosted familiarisation visit for overseas Tourism promoters. Press release instigated.

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Research and Information					
R92	Undertake a volume and value research study, for example, the Cambridge Model, and develop a series of future growth targets.	<ul style="list-style-type: none"> Commission and manage nationally recognised volume and value model for Uttlesford. Use model outputs to identify a series of growth targets and review performance on ongoing basis. Explore opportunities for local universities/further education colleges to assist with visitor research. <p>Resources: Budgetary provision (within existing budgets).</p>	<p>Year 2</p> <p>Year 2/3 and Ongoing</p> <p>Year 2 Year 3/4</p>	UDC EETB Universities and Colleges	<p>ACHIEVED</p> <ul style="list-style-type: none"> Now involved in the Cambridge Benchmarking model.
R93	Join the national destination benchmarking study currently being promoted and co-ordinated by the Regional Tourist Board.	<ul style="list-style-type: none"> Apply to RTB to join destination benchmarking scheme. Promote the findings to the tourism sector and use findings to prepare an action plan for development. <p>Resources: Budgetary provision (within existing budgets).</p>	<p>Year 1 Year 2</p> <p>Year 2 3 and ongoing</p>	UDC SEETS Tourism Sector	<p>ACHIEVED</p> <ul style="list-style-type: none"> Participating in the Cambridge Benchmarking Scheme

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R94	Provide information to local businesses and organisations about the impact and potential of tourism in the District and to support ideas and initiatives for development	<ul style="list-style-type: none"> • Prepare a 'factsheet' on the impact and potential of tourism in the District aimed at the local business market. • Provide a one to one information and support service for more detailed enquiries from local businesses through the TIC and in partnership with Uttlesford Enterprise • Promote the availability of the information service for local businesses through the TIC. <p>Resources: Officer Time</p>	<p>Year 2 Year 3</p> <p>Year 2 3/4 and ongoing</p> <p>Year 2 3/4 and ongoing</p>	UDC Uttlesford Enterprise	<ul style="list-style-type: none"> • To be developed in conjunction with Tourism Forum • To be developed in conjunction with Tourism Forum

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Training and Business Support					
R95	Work with Uttlesford Enterprise and Essex County Council to identify training and support needs among local providers and source relevant support.	<ul style="list-style-type: none"> Undertake a skills audit to identify the needs of the tourism sector in terms of customer care, operational, business management. Identify the most relevant sources and providers of information and training locally and/or county and regional programmes to meet the needs of the tourism sector. Prepare a guidance note on how to access training, funding, information and support. Promote through TIC and local information points and distribute to SME in tourism sector. <p>Resources: Officer time</p>	<p>Year 4 3/4</p> <p>Year 4 On-going</p> <p>Year 2 3/4 and ongoing</p>	UDC Uttlesford Enterprise ECC (Leonardo Project) EETB Tourism Sector	<p>PROGRESS MADE</p> <ul style="list-style-type: none"> Training offered via Tourism Forum. Working with ECC to deliver "Welcome All" customer care training for accommodation and attraction providers.

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Visitor Management and Sustainability					
R96	Identify gaps and weaknesses in transport in relation to tourism activity within and to the District and explore with transport operators and partners ways of improving services.	<ul style="list-style-type: none"> Undertake an audit of 'tourist' transport provision within and to the District. Identify areas of shortfall. Seek to hold meetings with transport operators to identify potential service improvements in the long term and better co-ordination of existing services. <p>Resources: Officer Time</p>	<p>Year 3/4</p> <p>Year 3/4 and ongoing</p>	UDC Transport Providers	<p>SOME PROGRESS MADE</p> <ul style="list-style-type: none"> Transport Forum established 2001
R97	In conjunction with appropriate partners review visitor car parking provision, visitor welcome, signage, facilities and orientation maps, to maximise marketing opportunities and identify opportunities for sustainable transport links.	<ul style="list-style-type: none"> Review current visitor car parking provision, visitor welcome signage, security, charging, facilities and orientation maps across the district. Prepare a visitor management plan for Saffron Walden, Great Dunmow, Thaxted and Stansted Mountfitchet linked to their respective outlying rural areas, and including sustainable transport. Work with local town and parish councils to secure funding for developments and implement the plan. <p>Resources: Officer Time</p>	<p>Year 2</p> <p>Year 2 Year 3/4</p> <p>Year 2 and ongoing</p>	UDC Town and Parish Councils Local Organisations	<p>PROGRESS MADE</p> <ul style="list-style-type: none"> Issues being analysed following Tourism Forum and actions being considered.
R98	Publicise local transport links and networks on all appropriate tourism	<ul style="list-style-type: none"> Encourage tourism sector to ensure all publicity material produced includes details 	Ongoing	UDC Tourism	

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	leaflets and publicity materials.	<p>of local transport options.</p> <ul style="list-style-type: none"> • Ensure all literature produced by UDC for tourists and visitors include details of local transport. <p>Resources: Officer Time</p>	Ongoing	Sector	

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Equity					
R99	To encourage partner organisations to develop and implement equity policies to achieve greater equity of access to the tourism service.	<ul style="list-style-type: none"> • Remain aware of and promote the policies of Tourism for All to the tourism sector in the District. <p>Resources: Officer Time</p>	Ongoing	UDC Tourism for All Tourism Sector	