

Guernsey Tourism Strategic Plan 2015 –2025

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VisitGuernsey & The Chambers Of Commerce Tourism Sub-Group

Guernsey Tourism Strategic Plan 2015-2025

Vision, Mission and Growth Objectives

It is important for any organisation to be able to articulate its Strategic Plan in simple terms; i.e. where it wants to get to and how it will feel when it gets there - '*Vision*', how it will get there - '*Mission*', and the size of the prize - '*Reward*'. This sets the context and main goals for the development of the Strategic Plan.

I. Vision:

'To be a top destination of choice for short breaks and holidays, business meetings and small conferences, ensuring every visitor is delighted with their Bailiwick experience when they leave.'

II. Mission:

'Develop a tourism offering that delivers a unique 'archipelago' experience, exceptional value for money and world class customer service.'

III. Growth:

Growth objectives for the Visitor economy need to be realistic, achievable yet ambitious.

2015 – 320k Visitors / +£6.5M GDP (+6%)

2020 – 350k Visitors / +£17.3M GDP (+16%)

2025 – 400k Visitors / +£35.3M GDP (+33%)

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Strategic Aims

Against a backdrop of worldwide recession, Guernsey has weathered the recent economic crisis relatively unscathed. The economy is still growing and unemployment is very low, however the tourism industry has experienced a tough period of consolidation and low growth since 2008. Confidence in the UK tourism market is strong again, and Guernsey's core targets markets are some of the UK's highest growth sectors both in volume, but also wealth and discretionary spend. European markets are also starting to show improved confidence and propensity to travel.

To fully exploit the evident growth opportunities VisitGuernsey together with The Chambers of Commerce Tourism and Hospitality Sub-group, have identified five key strategic aims and areas of focus.

Strategic Aims 2015 -2025	
1.	Evaluate new, sustainable and competitive routes to the islands
2.	Strengthen the islands' unique product offering
3.	Deliver an exceptional visitor experience
4.	Develop a positive environment for growth and Investment
5.	Develop marketing and messaging that is consistent and compelling

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Strategic Aims, Action Plans and Priorities

The agreed Strategic Action plans and resulting priorities aim to articulate the key actions required to exploit the macro and micro market opportunities identified, build on the strengths of our current offering, and address the threats to, and weaknesses of, our current tourism offering.

The Strategic Action Plans aim to be realistic and deliverable within the timeframes stated. The document is intended to be a living document and to provide the framework for key stakeholders to develop the necessary Specific Action Plans, Feasibility Studies and Business Cases to enable delivery.

The authors of this document are under no illusion that every one of its proposed plans and objectives will be successfully delivered. However it states a clear intention for ongoing collaboration between The States and Industry, and a desire to make things happen. Crucially it sets out a clear direction for the future development and growth of the industry.

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I. Strategic Aims & Action Plans:

1. Evaluate new, sustainable and competitive routes to the islands

Main Issues

- Airline commitment to the island and ability to attract mainstream and low cost airlines – Loss of marketing reach and danger of becoming Island served by island only airlines.
- Lack of direct connections to the North and North east, Scotland and Ireland
- Lack of direct connections to European markets, especially high value German, Dutch and Scandinavian markets
- Perception of uncompetitive air fares and Guernsey is expensive to get to*

Action Plan	Value	Cost	Who	When	Priority
1. Evaluate new and stronger route connections to the island (UK and Europe)	+9000 Vis's +£2.4m	Over £1m	C&E, PSD, T&R, CoC,	2015 - on-going	1
2. Encourage competitive fares on all routes to the island	+9000 Vis's +£2.4m	£100k-£1 million	C&E, T&R, PSD, CoC,	2015 - on-going	1
3. Discuss opportunities to maximise potential with new Aurigny Jet	3-9000 Vis's £800k -£2.4m	£100k - £1m	C&E, T&R, CoC,	2015 - on-going	2
4. Question runway length and ability to attract airlines with wider reach and larger jets	+9000 Vis's +£2.4m	Over £1m	C&E, T&R, PSD, CoC,	2020	1

* YouGov Survey 2013 & 2014, Island Analysis Omnibus Survey 2014

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2. Strengthen the Islands' unique product offering

Main Issues

- Perception that there is not much to do on the island!- Feedback from YouGov Survey 2013 & 2014
- Strong History and Heritage based attractions but other key areas are lacking – e.g. Family oriented
- Feedback that it is expensive to stay on the island*
- Lack of events to rival other destinations
- Significant decline in Business visitors

Action Plan	Value	Cost	Who	When	Priority
1. Improve quality and content of island events – Food, Heritage, Arts	3-9000 Vis's £800k -£2.4m	£100k - £1m	C&E, C&L, TG, CoC,	2015	2
2. Develop and support family oriented attractions	3-9000 Vis's £800k -£2.4m	Over £1m	C&E, C&L, Planning, CoC,	2015-16	2
3. Develop the Weddings Offering	3-9000 Vis's £800k -£2.4m	Up to £100k	C&E, Home, Planning, CoC,	2016-17	2
4. Investigate the Conferencing and Meeting offering	3-9000 Vis's £800k -£2.4m	£100k - £1m	C&E, Planning, CoC,	2015 - On-going	2
5. Re-visit Glamping & Camping offering	Up to 3000 Vis's Up to £800k	£100k - £1m	C&E, Planning / Environment, CoC,	2015	3
6. Work to facilitate improvements to our Marina facilities	Up to 3000 Vis's Up to £800k	£100k - £1m	C&E, PSD, Environment, CoC,	2015 - On-going	3
7. Work with Operators to improve package offering	3-9000 Vis's £800k -£2.4m	£100k - £1m	C&E, CoC,	2015 - On-going	2

* YouGov Survey 2013 & 2014, Island Analysis Omnibus Survey 2014

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3. Deliver an exceptional visitor experience

Main Issues

- Overall NPS score has declined* - No consistent measure and benchmark for visitor satisfaction and remedial actions necessary
- Lack of consistent customer service training for and communication of 'what's on offer' for all visitor facing industry staff
- Perception that we do not value our Cruise Liner visitors – Split opinion on the island regarding the value generated by Cruise liner visits, and the level of return visits
- Confusion over our Accessibility provision and concern over what legislation will mean and will demand of the industry
- Visitor feedback regarding poor signage, desire for more 'Al Fresco' experiences etc.

Action Plan	Value	Cost	Who	When	Priority
1. Industry to focus on NPS & Visitor Satisfaction	+9000 Vis's +£2.4m	Up to £100k	C&E, C&L, CoC,	2015	1
2. Become an Accessibility friendly island	Up to 3000 Vis's Up to £800k	£100k - £1m	C&E, C&L, PSD, Environment, T&R, GDA, Dis'Go, CoC,	2015 - On-going	1 Legislation
3. Improve the Cruise Liner visitor experience, encourage repeat visits and generate more value.	+9000 Vis's +£2.4m	£100k - £1m	C&E, C&L, PSD, Environment, CoC,	2015 - On-going	1
4. Improve the St Peter Port experience for visitors	+9000 Vis's +£2.4m	Over £1m,	C&E, C&L, Environment, CoC,	2015 - On-going	3

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4. Develop a positive environment for growth and Investment

Main Issues

- Perception that there are unnecessary barriers to tourism industry development – ‘Change of use’ policies, Housing policies etc.
- Perception that the States does not care about tourism – Perceived greater focus on protecting and investing in Finance and Digital sectors
- Perception of a lack of ‘joined up’ thinking and execution – Are States departments working to a master plan with individual departments dovetailing with each other?

Action Plan	Value	Cost	Who	When	Priority
1. Input into Planning Policy changes to help lower perceived barriers and red tape for development and investment	+9000 Vis's +£2.4m	Up to £100k	C&E, Planning, CoC,	2016	1
2. Facilitate access to States land & property for Tourism development	3-9000 Vis's £800k -£2.4m	Over £1m	C&E, C&L, Environment / Planning, T&R, CoC,	2015 - On-going	3
3. Input into Housing policy re impact on hospitality staff accommodation and retention	3-9000 Vis's £800k -£2.4m	Up to £100k	C&E, Environment / Housing, CoC,	2015	2

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5. Develop marketing and messaging that is consistent and compelling

Main Issues

- Our competitors are 'out gunning' us – TV spend alone is between £1.2m & £5m!
- The Bailiwick experience and island hopping a key underexploited USP.
- Lack of joined up Channel Island messaging - 'Better Together'
- Lack of consistent and coherent messaging across all tourism stakeholders – Trade and Industry

Action Plan	Value	Cost	Who	When	Priority
1. Promote the Bailiwicks unique Archipelago and Island Hopping experience	+9000 Vis's +£2.4m	£100k to £1m	C&E, CoC,	2015 - On-going	1
2. Collaborate with Jersey to push the Channel Island message	3-9000 Vis's £800k -£2.4m	£100k to £1m	C&E, CoC,	2015 - On-going	2
3. Secure more budget for TV opportunity	+9000 Vis's +£2.4m	£100k to £1m	C&E, CoC,	2015	1
4. Joined up marketing with Industry and the Trade	3-9000 Vis's £800k -£2.4m	£100k to £1m	C&E, CoC,	2015 - On-going	2

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Appendix - 1.

Strategic Action Plans:

1. Evaluate new, sustainable and competitive routes to the islands

1. Evaluate new, sustainable and competitive routes to the islands

1.1 Evaluate new and stronger route connections to the island (UK and Europe)

- Broad Action Plan**
1. UK
 - Jersey route code share - Improve capacity in peak periods
 - Gatwick – CONFIDENTIAL / REDACTION
 - Charters to other provincial ports
 - New Routes
 - CONFIDENTIAL / REDACTION
 - Consider airport charges
 2. Europe
 - CONFIDENTIAL / REDACTION
 - Strategic development fund to support route development and attract new carriers, more charters and new routes with existing carriers

Continued....

Impact: High - Over 3% increase in visitor Numbers / +9073 Visitors / +£2.4m GDP

- When: Key Milestone**
1. UK
 - Jersey route code share -2H 2014
 - Gatwick – CONFIDENTIAL / REDACTION
 - CONFIDENTIAL / REDACTION
 - All current routes
 - New Routes - CONFIDENTIAL / REDACTION
 2. Europe
 - CONFIDENTIAL / REDACTION

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- 3. Create Strategic development fund to support route development –
 - CONFIDENTIAL / REDACTION

Who :	Chambers Group – CONFIDENTIAL / REDACTION
Main Lead & Project Team	States – CONFIDENTIAL / REDACTION C&E, PSD, T&R
Dependencies	<ol style="list-style-type: none">1. Lengthen runway to take airbus and 373 jets2. License approvals3. Open skies policy from Gatwick and Jersey4. T&R funding
Cost:	Medium – Over £1 million
Priority:	1

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1. Evaluate new, sustainable and competitive routes to the islands

1.2

2. Encourage competitive fares on all routes to the island

Broad Action Plan

1. UK

- Regular surveys and benchmarking to understand competitive positioning
 - Gatwick & Jersey – CONFIDENTIAL / REDACTION

- All current routes

- CONFIDENTIAL / REDACTION

2. Europe

- Investigate opportunity for Strategic development Fund

Impact:

High - Over 3% increase in visitor Numbers / +9073 Visitors / +£2.4m GDP

When: Key Milestone

1. UK

- CONFIDENTIAL / REDACTION

2. Europe

- CONFIDENTIAL / REDACTION

Who :

Chambers Group – CONFIDENTIAL / REDACTION

Main Lead & Project Team

States – CONFIDENTIAL / REDACTION C&E, PSD, T&R

Dependencies

Cost:

Medium - £100k - £1million

Priority:

1

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1. Evaluate new, sustainable and competitive routes to the islands

1.3

Maximize Potential with the Aurigny jet

- Broad Action Plan**
1. Investigate, understand and confirm capacity availability on off peak routes
 1. CONFIDENTIAL / REDACTION
 2. Investigate additional off peak New Route Opportunities
 1. Weekends to new European destinations
 2. Charter Opportunities with Groups

Impact: **Medium** - 1-3% Increase in Visitor Numbers / 3025 – 9072 Visitors / £800k - £2.4m GDP

- When: Key Milestone**
1. Investigate, understand and confirm capacity availability on off peak routes
CONFIDENTIAL / REDACTION
 2. New Route Opportunities
 - o CONFIDENTIAL / REDACTION

Who : Chambers Group – CONFIDENTIAL / REDACTION

Main Lead & Project Team States – CONFIDENTIAL / REDACTION

Dependencies

Cost: **Medium** - £100k - £1million

Priority: **2**

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1. Evaluate new, sustainable and competitive routes to the islands

1.4	Question runway length and ability to attract airlines with wider reach and larger jets	
Broad Action Plan	1.	Engage with low costs airlines / additional airlines / Charters to investigate additional slot and route opportunity and whether runway length is a real limiting factor and establish feasibility
	2.	Present business case to establish viability / ROI and long term benefit to island
Impact:	High -	Over 3% increase in visitor Numbers / +9073 Visitors / +£2.4m GDP
When: Key Milestone	1.	Engage with low cost carriers / airlines and Charters – 2015-2020
	2.	CONFIDENTIAL / REDACTION
Who :	Chambers Group –	CONFIDENTIAL / REDACTION
Main Lead & Project Team	States –	CONFIDENTIAL / REDACTION C&E and T&R TBC
Dependencies	1.	States Funding
	2.	Planning policy
	3.	ETG and PSB policy
Cost:	High -	Over £1 million
Priority:	1	

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2. Strengthen the Islands' unique product offering

2. Strengthen the Islands' unique product offering

2.1

Improve quality and content of island events – Food, Heritage, Arts etc.

Broad Action Plan

1. Engage with Culture & Leisure and current Events Groups and Attractions
 - o Discuss opportunities for improvements and development and agree action plans
 - o Improve availability of events timing and communication / marketing of events on and off the island
 - o Support events groups and attraction providers to better market their offering
 - o Allocation of C&E support budgets to drive more off island / visitor benefit – Improved process to be developed
2. CONFIDENTIAL / REDACTION
3. CONFIDENTIAL / REDACTION
4. Work with events groups to develop new initiatives to support shoulder months in particular
 - o Food Festival
 - Agree plan with Taste Guernsey, Tennerfest, and Local Producers to create a substantial Guernsey Food Festival.
 - o CONFIDENTIAL / REDACTION
5. Develop 'Seafront Sunday' and 'al fresco' eating experience
 - o Investigate closing sea front every Sunday during summer months
 - o Look at licensing requirements to facilitate greater participation of restaurants and bars
 - o CONFIDENTIAL / REDACTION

Impact: **Medium** - 1-3% Increase in Visitor Numbers / 3025 – 9072 Visitors / £800k - £2.4m GDP

When: Key Milestone 1. Agree timetable CONFIDENTIAL / REDACTION

Continued....

Who : Chambers Group – CONFIDENTIAL / REDACTION

Main Lead & Project Team States – Culture and Leisure TBC, CONFIDENTIAL / REDACTION

Dependencies 1. Environment / Constable policies re Al Fresco dining

Cost: **Medium** - £100k - £1million

Priority: 2

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2. Strengthen the Islands' unique product offering

2.2 Develop and support family oriented attractions

- Broad Action Plan**
1. Develop and invest in family oriented attractions – Museums, Theme Parks, Cinema complex, Outdoor activity e.g. Go-Ape etc...
 - Work with planning to provide more flexible planning policies – Rural Land Use
 - CONFIDENTIAL / REDACTION
 - Focus developments where our current strengths lie:
 - History and heritage
 - Food & cuisine
 - Arts and photography
 - Outdoor and adventure (Sea and land)
 - Investigate future opportunities
 - Sports and Theatre / Music

Impact: **Medium** - 1-3% Increase in Visitor Numbers / 3025 – 9072 Visitors / £800k - £2.4m GDP

- When: Key Milestone**
1. Review of planning issues and approach Environment department to lobby for change – CONFIDENTIAL / REDACTION
 2. CONFIDENTIAL / REDACTION
 3. Engage with Industry and private investors CONFIDENTIAL / REDACTION
 - a. Develop Feasibility Studies and business cases

Who : Chambers Group – CONFIDENTIAL / REDACTION

Main Lead & Project Team States – CONFIDENTIAL / REDACTION, C&E and T&R TBC

- Dependencies**
1. Planning legislation and policy
 2. States Plan and funding

Cost: **High** - Over £1million

Priority: **2**

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2. Strengthen the Islands' unique product offering

2.3

Develop the Weddings Offering	
Broad Action Plan	<ol style="list-style-type: none"> Engage with Home department to have licenses available for marriages to be conducted in commercial premises (hotels, etc.) Develop 'Weddings' marketing proposition Engage with Industry, Carriers and Tour operators to develop proposition and packages
Impact:	Medium - 1-3% Increase in Visitor Numbers / 3025 – 9072 Visitors / £800k - £2.4m GDP
When: Key Milestone	<ol style="list-style-type: none"> Engage with Home department to have licenses available for marriages to be conducted in commercial premises (hotels, etc.) - CONFIDENTIAL / REDACTION Develop marketing proposition – CONFIDENTIAL / REDACTION Engage with carriers and Tour operators to develop proposition and packages CONFIDENTIAL / REDACTION
Who:	Chambers Group – CONFIDENTIAL / REDACTION
Main Lead & Project Team	States – CONFIDENTIAL / REDACTION , Home Department
Dependencies	<ol style="list-style-type: none"> Marriage legislation
Cost:	Low - Up to £100k
Priority:	2

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2. Strengthen the Islands' unique product offering

2.4

Investigate the Conferencing and Meeting offering

Broad Action Plan

1. Confirm current offering and share best practice **CONFIDENTIAL / REDACTION**
2. Engage with Trade and the Industry (carriers and Accommodation providers / meeting & Conference venues, Team Building & Activity providers, restaurants etc.)
 - o Define current offering and shape proposition to potential market
 - o Agree marketing plan to promote proposition
 - o Identify development opportunities and agree plan to help position Guernsey as a leading destination
3. Identify specialist small conference and meeting operators to engage with
 - o Confirm current offering and proposition and agree packages / Group offers, proposition
 - o Gain support from carriers, accommodation providers, activity providers etc.

Impact: **Medium** - 1-3% Increase in Visitor Numbers / 3025 – 9072 Visitors / £800k - £2.4m GDP

- When: Key Milestone**
1. Confirm current offering and share best practice **CONFIDENTIAL / REDACTION**
 2. Engage with Trade and the **CONFIDENTIAL / REDACTION**
 3. Identify specialist small conference and meeting operators to engage with
 - o **CONFIDENTIAL / REDACTION**

Who : Chambers Group – **CONFIDENTIAL / REDACTION**

Main Lead & Project Team States – **CONFIDENTIAL / REDACTION**

Dependencies

Cost: **Medium** - £100k - £1million

Priority: **2**

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2. Strengthen the Islands' unique product offering

2.5	Re-visit Glamping & Camping offering
Broad Action Plan	<ol style="list-style-type: none"> 1. Increase profile of Camping and Glamping offering – On and off island marketing and promotion 2. Address any planning issues preventing campsite development
Impact:	Low - 0-1% increase in Visitor Numbers / 0-3024 Visitors / £0-£800k GDP
When: Key Milestone	<ol style="list-style-type: none"> 1. Engage with current campsites to understand current offering and plans for development, together with any barriers to expansion – CONFIDENTIAL / REDACTION 2. Engage with Environment to understand planning implications for change of use to camping and Glamping facilities – CONFIDENTIAL / REDACTION 3. Produce feasibility to establish the opportunity our complete positioning Vs other camping & Glamping locations – CONFIDENTIAL / REDACTION <ol style="list-style-type: none"> a. Engage with Camping and Caravan Club to help with research, feasibility and investigations 4. Identify States and Privately owned locations for development of new or expansion of existing sites - CONFIDENTIAL / REDACTION 5. Engage with current camping facilities to understand how exposure to UK and European markets can be improved and support CONFIDENTIAL / REDACTION
Who :	Chambers Group – CONFIDENTIAL / REDACTION
Main Lead & Project Team	States –, CONFIDENTIAL / REDACTION &E and T&R TBC
Dependencies	<ol style="list-style-type: none"> 1. Planning legislation and policy 2. States funding
Cost:	Medium - £100k - £1million
Priority:	3

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2. Strengthen the Islands' unique product offering

2.6

Work to facilitate improvements to our Marina facilities

Broad Action Plan

1. Work with Guernsey Harbours and support Improve visiting marina facilities
 - o Showers / toilets / wash room, Laundry, Shopping, Rubbish disposal etc.
2. Work with Guernsey Harbours to help improve communication, co-ordination and cooperation with UK and European yacht clubs
3. Investigate feasibility of providing free Wi-Fi facilities
4. Investigate feasibility to Improve water taxi reliability and service
5. Work with Harbours to help Improve general level of welcome on arrival
6. Work with Harbours to help Improve provision on information to visiting yachtsman
 - o Weather, Sea conditions, Harbour Traffic and Tides
 - o Things to see and do on the island
7. Investigate Retail opportunity to visiting yachtsman – breakfast / coffee boat etc.
8. Investigate More pro-active marketing to UK and European yachting & boating community

Impact: Low - 0-1% increase in Visitor Numbers / 0-3024 Visitors / £0-£800k GDP

When: Key Milestone 1– 8. Engage with Guernsey Harbour / PSD **CONFIDENTIAL / REDACTION**

Who : Chambers Group – **CONFIDENTIAL / REDACTION**

Main Lead & Project Team States – **CONFIDENTIAL / REDACTION**, PSD / Harbour TBC

Dependencies Harbour Strategy

Cost: Low - Under £100k

Priority: 3

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2. Strengthen the Islands' unique product offering

2.7 Work with Operators to improve package offering

Broad Action Plan

1. Existing Relationship
 - a. Investigate feasibility to increase number of Fam' trips to improve Trades knowledge and understanding of the island
 - b. Work to help Improve engagement with Industry (Accommodation providers and carriers)
 - i. CONFIDENTIAL / REDACTION
 - c. Identify opportunities and Develop and promote consistently themed packages around key events
 - i. CONFIDENTIAL / REDACTION
2. New Operator Relationships
 - a. Approach niche and specialist operators with specific proposition to match Guernsey offering
 - b. Investigate key European Markets to drive Charter and Group business
 - i. CONFIDENTIAL / REDACTION
 - c. Work to help Ensure competitive offerings always available through booking engines
 - i. Continually monitor and report to Industry
 - ii. Trade, Carriers and Accommodation providers to ensure competitive rates)
 - d. Work with Jersey Tourism, Charters, Trade and Carriers on 'Two Centre' breaks
 - e. Develop campaigns / Packages to target European markets

Impact: Medium - 1-3% Increase in Visitor Numbers / 3025 – 9072 Visitors / £800k - £2.4m GDP

When: Key Milestone

1. Existing Relationship
 - a. Increase number of Fam' trips – CONFIDENTIAL / REDACTION
 - b. Improve engagement with Industry
 - i. CONFIDENTIAL / REDACTION
2. New Operator Relationships
 - a. CONFIDENTIAL / REDACTION

Continued....

Who : Chambers Group – CONFIDENTIAL / REDACTION
Main Lead & Project Team States – CONFIDENTIAL / REDACTION

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Dependencies	1.8.4 - Joined up marketing and proposition development with Jersey
Cost:	Medium - £100k - £1million
Priority:	2

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3. Deliver an exceptional visitor experience

3. Deliver an exceptional visitor experience

3.1 Industry to focus on NPS & Visitor Satisfaction

Broad Action Plan	<ol style="list-style-type: none"> 1. Champion customer service and customer satisfaction improvements across all visitor facing groups: <ul style="list-style-type: none"> o Develop and launch the ‘Bailiwick Tourism Ambassador Scheme’ <ul style="list-style-type: none"> ▪ Agree business case, funding and measures ▪ Pilot training scheme ▪ Launch to Industry and Trade ▪ Secure sponsorship 2. Investigate Development CONFIDENTIAL / REDACTION 3. Investigate feasibility to Introduce measure of satisfaction with focus on continual improvement <ul style="list-style-type: none"> o Work to help Establish ‘NPS’ (Net Promoter Score’ as common measure across Sates and Industry for measurement of Visitor satisfaction. <ul style="list-style-type: none"> ▪ Include in all VG Visitor surveys ▪ Launch concept and Measure to Trade and provide support in implementation ▪ Report and review on regular basis to provide Industry with benchmarks ▪ Identify strategic areas of issue and requiring focus and address with specific action plans
Impact:	High - Over 3% increase in visitor Numbers / +9073 Visitors / +£2.4m GDP
When: Key Milestone	<ol style="list-style-type: none"> 1. Develop and launch the Bailiwick Tourism Ambassador Scheme <ul style="list-style-type: none"> ▪ Agree business case, funding and measures – June 2014 ▪ Pilot training scheme – June 2014 ▪ Launch to Industry and Trade – 1H 2015 ▪ Secure sponsorship – 1H 2015 2. Investigate development CONFIDENTIAL / REDACTION
Continued...	<ol style="list-style-type: none"> 3. Work to help establish ‘NPS’ (Net Promoter Score’ as common measure across Sates and Industry for measurement of Visitor satisfaction. <ul style="list-style-type: none"> ▪ Include in all VG Visitor surveys - Completed ▪ Launch concept and Measure to Trade and provide support in implementation – CONFIDENTIAL / REDACTION ▪ Report and review on regular basis to provide Industry with benchmarks – CONFIDENTIAL / REDACTION ▪ Identify strategic areas of issue and requiring focus and address with specific action plans – CONFIDENTIAL / REDACTION
Who :	Chambers Group – CONFIDENTIAL / REDACTION

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Main Lead & Project Team	States – CONFIDENTIAL / REDACTION & Culture & Leisure (TBC)
Dependencies	
Cost:	Low - Under £100k
Priority:	1

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3. Deliver an exceptional visitor experience

3.2

Become an Accessibility friendly Island

- Broad Action Plan**
2. Work to help ensure the industry is fully prepared and equipped for introduction of legislation in 2016
 - o Accessibility statements and reviews conducted on all accommodation and attraction provider facilities
 - o Develop clear plan for delivery
 - o Work with States 'Accessibility' Tsar and Accessibility Go
 - o Communicate 'Accessibility' credentials to visitor community

Impact: **Low** - 0-1% increase in Visitor Numbers / 0-3024 Visitors / £0-£800k GDP

- When: Key Milestone**
1. Launch 'Accessibility initiative' at Tourism Industry event – Q4 2014
 2. Develop action plans – 1H 2015
 3. Implement required changes to facilities – 2H 2015
 4. Communicate to visitor community – 1H 2016

Who : Chambers Group – CONFIDENTIAL / REDACTION

Main Lead & Project Team States - CONFIDENTIAL / REDACTION

Dependencies

Cost: **Medium** - £100k - £1million

Priority: **1- (Legislation)**

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3. Deliver an exceptional visitor experience

3.3 Improve the Cruise Liner visitor experience, encourage repeat visits and generate more value.

- Broad Action Plan**
1. Work to help facilitate better access to Cruise Liner Operators and cruise liner passengers
 - o To agree specific deals / packages / provide information
 2. Improve web content for on Cruise Liner visitors
 - o Events, activities, places of interest with easy access, transport info, Visitor center info etc.
 3. Work with Harbour Department to improve landing and welcoming experience
 - o Improved location
 - o Provision of information
 - o Retail opportunities
 4. Research how other major Cruise Liner destinations successfully engage with industry and Tourism departments
 5. Investigate opportunities to gather data on Cruise Liner visitors
 - o Free Wi-Fi, Leaving gift / competition draw etc.
 6. Agree 'Cruise Liner Champion/ s' to promote the benefits of delighting all Cruise Liner visitors

Impact: High - Over 3% increase in visitor Numbers / +9073 Visitors / +£2.4m GDP

- When: Key Milestone**
1. Facilitate better access to Cruise Liner Operators and cruise liner passengers
 - a. To agree specific deals / packages / provide information **CONFIDENTIAL / REDACTION**
 2. Improve web content for on Cruise Liner visitors
 - a. Events, activities, places of interest with easy access, transport info, Visitor center info etc. **CONFIDENTIAL / REDACTION**
 3. Work with Harbour Department to improve landing and welcoming experience – **CONFIDENTIAL / REDACTION**
 - a. Improved location
 - b. Provision of information
 - c. Retail opportunities
 4. Research how other major Cruise Liner destinations successfully engage with industry and Tourism departments – **CONFIDENTIAL / REDACTION**
 5. Investigate opportunities to gather data on Cruise Liner visitors
 - a. Free Wi-Fi, Leaving gift / competition draw etc.- **CONFIDENTIAL / REDACTION**
 6. Agree 'Cruise Liner Champion/s' to promote the benefits of delighting all Cruise Liner visitors – **CONFIDENTIAL / REDACTION**

Who : Chambers Group – **CONFIDENTIAL / REDACTION**

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Main Lead & Project Team	States – CONFIDENTIAL / REDACTION PSD (Harbour Department) & Environment
Dependencies	
Cost:	Medium - £100k - £1million
Priority:	1

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3. Deliver an exceptional visitor experience

3.4	Improve the St Peter Port experience for visitors	
Broad Action Plan	<ol style="list-style-type: none"> 1. Work with Environment and PSD to help make town more 'tourist friendly' <ul style="list-style-type: none"> o Better pedestrian facilities (especially weekends) o Improve signposting to places of interest and landmarks, public transport etc. o Improve seating facilities o Improve 'Al Fresco' eating and drinking facilities o Sunday trading flexibility o Improve opening times of places of interest and buildings (Castle Cornet, Hautville House etc.) for Shoulder month 	
Impact:	Medium - 1-3% Increase in Visitor Numbers / 3025 – 9072 Visitors / £800k - £2.4m GDP	
When: Key Milestone	<ol style="list-style-type: none"> 1. Develop shortlist of improvement areas – CONFIDENTIAL / REDACTION 2. Engage with Environment and Constables to understand policy, legislation and regulation barriers and issues – CONFIDENTIAL / REDACTION 3. Produce feasibility for shortlist – CONFIDENTIAL / REDACTION 4. Produce business case for top priorities – CONFIDENTIAL / REDACTION 	
Who :	Chambers Group – CONFIDENTIAL / REDACTION	
Main Lead & Project Team	States –, C CONFIDENTIAL / REDACTION &E and Environment & T&R	
Dependencies	<ol style="list-style-type: none"> 1. Planning and Environment policies 2. States funding 	
Cost:	High - Over £1 million	
Priority:	3	

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4. Develop a positive environment for growth and Investment

4. Develop a positive environment for growth and Investment

4.1 Input into Planning Policy changes to help lower perceived barriers and red tape for development and investment

- Broad Action Plan**
1. Work with Planning to review planning policy and legislation to be more 'Tourism' friendly
 - CONFIDENTIAL / REDACTION
 - CONFIDENTIAL / REDACTION
 - CONFIDENTIAL / REDACTION
 - CONFIDENTIAL / REDACTION

Impact: High - Over 3% increase in visitor Numbers / +9073 Visitors / +£2.4m GDP

- When: Key Milestone**
1. Review planning policy and legislation – 2H 2014-1H 2015
 2. Consult on proposed changes – 2H 2015
 3. Legislation changes in line with Rural Land Planning policy changes or Interim plan- TBC

Who : Chambers Group – CONFIDENTIAL / REDACTION

Main Lead & Project Team States – CONFIDENTIAL / REDACTION, C&E and Environment

Dependencies

Cost: Low - Under £100k

Priority: 1

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4. Develop a positive environment for growth and Investment

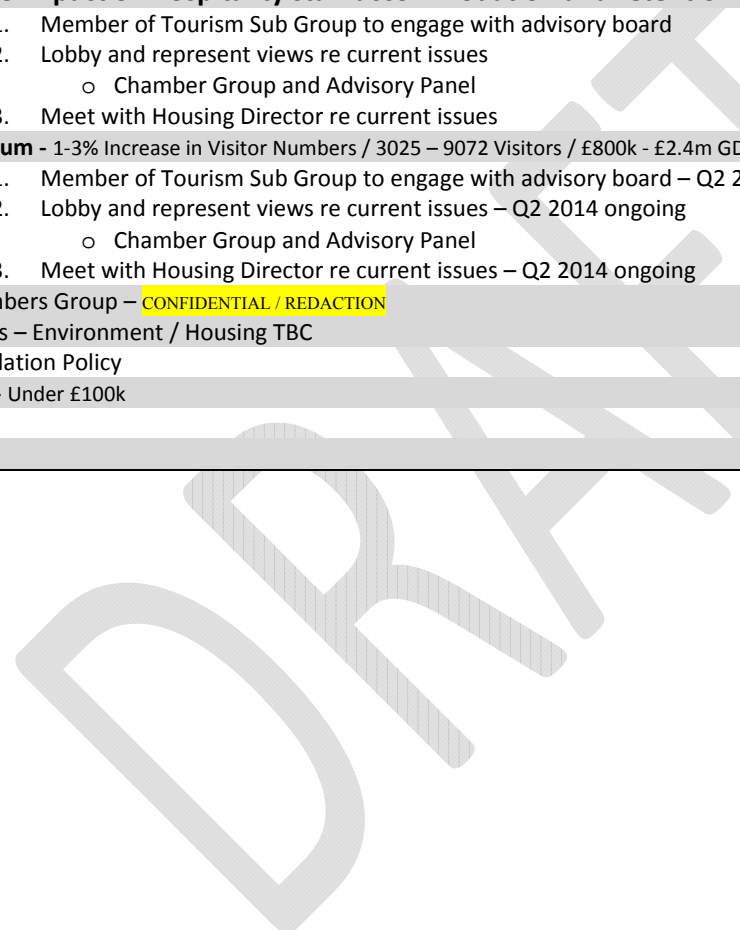
4.2	Facilitate access to States land & property for Tourism development	
Broad Action Plan	1. Identify opportunities to develop and exploit States land and property assets that are under exploited and offer opportunity for Leisure / Tourism industry rent or lease options and development	
Impact:	Medium - 1-3% Increase in Visitor Numbers / 3025 – 9072 Visitors / £800k - £2.4m GDP	
When: Key Milestone	1. Identify current project and development concepts that are targeting States assets for development to support Tourism Industry – CONFIDENTIAL / REDACTION 2. Engage with States to understand opportunities for development – CONFIDENTIAL / REDACTION 3. Promote availability of States assets for development and exploitation – CONFIDENTIAL / REDACTION 4. Develop clear business cases for development and exploitation – CONFIDENTIAL / REDACTION	
Who :	Chambers Group – CONFIDENTIAL / REDACTION	
Main Lead & Project Team	States – CONFIDENTIAL / REDACTION , C&E and T&R TBC	
Dependencies	3. Planning legislation and policy 4. States Plan and funding	
Cost:	High - Over £1 million	
Priority:	3	

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4. Develop a positive environment for growth and Investment

4.3

Input into Housing policy re impact on hospitality staff accommodation and retention	
Broad Action Plan	<ol style="list-style-type: none"> 1. Member of Tourism Sub Group to engage with advisory board 2. Lobby and represent views re current issues <ul style="list-style-type: none"> o Chamber Group and Advisory Panel 3. Meet with Housing Director re current issues
Impact:	Medium - 1-3% Increase in Visitor Numbers / 3025 – 9072 Visitors / £800k - £2.4m GDP
When: Key Milestone	<ol style="list-style-type: none"> 1. Member of Tourism Sub Group to engage with advisory board – Q2 2014 2. Lobby and represent views re current issues – Q2 2014 ongoing <ul style="list-style-type: none"> o Chamber Group and Advisory Panel 3. Meet with Housing Director re current issues – Q2 2014 ongoing
Who :	Chambers Group – CONFIDENTIAL / REDACTION
Main Lead & Project Team	States – Environment / Housing TBC
Dependencies	Population Policy
Cost:	Low - Under £100k
Priority:	2



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5. Develop marketing and messaging that is consistent and compelling

5. Develop marketing and messaging that is consistent and compelling	
5.1	Promote the Bailiwicks unique Archipelago and Island Hopping experience
Broad Action Plan	<ol style="list-style-type: none"> 2. Feature 'Archipelago / All Island experience in marketing core messaging and creative campaigns / web site and social media <ul style="list-style-type: none"> o All States Departments marketing off island o Visit Guernsey Marketing o Accommodation providers o Trade operators o Carriers 3. Facilitate improved access to and cost of traveling to all Bailiwick Islands from Guernsey <ul style="list-style-type: none"> o CONFIDENTIAL / REDACTION 4. CONFIDENTIAL / REDACTION
Impact:	High - Over 3% increase in visitor Numbers / +9073 Visitors / +£2.4m GDP
When: Key Milestone	<ol style="list-style-type: none"> 1. Visit Guernsey 2015 Brand & Campaign <ol style="list-style-type: none"> a. Launch to Industry Q3 2014 b. Launch to Core Trade Q3 2015 c. Launch to World Travel Fair Q4 2014 d. Launch to Consumer Q1 2015 2. Trade marketing plans Q42014 3. Local Industry marketing plans 2H2014 4. CONFIDENTIAL / REDACTION 5. Engage with rest of industry on priorities 2H2014 <ol style="list-style-type: none"> a. Implement plans Q 42014 / 1H 2015
Continued...	
Who :	Chambers Group - CONFIDENTIAL / REDACTION
Main Lead & Project Team	States - CONFIDENTIAL / REDACTION
Dependencies	
Cost:	Medium - £100k - £1million
Priority:	1

VisitGuernsey & The Chambers Of Commerce Tourism Sub-Group
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5. Develop marketing and messaging that is consistent and compelling

5.2	Collaborate with Jersey to push the Channel island message	
Broad Action Plan	<ol style="list-style-type: none"> 1. Engage with Jersey Tourism Team 2. Agree initial quick win initiatives to present a Channel island umbrella campaign – Heritage & Occupation Anniversary 3. Collaborate on European focus with CI message <ul style="list-style-type: none"> o Condor focusing on France o CONFIDENTIAL / REDACTION o CONFIDENTIAL / REDACTION 4. Work with Charter and Travel Operators and carriers on ‘Two Centre’ offering 5. Agree long term collaborative focus 	
Impact:	Medium - 1-3% Increase in Visitor Numbers / 3025 – 9072 Visitors / £800k - £2.4m GDP	
When: Key Milestone	<ol style="list-style-type: none"> 1. Engaged with Jersey Tourism May 2014 <ol style="list-style-type: none"> a. Agreed initial initiative focus and CI umbrella Campaign – Occupation Anniversary for Q1/2 2015 2. CONFIDENTIAL / REDACTION 	
Who :	Chambers Group – CONFIDENTIAL / REDACTION	
Main Lead & Project Team	States – CONFIDENTIAL / REDACTION	
Dependencies	Carriers – New Routes Carriers – Cost of route	
Cost:	Medium - £100k - £1million	
Priority:	2	

VisitGuernsey & The Chambers Of Commerce Tourism Sub-Group
Guernsey Tourism Strategic Plan 2015-2025

5. Develop marketing and messaging that is consistent and compelling

5.3

Secure more budget for TV opportunity

- Broad Action Plan**
1. Submit paper / Business case to secure additional Marketing and Tourism budget for TV media
 2. Deliver strong media plan and TV campaign to target core audiences
 3. Support plan with multi digital channel and Social media activity and partner activity to broadcast ad
 4. Measure impact to justify a maintained / increased budget for subsequent years

Impact: **High** - Over 3% increase in visitor Numbers / +9073 Visitors / +£2.4m GDP

- When: Key Milestone**
1. Submit paper – Q4 2014 / Q1 2015
 2. Produce media plan – Q4 2014
 3. Execute media plan Q1 2015
 4. Measure impact and performance – Q1-Q2 2015

Who : Chambers Group –

Main Lead & Project Team States – **CONFIDENTIAL / REDACTION**

Dependencies

Cost: **Medium** - £100k - £1million

Priority: **1**

VisitGuernsey & The Chambers Of Commerce Tourism Sub-Group
Guernsey Tourism Strategic Plan 2015-2025

5. Develop marketing and messaging that is consistent and compelling

5.4

Joined up marketing with Industry and the Trade

- Broad Action Plan**
1. Develop branding and campaign executions across all media and Comms platforms
 2. Present to trade and industry and make available creative assets and copy
 3. Develop and agree joint / partnership advertising and marketing initiatives
 4. Monitor and feedback to evolve and improve for future branding and campaigns / initiatives

Impact: **Medium** - 1-3% Increase in Visitor Numbers / 3025 – 9072 Visitors / £800k - £2.4m GDP

When: Key Milestone CONFIDENTIAL / REDACTION

Who : Chambers Group – CONFIDENTIAL / REDACTION

Main Lead & Project Team States – CONFIDENTIAL / REDACTION

Dependencies

Cost: **Medium** - £100k - £1million

Priority: **2**