Visitor & Tourism Strategy

Outcomes Report from Stakeholder Workshop

held at

The Centre Spot, Dover Athletic Football Club

Thursday 7th March 2019

Dover District Council Visitor & Tourism Strategy

Stakeholder Workshop Outcomes Report

Contents

1. Background

While developing its new Visitor & Tourism Strategy, Dover District Council brought together stakeholders with shared interests in the tourism of the region, to take part in a consultation workshop. The eighty attendees represented heritage, visitor attractions, parishes, education providers, travel and accommodation providers and many others.

Dover District Council has identified that the visitor economy, visitor experiences and tourism are increasingly important catalysts for onward social, economic and physical regeneration. The Council recognises that there is a major opportunity for our whole community to further build and capitalise on the diverse range of visitor opportunities and experiences across the district.

Purpose of the day

The intention was to give everyone the chance to comment on and contribute to the tourism strategy, while developing new relationships and practical suggestions to take forward.

The outcomes will play a crucial evidence-based role in supporting the new and ambitious Visitor & Tourism Strategy for the District, and critically it will also influence and highlight the strategy's importance as a key section within the new Local Plan and new Corporate Plan for Dover District Council. It also presented the opportunity to explore how to collaborate, work in partnership more efficiently and effectively to mutual advantage, while nurturing the full potential of visitor assets and experiences in order to establish Dover District on the national and international map as a 'Destination of Choice'.

This event was held at The Centre Spot, Dover on 7th March 2019 and was facilitated by Peter Woodward and Tory Batten, experienced independent facilitators. This report contains all the transcribed output of the group discussions for consideration when developing and implementing the tourism strategy.

Welcome

Cllr Councillor Keith Morris, Leader, Dover District Council opened the day with a warm welcome to all. Cllr Michael Holloway, Portfolio Holder for Community Services and Tourism, then described the challenge for tourism across Dover District Council and the rationale for action.

Participation

The workshop was very participative with an emphasis upon encouraging discussion around the new vision, principles and objectives for the district with challenges, themes and priorities for action. In each of these areas, people gave input on a strategic level but also tactically with space to develop practical suggestions. Attendees expressed their opinions through "dot polling" throughout the day, and developed ideas and recommendations within small groups before sharing highlights and issues uncovered through plenary discussions.

Attendees were asked to approach the day from three perspectives – as an individual, on behalf of their organisation and as part of a group looking to improve visitor and tourism outcomes in the District.
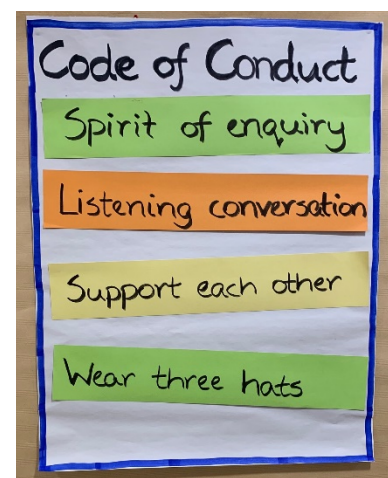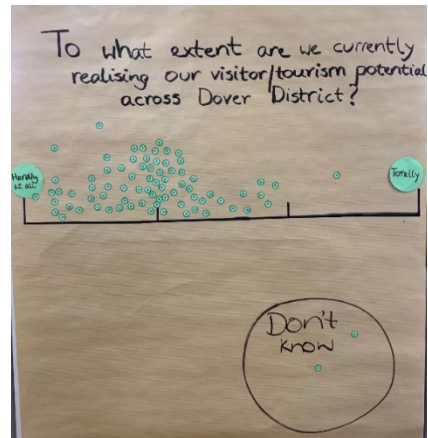
2. Strategy vision and objectives

Chris Townend, Strategic Tourism Manager at Dover District Council, introduced the Strategy draft vision and key objectives.

Delegates were asked to discussed this document in groups, making observations on the vision and objectives and identifying bedrock principles that should underpin the strategy approach.
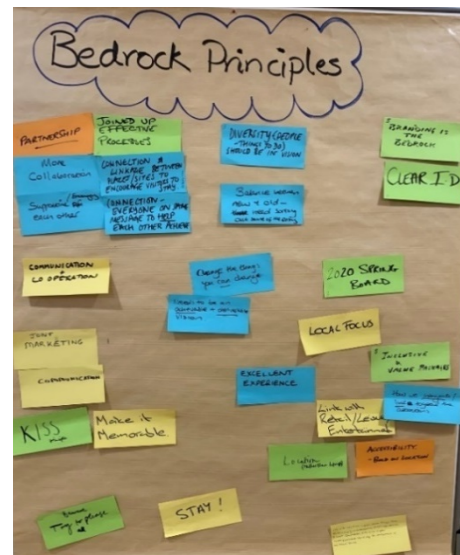
Observations were captured at tables and summarised in plenary

The first opinion poll of the day indicated a clear recognition of the opportunity

Bedrock principles

- Partnership
- More collaboration
- Supporting/encouraging each other
- Joined up effective processes
- Communication & cooperation
- Communication
- Connection – everyone on same message to help each other achieve
- Joint marketing
- KISS
- Make it memorable
- Branding is the bedrock
- Clear ID
- 2020 springboard

- Excellent experience
- Connection & linkage between sites/ places to encourage visitors to stay
- Integrate/link together the attractions
- Link with retail/ leisure/ entertainment
- Accessibility – based on location
- Location rather than interest
- Local focus
- Diversity (people – things to do)
- Balance between new and old – need sorting out some of the existing
- Inclusive & value packages
- Change the things you can change
- Needs to be achievable & deliverable vision
- Central government should pay for development in and around Dover

Additional bedrock principles from table discussions

- Market what we've got better
- Communication and cooperation
- Local focus
- Promote – should extend into creation of quality public realm to make attractive places
- Question as to focus on White Cliffs only
- Need to build with text objective to deliver collaboratively and in partnership

4

Observations on the draft strategy

- Market what we have already BETTER
- Brand name & logo
- No USP – "could be anywhere"
- Could be anywhere on UK coast
- Write about the unique district and connect the district
- Be more specific and less generic
- Change the vision to "to be a leading visitor destination …" Delete "coast & country"
- Fun and enjoyment should be in Vision
- Connectivity & customer
- Dover – Sandwich – Deal triangle
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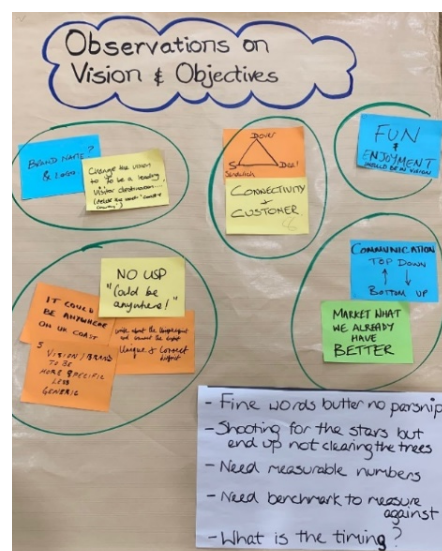
- Communication – top-down and bottom up
- Fun and enjoyment should be in Vision
- Connectivity & customer
- Dover – Sandwich – Deal triangle
- Communication – top-down and bottom up
- Fine words butter no parsnips
- Shooting for the starts but end up not clearing the trees
- Need measurable numbers
- Need benchmark to measure against
- What is the timing?

Table	Additional observations from tables
1	- USP of the area – wide variety of attractions and range of history - All agree draft vision covers where we want to be
2	- Not just a destination to pass through – geographic position - Not just a gateway - Identifying the elements of the district. Capturing the wider area - Promoting its connectivity as a district "Three days and three towns". The triangle - Where are we going? What are we wanting to achieve? - Synergies between the tourist providers (facilitated by DDC?) - Skills development and business development "Stay!"
3	- Objectives not measurable (SMART) e.g. "benefit all". If objectives are SMART, then easier for everyone to see what they need to achieve - What is the Dover experience? Is it fully in the vision? - Does it say anything about FUN? Not enough about enjoyment of the district "To be a leading…" – what does this mean? - Perhaps should start by stating that it is unique, in its heritage (link to Heritage Strategy) and its countryside and beaches (feeding out from White Cliffs etc - Not about the people who live here - Connect places – provide overarching source of information for all sites and promote other places - Potential for Chamber of Tourism - Cross-selling to be encouraged

	▪ Need to all be on the same message
	▪ Physical connection as an objective
	   – Walking infrastructure (link to Green Infrastructure Strategy)
	   – Cycle routes
	   – Not forgetting the coast areas – food and other services
	▪ Engender greater links with providers of infrastructure – highways, railway
	▪ Ensuring tourism strategy embedded in the local authority from top right down to those on the front line

4	▪ Needs reference to the built environment ▪ In backdrop to the vision, also need other facilities (to eat, park etc) ▪ Let's not forget the setting as otherwise people do not want to explore. Happens in other countries ▪ Integrated / linkages needs to come out in the vision and objectives
5	▪ Destination in own right, not transit ▪ District not strong brand – Dover Castle is ▪ Economic benchmark needed ▪ Not sufficiently welcoming at Dover ▪ Top five things to reflect in vision to make more distinctive and individual to District, e.g. Castles, Coast, Country. (Other examples from country?) ▪ Motivation for visiting and experience. USP ▪ Vision – less generic, more specific
6	▪ Vision too long and not ambitious enough. How about: "Realise our potential to be an all-year round, world class tourist destination for all"? ▪ Objectives are more "strategic aims". Objectives should flow from the vision ▪ Objectives should be the "actions" that achieve the aims and thus the vision ▪ Unclear about the WCC & C brand name. Why focus on the White Cliffs? ▪ Don't like the word "assets"
7	▪ Does "Coast and Country" capture everything? Agreed that this works ▪ Does the vision counter negativity associated with Dover? ▪ Suggest vision should include something that recognises that we "should build on access to Europe, London etc and the ease of access to other areas within East Kent, and the unique identity of the area ▪ General view that the final sentence should be shortened to read, "In short, we want tourism to benefit all."
8	▪ Eliminate the main negative factors impacting on the product of tourism ▪ Ambition ▪ Manage expectations ▪ Get the town centres right ▪ Link features to destination ▪ Too far, too wide, too quick is dangerous ▪ Joined-up Kent approach – like in Devon and Cornwall ▪ Deal with image, environment, litter ▪ Small touches, flowers etc ▪ Perfect the welcome across all – understand where the touches are ▪ Skillset of providers ▪ Utilise/maximise digital options ▪ Understand our customers ▪ Need to encompass "collective vision" ▪ Connectivity / customer ▪ Also a good place to live and work ▪ Make locals proud across all the District ▪ What / identify our USP ▪ Memorable

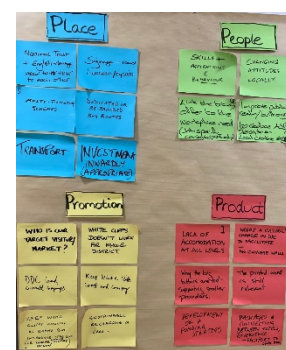| 9	How might we improve the objectives:
	▪ Have more bed spaces in Dover District
	▪ More quality accommodation
	▪ Better transport links
	▪ Better communication – not only through people talking to each other but through better advertising
	▪ All agencies need to work together – joined-up approach
	▪ Assets need to be open at all times
	▪ No inward investment here. Want inward investment from central UK government
10	▪ Not bad
	▪ White Cliffs- Global awareness – move away from that WW2 history but something is needed to bring up the picture
	▪ Get away from Gateway – lots of traffic
	▪ What is unique about area?
	▪ Very politically correct
	▪ Most attractions are seasonal – people are there but not the attractions. Open attractions all year round
	▪ Unique experience – celebrate the seasons – promote alternatives out of season
	▪ Negative perceptions – boarders – Dover depressing
	▪ Tourism. GIS. Ease of access – improve website
	▪ Connect attractions to place
	▪ Under-selling, over-delivering
	▪ KISS principle
	▪ Objectives unmeasurable. Need to be measurable
	▪ Keep in Dover/District, White Cliffs, Unique, Garden County, Landscape, History
	▪ Infrastructure – disconnect
	▪ Transport alternatives
	▪ Small attractions overshadowed. Something behind cliffs, walking
	▪ Trying to please everyone
	▪ Strong brand through vision – garden gate
11	▪ Too corporate and far-reaching. Needs to be succinct and memorable
	▪ Vision needs to be shorter-term, to build on existing strengths
	▪ "Create our district as an excellent year-round destination"
	▪ Future audience. No specific market – who do we want to appeal to?
	▪ Build on experiences and uniqueness
	▪ Experiences – heritage, arts, culture, walking, cycling (fun, welcome, training)
	▪ "Coast and country" not unique enough – everyone's doing it. We need a USP
	▪ Too Dover-centric (White Cliffs Country). Needs to reflect distinct and separate destinations – Dover, Deal and Sandwich
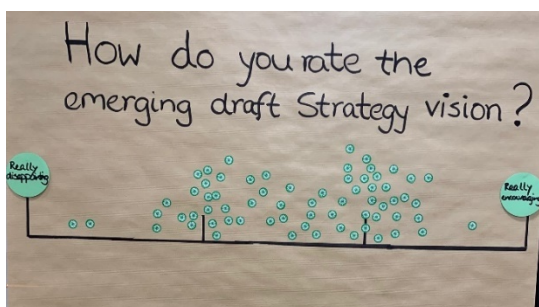
Having familiarised themselves with the draft Strategy, participants expressed their opinion of it.

3. Strategy Action Themes

Participants were invited to focus on one of four themes – Place, People, Promotion and Product – as a lens through which to consider the strategy.

Chris Townend offered 4 Missions for each heading. Participants commented on each of these Missions. They also had the opportunity to offer additional missions/projects. These are captured below.

Each table also highlighted and fed back key messages from their discussion, as follows:

PLACE	PEOPLE
- National Trust & English Heritage need to talk with each other - Multi-ticketing schemes - Transport - Signage – road / walkers / cyclists - Dedicated rebranded bus routes (Appropriate) investment inwardly	- Skills, aspirations and behaviour - Changing attitudes locally - Link training offer to the workplace need (job specific courses / apprenticeships) - Improve public realm / built environment to reduce perception of ASB - Local creative street offer
PROMOTION	**PRODUCT**
- Who is our target visitor/market? - White Cliffs doesn't work for whole district - Keep White Cliffs Coast and Country - Keep White Cliffs Country as brand but introduce tag line (i.e. where English history begins) - DDC lead coordinated campaigns - Sustainable recharging of cars	- Lack of accommodation at all levels - Big hitters to support smaller providers - Needs cultural change in DDC to facilitate – no Chinese walls - Development of a funding strategy - Printed word is still relevant "Passport to Dover district" packages, connecting hotels with experiences

Place

Town centres/public realms/parks/community events/open spaces/ transport & accessibility infrastructure development (e.g. our town centres, parks, open spaces, promenades, conservation areas, road networks, parking facilities, beaches, AONB, toilets, community halls/village halls, cycle paths, community hubs, aesthetics, litter etc)

To put place (destination) first and create proposals that respond positively to the individual identity and local distinctiveness of each of the District's town centres	
Table 4	- Why just focusing on town centres? - Improve the setting of Dover in order to create an identity - Regular cleaning of underpass - Easy system of reporting and removing graffiti in the towns - How do you get existing visitors from Dover Castle into the town? Could put signs outside Dover Castle to direct them to town centre

	▪ What is stopping people coming to Deal/Sandwich for the weekend coming into the town *(Dover?)*? ▪ Make more of the historic assets (e.g. St James' Church) rather than focusing on the bigger assets
5	▪ Many tourist attractions lie outside town centre – think in terms of tourism hubs and how they connect with town centre ▪ Dover – tap more into wine market ▪ Dover – Animate under-used spaces – W Heights, Fort Burgoyne etc ▪ Sandwich – Focus on eating / drinking and events
6	▪ Why focus on towns as centres? How about zones or themed areas e.g. landscape areas? ▪ What is the offer of each town? What is the proposition? How to market it to each audience and how they connect to each other? ▪ How should we be promoting Dover? We need an investment strategy first ▪ Environment
To spread the economic and social benefits of tourism throughout the district	
4	▪ Promote walkers are welcome – nationwide website ▪ Road signage – especially to direct people from the castle to the town centre ▪ Improving / upgrading the assets that we already have (e.g. Roman Painted House) ▪ Share the open spaces / medieval walkways / green walkways to the attractions ▪ Pathways from Dover Castle and White Cliffs
5	▪ Multi-ticketing
6	▪ Wayfinding improvements local and district-wide ▪ Strong branding ▪ Greater promotion and service of sustainable transport networks ▪ Facilities for sustainable transport ▪ Bold in promoting green transport / tourism
To identify, apply and promote place through accreditation and UK/global kitemarks	
4	▪ Not a priority
5	▪ -
6	▪ Longer-term aspiration but places need to be in the right space ▪ Possibly for tourism providers might be useful
To work proactively with providers and partners to encourage improved accessibility and connectivity to and from our District and between our towns, facilities, activities and assets within it	
4	▪ Encourage the buses that serve Dover Castle to continue onto the White Cliffs and then the town centre ▪ Two biggest attractions talk to each other – footpath/bus ▪ Change the DTIZ website to hyperlink to any local facilities/attractions/events ▪ Should be central place
5	▪ Dedicated or rebranded bus routes ▪ Multi-ticketing for groups of attractions ▪ Improved signage from transport hubs (e.g. rail) ▪ Bespoke schemes ▪ Promote interconnecting walking routes
6	▪ Ensuring right partners are involved ▪ And is there accountability ▪ Private enterprise

People

Visitors / community / engagement / training / education / health / wellbeing development etc. (E.g. tourists and visitors, employment, local population, anti-social behaviour, crime, skills gaps / training needs, learning and development, training providers, schools/colleges, recruitment consultants, estate agents, employer branding, volunteers and volunteer networks and agencies, employment contract attractiveness, buyer behaviour)

To put the "visitor" at the heart of decision-making, encouraging and promoting quality upgrades, opportunities and standards to meet the expectations of tomorrow's visitor	
Table 7	▪ Shift emphasis in tourism away from the "outside visitor" to recognising that "we are all visitors". Strategy needs to say "we are all visitors ▪ Broaden range of visitors we are targeting ▪ Do we join the "tourism assets" together? ▪ Build understanding of the visitor need ▪ Question as to what "quality upgrades" add. Not just about quality – value for money matters as much ▪ Share learning on what information visitors are seeking ▪ Capture data on what visitors are doing ▪ Capitalise on digital agenda ▪ Combat local perceptions of Dover. Pride in District etc ▪ Opening times for visitors
8	▪ Community make or break visit ▪ Skills gap ▪ Sell benefits to community, in financial terms ▪ Money talk? Bring in coordinator of tourist offer ▪ Where is the £287 million? ▪ Embrace the offer ▪ Involve community in delivering the offer – fringe activities ▪ Taxi driver engagement ▪ 17% of 1200 = 200
People 2: To create, develop and introduce a district visitor welcome programme and certification	
7	▪ Dover – skills need to be broadened ▪ Share learning about visitors
8	▪ People tools, qualitative training ▪ Digital offer – knowledge, information ▪ Not one size fits all course ▪ Ongoing offers – various workshops ▪ Standard welcome ▪ Use of apps, QR codes ▪ Augmented reality stories (AR/AI)
People 3: To collaborate with local education providers to ensure training and skills development is closely alighted with tourism and visitor planning	

7	▪ Opportunities to train are there but are not being taken up
	▪ Gap in knowledge/skills, but especially behaviours. Fundamental skill need is "behaviours"
	   – Earn the right to serve the public
	   – Needs to be seen as something of pride
	▪ Gender issues. Clarity as to what the opportunities are
	▪ Need to really review what skills are needed
	▪ Perception that tourism is low skill / low pay

	▪ Perception is that they're seen as "rubbish jobs"
	▪ Determine what the opportunities are and how these connect
8	▪ Create professional journey, professional career path
	▪ Identify skills gaps – do education providers know what is needed for the workplace?
	▪ Align work experience to key hours, not 9am – 4pm
	▪ Need culture shift

People 4: To encourage sustainability, health and wellbeing by working proactively with providers and partners to improve the safety, accessibility and connectivity of pedestrian and cycle networks	
7	▪ Cycle hire facility
	▪ Promoting walking / days out
	▪ Facilities to move luggage on
	▪ Channel swimming
8	▪ Tourists usually do not access / cost the state locally (doctors, hospitals etc)
People: other ideas	
7	▪ We are all visitors – change attitudes locally
	▪ Build aspiration within young people to work within the visitor economy – encourage pride in serving

Promotion

Marketing / advertising / branding / communications / photography / promotional development etc (e.g. websites, comparison websites, consumer advice websites (Trip Advisor etc), social media, leaflets, guides, maps, signage, interactive technology, augmented reality, adverts, logos, affiliations and associations)

Promotion 1: To create a district-wide tourism brand from the current White Cliffs Country name, and introduce a wider sub-branding strategy, including toolkit	
Table 9	▪ White Cliffs Country is correct brand but needs another tagline to incorporate other areas: – Where sun rises first in England – Where history begins ▪ Don't think sub-brand is good idea as losing message of WCC if too many
10	▪ White Cliffs? How do we know about perception? ▪ Embrace everyone. Can we afford to drop White Cliffs? – "White Cliffs coast and country" unless better idea. Heritage coast ▪ White Cliffs with images of district – why does the world heritage site matter? ▪ Obsessed with WW2 ▪ Can't see the White Cliffs unless by boat ▪ Gateway or destination? Why are people passing through? ▪ Dover attracts international visitors – make it the best destination after London ▪ Emerging markets ▪ Joined up approach to promotion. Work together for promotion – social media strategy and co-oriented ▪ How to get the message out to wider district ▪ USP – location, price, social media ▪ Drive all-season product ▪ Make the most of "over the boarder" ▪ Events – Who does it? Event Manager? Needs improving – Excuse to shouting

	– Co-oriented joined-up approach, everyone has to fee into - How can promotion drive product? - Look at visitor experience 2020 benchmark to get everything ready
11	"White Cliffs" doesn't work for whole district – "Beyond the Chalk" – "We're blinded by what we have" - Appeals to people coming across the Channel but not from inland (good for international audience) - Global and iconic – they are distinct, everyone knows them, alongside Houses of Parliament and Stonehenge - Not a brand – it has no value. Do we need a brand? People don't buy brands. Brand will emerge from the product - Who is the target audience? That will help determine how we market - What is the reason for people coming here? (experience, healthy, happy, strong). Curiosity, to discover something new - Itinerary. Getting "transit" people to stay. Moving them from a day trip to a short break

Promotion 2: To attend domestic and international trade shows to promote and sell the district

9	- No money to attend these type of shows - Private businesses do often attend shows and promote Dover - Joining up with other organisations
10	- Cost effective and does it work? (measurable) - Dover could put on event to showcase - Communication - Effective process - DDC lead coordinated campaign
11	- Trade shows – what's the cost benefit? Got to make it work, press conferences etc. Should be testing both. Budget. High cost for shows before anyone comes through the door - Understand audiences that would be there - Further down the journey – work with other East Kent areas. East Kent is distinct as a destination (coast, flint, dirtier/grittier, rural countryside (more quaint villages)

Promotion 3: To implement bold and creative marketing, communications and engagement to stand out from the crowd

9	- Television campaign – similar to "Great Britain" campaign - More joined-up advertising – all attractions display information about other attractions - Electronic "cloud" type visitor information at key entry points i.e. docks - GIS map on website showing attractions, places to eat etc. Needs to be mobile-friendly - Look at other websites (Nottingham – Robin Hood country is a good example) - Overcoming image of this country – make sure people know they are welcome – welcome message - Social media – massive promotional tour
10	- Focus on unique selling point - Get course involved
11	- We assume people know what's here. We don't collaborate enough and individual businesses don't promote themselves - Imagery, social media (consumer market). Low cost for social media. We respond to sound and vision (inactive – we don't need to do anything) - Packaging things, putting together ideas for people – make it easier for them

	▪ Target market – who is the audience?
	▪ PR – travel writers, editorial coverage, 3rd party endorsement
	▪ Ambassadors for Dover District – who is shouting about the district?

Promotion 4: To promote and cultivate a responsible "green" visitor agenda, ensuring sustainability	
9	▪ Electric points for cars – facilities with charging points would bring more people
	▪ Grants should be made available for businesses to install points
	▪ Need a policy for plastics – should be facilities in and around towns to recycle
10	▪ Not a high priority but promote green tourism
	▪ It is important
11	▪ Thriving not sustaining
	▪ Promote public transport – but connectivity is a problem
	▪ Physical and mental well-bring
	▪ Perception – Dover not a positive moment of reinforcement

Product

Product/attraction/tourism, heritage and business asset development (e.g. castles, museums, shops restaurants, activities, entertainments, accommodation, businesses, produce and goods)

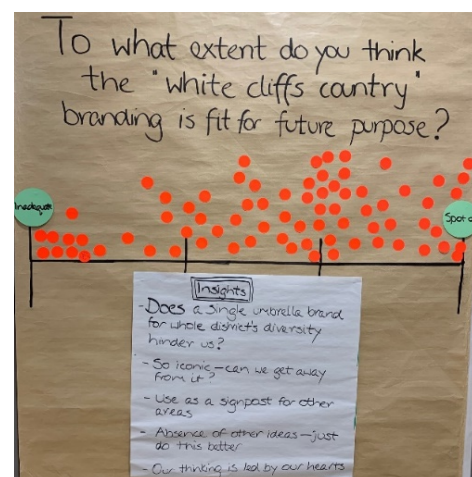| Product 1: To develop, facilitate and promote themed itineraries	
Table 1	▪ Maps/visit points to signpost
	▪ Information at key points
2	▪ Review signage
	▪ Greater collaboration with providers
	▪ Support from the larger providers to promote other related businesses
	▪ Develop themed tours with coach operators co-ordinating with providers
	▪ Work with specialist organisations and groups e.g. Historic Houses Society
	▪ Get Dover on the entertainment / touring circuit
3	▪ Tourism-based training for shop assistants in local shops
	▪ Not mentioned active experiences i.e. is landscape not a product?
	▪ Themes good – heritage, nature, retail, active lifestyle, food & drink
	▪ Communities need to be involved and product needs to be directed to each audience – local residents, other Kent residents, non-native visitors
	▪ Branding & connectivity – something to belong to such as a neighbourhood watch, but for tourism
	▪ Encourage greater connection between larger visitor attractions and smaller ones – larger ones can act as ambassadors for tourism
	▪ Creation of a "passport" ("The Dover Card") to attractions across the district i.e. pay once for several attractions
	▪ Engage with cruise ships to greater extent – on-board ticket office?
Product 2: To recognise and protect tourism and visitor assets within the District	
1	▪ Recreational pressures
	▪ Managing visitor flows
	▪ Cross-marketing
	▪ Mitigation
	▪ Hidden social assets that are part of the existing fabric
2	▪ Tourist Information Centres to be open at the right times – to meet market requirements
	▪ Promoting self-accreditation for accommodation providers
3	▪ Dover needs a coach park

	▪ Protection of natural environments needs to be balanced against visitor numbers – sustainability and diversity is key ▪ Encourage visits to less vulnerable sites/areas ▪ Harnessing the younger audience as they will be the visitors of the future ▪ Taking experience from "best practice" methods such as those by National Trust, e.g. education ▪ Seasonality – recognising that the visitor attractions are likely to be used at different times of year
*Product 3: To support and encourage visitor businesses to develop a range of new unique and distinctive experiences*
1	▪ More high-quality accommodation / overnight stays ▪ Stretching the weekend visit ▪ Improve the experience by spreading the visit
2	▪ Golf tourism ▪ Food tourism – including the buildings they are housed in
3	▪ Identify gaps in market - do any attractions provide these already but need better advertisement ▪ Creative experiences e.g. craft experiences, packages ▪ "Best Practice" Canterbury Cathedral experiences, stay and do courses, links between hotels and activities ▪ Cost implications – Dover District Council should provide grant aid for attractions to bid – best ideas to develop the business, possible sponsorship
*Product 4: To support and encourage the use and implementation of modern technology*
1	▪ VK food trail to be developed / replicated ▪ Data-driven website ▪ Email PDF ▪ Station / arrival points
2	▪ Utilise existing sat nav and mapping technology to assist ▪ Central support for non-tech businesses ▪ Visitor app ▪ But don't forget those who aren't online
3	▪ Interactive map for district, including details on themes (places to stay, places to eat, places to see etc) ▪ Well-considered signage strategy throughout whole district – easily achievable ▪ Links with ferry advertisement ▪ "Approved tourist attraction" sign for places to place in their "shop" window

4. Tourism brand

This event provided a good opportunity to listen to stakeholders' views on the strength and relevance of the "White Cliffs Country" branding.

The opinion poll showed a broad range of opinion on the "White Cliffs Country" branding. The ensuing discussion produced further insights.

Groups developed two pieces of advice to those considering rebrand and some suggested ideas for a new 'strapline'

Advice for rebranding

Table	Comments
1	- Need a key decision one way or the other. White Cliffs or not White Cliffs - Campaign slogans – tag line
2	- How to retain the worldwide brand of White Cliffs - History – Heritage important, but not the only thing - Unique – not replicating similar - Deal with the stigma of Dover "Enter the Landscape of History"
3	- More than the Cliffs – none between Dover and Ramsgate, so not a Cliff Country - White Cliffs in Sussex too! - Focus on diversity of the district, as Cliffs not the only history - Garden gate?? - History – 2000 years plus of history than still growing - Time Capsule of (of England)? - Signage issue – give ownership of the White Cliffs brand through the district (only one sign and that's on main road to Dover!) - Branding – one umbrella design to cover the "White Cliffs Country" - Joint strategy for design, but feeds down to have individual identities of places (i.e. Dover – bluebird, Sandwich – boat, Deal – pier) and this can also be used for the facilities e.g. hotels, natural attractions etc. - Replace "Country" with "Coast" - Use areas rather than 3 towns to ensure whole district is encompassed and is more inclusive
4	- Don't waste the money - Have an iconic board already - Should have sub-brands for Sandwich/Deal – but does this integrate the settlements together? - Should be simple - Don't lose what works – just add to it!
5	- White Cliffs is only recognisable image of District nationally/internationally but … - Not sufficiently inclusive of whole District - Needs to be adjusted "White Cliffs Country and Beyond the Chalk"?
6	- You've got to have "White Cliffs" in there by inclusive imagery - Need to do considerable work on refinement, optimisation and promotion
7	- Vision defines brand, not brand defining vision - Do we need a single brand? - Is it realistic to have one strapline that works for all? - Dover – world-renowned, White Cliffs – world-renowned - Deal and Sandwich – not covered by either (Indeed, if you search online, you'll get "deals on sandwiches" as a response!) - Create a "family" of brands, "Destination Dover" etc. - Retain "White Cliffs Country" as overarching but work within – define clear brands - No need to add coast – cliffs are coast - Example of how Procter & Gamble promote individual products
8	- Branding – can fail - Multi-lingual - White Cliffs Country is recognisable around the world - Identity

|	
	- Unless you have millions, don't change it!!! - Digital apps don't search on brands
9	- White Cliffs Country great signpost to area - Strong imagery / bank of imagery - Good drone "high quality" footage - In Deal, use the 3 Ms – maritime / museums / mining
10	- Open it up to people to come up with a better idea – time limit - It's got to be honest - Does White Cliffs refer to what we do? - Memorable - Wider branding - Stands out - Egypt – pyramids - Iconic white cliffs 4 castles - Best … - Coast heritage - Over 50 (coach visitors) - Stay for added value - Experience - Sandwich and surrounds - It's not just a bed for the night - Downs and coal fields - SEO - Conservations - Do what we do better or silver bullet
11	- A brand needs a value - Targets - Key messages and target audiences - What are the key audiences? - Why do we want them to come here? - What can they do here? - We've got something for everyone, but we're not sure which bit to talk about. 3 important reasons for people to come: - Destinations - Discover - Stay "Beyond the Chalk …"

Strapline Challenge

Table discussions produced a number of suggestions for alternatives to "White Cliffs Country", although leaving it untouched was also suggested, as was the suggestion that it was too soon to develop a strapline at the moment.
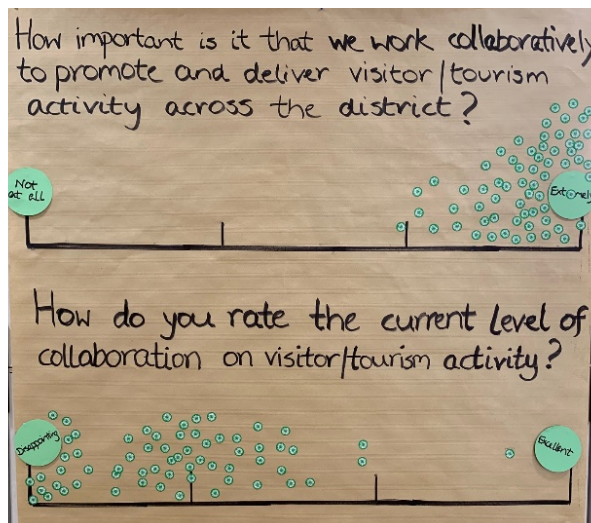

Proposed alternatives included the following:

- White Cliffs Country – beyond the chalk …
- Beyond the chalk …
- Where English history begins
- Where your adventure begins
- Home of heritage
- Enter the landscape of history
- … Be surprised
- Welcome to GREAT BRITAIN
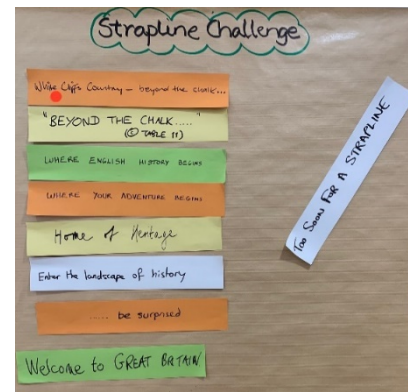
5. Collaboration

Exploring effective collaboration

A double poll asked the event participants about the importance of collaboration to them and the perceived current level of collaboration. The results of this indicated that there was plenty of scope for working together more.

Chris Townend presented the TEAM approach and suggested some initial principles to good collaboration.

Table groups identified three additional principles and two practical proposals for new or enhanced collaborations to drive change
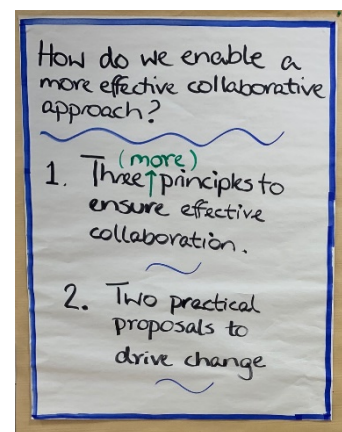
Principles of collaboration

Those present offered the following as their recommended principles of collaboration:

- Clearly identified partners
- Coordination between partners
- Listening and being listened to
- Share the good stuff
- Confidence that something will happen
- Start small and grow to build trust
- Mutual respect
- Enthusiasm and passion
- Positivity
- Capacity

Detailed discussion led to the additional comments below.

Table 4

- Faith, vision, belief it's going to happen
- Can't deliver without a common objective
- Keep it simple – if there is no joint benefit to working together, move on

Table 6

- Mutual benefit
- Positivity
- Results-based/-driven

Table 7

- Respect
- Assessed risks
- Online marketing has changed approach to collaboration. Collaborate within areas/locality or through projects with shared marketing for mutual benefit
- Create common objective
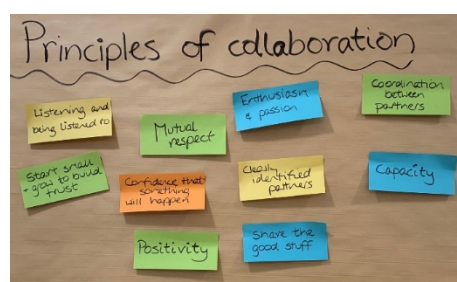- Need to understand and respect needs of each partner

Table 9

- Communication
- Measurable output
- Appropriateness

Table 10

- Strip apart ego – work together
- Same goal
- Two-way working

Other

- Communication
- Structure (linking)
- Positivity – a "can do" attitude
- Pragmatism

Practical collaboration

Each group shared their top suggestions for practical ways for people work together following this event.

- Rip up what we've got
- Provide easy access & advice. Reduce red tape
- Put together themes/visitor interest in order to foster collaboration and not waste time
- Visitor charter
- Supportive & practical schemes
- Umbrella Group to oversee & support groups
- Timetable / event list
- Update
- Help us meet each other then we can be motivated to work together
- Same common goal

- Investment
- Listen
- Communication, coordination, capacity
- Support & facilitate relationship-building
- Create & support sector groups
- Create a joined-up social media strategy
- Create effective, quality communication channels
- Cross-promotion among businesses
- Heritage volunteer pool
- Skills & training quality partnership

More detailed comments ensuring from the table discussions are included below.

Table 4

- Who are the other potential businesses in this structure/framework? Council could do initial introductions
- Potentially, an online platform to coordinate meetings.
- Put together themes by facilitating getting people together. Promote WCCTA – can put together themes
- Help us to meet each other – then motivate us to work together

Table 5

- Who should cooperate with who?
- Training in social media
- Needs enabler like DDC to bring people together. Taking time out of work for meetings is difficult
- Need agreement giving clarity on outcomes we are working towards
- Need tangible results to build confidence
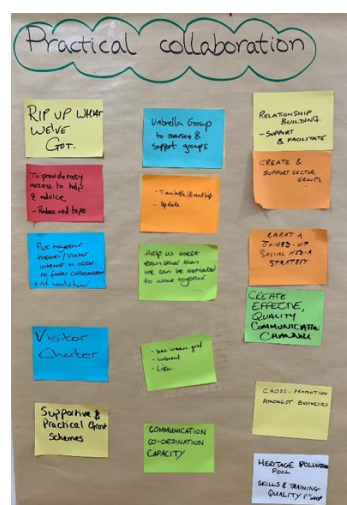
- Joined-up communication social media strategy for DDC
- Attendee lists to be disseminated for linked for be created
- Printed material still important – don't go paperless, especially for the older generation

Table 7

- Create and support sector groups – e.g. VIC group
- Building relationship will need facilitating
- Identify project approach to bring people together for shared objectives

Table 10

- Blanket agreement to stock all leaflets and promote other competitors
- Wider net of businesses to share ideas with
- Understand businesses and council (what they all do)
- Networking / events to feel worth it (fair value if businesses get something back too)
- Generating local business
- Build a better future for everyone
- Trade shows working with Visit Britain / Kent
- Share every part of the district
- Unified listed event
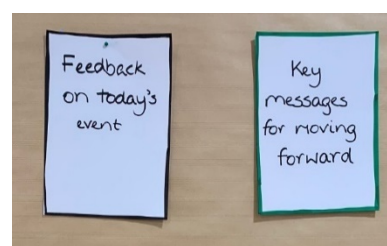- Need to feel listened to

Other

- Promote local attractions
- Local apprenticeship programmes
- Look for local suppliers
- Focused projects with clear goals

6. The way forward

Personal Commitments

Individuals also gave feedback on the event and shared their personal comments and recommendations on the way forward. These are listed in separate documents.

Personal commitments show widespread interest in:

- Cross-promotion of one another's events, activities or destinations on websites, newsletters and social media but also through displaying flyers and leaflets
- Networking and contributing to development of tourism across DCC
- Helping others market themselves better, apply for bids – and others wanting to gain these skills
- Hosting further workshops
- Leading tours of areas for one another to so all are better informed about what's on offer
- Continued involvement in this collaboration
- Sharing their contact details to facilitate communication

Joint Commitment

The day ended with participants signing a joint commitment and taking part in a group photograph to mark the occasion.

Dover District Council

The Crabble Declaration

Thursday 7th March 2019

"I am committed to working with others to cultivate

a dynamic future for tourism across our district"

End

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