

|                           | AUGUST  | SEPTEMBER | OCTOBER  | NOVEMBER  | DECEMBER | JANUARY   | FEBRUARY | MARCH   | APRIL  | MAY | JUNE  | JULY |  |
|---------------------------|---|-----------|--|---|----------|---|----------|---|--|-----|---|------|--|
| Stakeholder Communication | Meet key stakeholders and develop a contact list of those involved in the Cheltenham tourism industry                             |           |  |   |          |   |          |   |  |     |   |      |  |
|                           | Review Place Making Strategy and how that might fit with the Tourism Strategy   |           |  |   |          |   |          |   |  |     |   |      |  |
|                           |   |           | Develop and implement a communications plan for stakeholders inc Cheltenham tourism businesses and cabinet members |   |          |   |          |   |  |     |   |      |  |
|                           | Establish regular communications channels with Cheltenham Tourism Businesses  |           |  |   |          |   |          |   |  |     |   |      |  |
| Research                  | Develop KPI's and ongoing evaluation methods  |           |  |   |          |   |          |   |  |     |   |      |  |
|                           | Carry out research to understand market potential and perceptions of Cheltenham   |           |  |   |          |   |          |   |  |     |   |      |  |
| Strategy                  |   |           |  | Creation of a concise 3-year tourism strategy based on the actions of Creative Tourist report |          |   |          |   |  |     |   |      |  |
|                           |   |           |  |   |          | Creation of a 3 year marketing strategy   |          | Work with the Trust and others to develop a programme to support the brand and tourism strategy |  |     |   |      |  |
| Business Model            | Review and clarify the working relationship with Cotswolds Tourism  |           |  |   |          |   |          |   |  |     |   |      |  |
|                           | Review and clarify the relationship with Marketing Gloucester   |           |  |   |          |   |          |   |  |     |   |      |  |
|                           | Establish the best route forward for delivering tourism marketing including appropriate objectives for Cheltenham Trust           |           |  |   |          |   |          |   |  |     |   |      |  |
|                           | Work with the Cheltenham Tourism Partnership to create a memorandum of understanding  |           |  |   |          |   |          |   |  |     |   |      |  |
|                           |   |           |  |   |          |   |          |   | Review the future of the Tourist Information Centre  |     |   |      |  |
|                           |   |           |  |   |          |   |          |   |  |     | Implement consultant exit plan for sustainable tourism future |      |  |
| Funding                   | Review funding opportunities to create a sustainable destination management and marketing operation                               |           |  |   |          |   |          |   |  |     |   |      |  |
|                           | Work with key partners to identify and bid for funding  |           |  |   |          |   |          |   |  |     |   |      |  |
| Planning                  | Review Cheltenham Trust tourism resources and plans   |           |  |   |          |   |          |   |  |     |   |      |  |
|                           | Work with the Cheltenham BID - Establish a working relationship & mutually beneficial plan including research & brand development |           |  |   |          |   |          |   |  |     |   |      |  |
|                           | Work with the Cheltenham Trust, to support the short-term tourism marketing plan  |           |  |   |          |   |          |   |  |     |   |      |  |
|                           | Work with Cheltenham Trust on development of digital assets   |           |  |   |          |   |          |   |  |     |   |      |  |
| Brand Development         |   |           |  |   |          | Creation of content and PR plan to support year one of the strategy                                       |          |   |  |     |   |      |  |
|                           | Creation of a brand platform for Cheltenham - working with key stakeholders and brand specialist                                  |           |  |   |          |   |          |   |  |     |   |      |  |
|                           | Identify the brand narrative for Cheltenham along with stories and offer (events and attractors)                                  |           |  |   |          |   |          |   |  |     |   |      |  |
|                           | Creation of copy, itineraries and product themes to support the narrative   |           |  |   |          |   |          |   |  |     |   |      |  |
| Delivery                  | Creation of video and photography to support the brand narrative  |           |  |   |          |   |          |   |  |     |   |      |  |
|                           |   |           |  |   |          | Engage with VisitEngland & VisitBritain on plans and positioning for Cheltenham                           |          |   |  |     |   |      |  |
|                           | Implement tourism marketing plan for 2017   |           |  |   |          |   |          |   |  |     |   |      |  |
|                           |   |           |  |   |          |   |          |   | Engage in proactive copy distribution to channel partners such as travel and transport sites |     |   |      |  |
|                           |   |           |  |   |          |   |          | Establish cross promotional opportunities between Cheltenham Tourism businesses                 |  |     |   |      |  |
|                           |   |           |  |   |          | Link into international plans for travel trade marketing as part of SW Tourism fund legacy (VisitBritain) |          |   |  |     |   |      |  |