



Appendix 1: City of London visitor strategy action plan
2013/17: impact and RAG reporting one year on (October
2014)

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KEY TO RAG RATINGS

R	RED: work on this action has not yet been started or the action has been suspended because its objective has been realised in another way or developments in the field have made it redundant
A	AMBER: work has started on this action but it is at an early stage
G	GREEN: the action is complete or significantly advanced

HEADLINES 2013/14**CITY ACHIEVES FAR GREATER INCREASE IN VISITOR FOOTFALL AND SPEND THAN LONDON AND THE NATION IN RECORD YEAR FOR TOURISM**

In December 2013, the City's new visitor strategy (2013/17) was approved by Court of Common Council. At the time of writing (October 2014), eleven months since it was approved by the City's Policy and Resources Committee and 18 months since preliminary work began on realising some of its objectives, **85% of all actions listed within its five-year Action Plan have been started, with 59% being significantly advanced or completed.**

Noting that actions were begun early in the strategy's committee path as detailed above (so impacting on 2013 statistics for the City), the **headline growth targets in the strategy were significantly exceeded** just after it reached the Court of Common Council¹:

TARGET	BASELINE	PROGRESS (2013)
To grow the City's visitor economy at a rate not less than that for all London and/or England	Value of City visitors (direct expenditure) in 2012: £843m Number of City visitors in 2012: 8.9m	Value of City visitors (direct expenditure) in 2013: £957m² / 13% growth (London growth = 5%, England growth = 4%) Number of City visitors in 2013: 11.4m / 30% growth (London growth = 7%, England growth = -0.7%)
To increase [footfall at City attractions as measured by our] Visitor Attractions Monitor by not less than 4% within the lifetime of the strategy (2017)	No of visits to City attractions in 2012: 5.47m	No of visits to City attractions in 2013: 6.3m³ / 15% growth (London growth = 12% ⁴ , England growth = 3% ⁵)

The City accounted for approximately **3.8% of all tourism related expenditure in London** in 2013 (**up on 2012** when it was 3.5%). This was a slightly higher share than trips (3.5% of the London total) and nights (2.7%) reflecting a higher average spend among the City's visitors.

¹ Source: GBTS, IPS, GBDVS 2013, the VisitEngland *England Tourism Factsheet* and RJS Associates (for extrapolation of City data)

² The 2013 expenditure data is based on an extrapolation of data (undertaken by RJS Associates) from the 2009 Local Area Tourism Impact (LATI) model report (produced for the LDA)

³ This data is drawn from the City of London's Visitor Attractions Monitor 2013. It contains data for the following attractions: Bank of England Museum, Barbican, Dr Johnson's House, Guildhall Art Gallery, Monument, Museum of London, St Paul's, Tower Bridge Exhibition, and the Tower of London

⁴ Source: Association of Leading Visitor Attractions (ALVA)

⁵ Source: VisitEngland *Tourism Business Monitor*

Annual average room **occupancy in the City's Hotels in 2013 was also up** at 84.3%, an increase of 3.9% on 2012. Again, **the City exceeded the London average for hotel occupancy** (82% in 2013).

SA1 PRODUCT DEVELOPMENT: RAG

ACTION	RAG
A1.1: to secure City involvement in pan-London and national initiatives that deliver on-street entertainment at visitor hubs; specifically, to build on the success of last year's GLA <i>Gigs: Big Busk</i> and to play a part in <i>Ride London</i> and the Tour de France (2014)	G
A1.2: to secure commercial sponsorship so that major artworks can continue to be used to enliven the City's streets; specifically to produce a changing programme of exhibits for <i>Sculpture in the City</i> and – through the City Arts Initiative – to positively encourage applications from external agencies for programmes that add value to the on-street experience	G
A1.3: to build on the Guildhall Area Strategy , delivering ideas for animations within the Guildhall Yard that will provide incentive for a regular presence of workers and visitors; to ensure the use of Guildhall Yard within major, one-off City events so developing its publics	A
A1.4: to progress the City's Various Powers Bill to enable the granting of on-street trading licences and to complement special events with market activity in order to drive footfall	G
A1.5: to develop a Cultural Hub across the Barbican, Museum of London, Guildhall School and Milton Court campuses to promote the City's cultural pre-eminence, animating this area to drive footfall and enhance the visitor experience	A
A1.6: to create a business hospitality event space in the lower galleries at Guildhall Art Gallery and in the Roman Amphitheatre, so building the City's portfolio of unusual venues and generating revenue to support activity	A
A1.7: to advance plans for a new Heritage Gallery in Guildhall Art Gallery to showcase the City's (and London's) treasures and heritage; to install glass walkways at Tower Bridge and to develop our Great Fire and Roman London offer through the delivery of self-guided walks and itineraries	G
A1.8: to develop a City Visitor Trail , promoting the proximity of City attractions to increase dwell-time and footfall, and to encourage walking between City sites; to ensure the City's smaller attractions are referenced and promoted as part of this and to deliver an on-street element place-marking historic events and exposing City "secrets"	G
A1.9: to develop itineraries to target specialist audiences such as families, groups, those with access difficulties and specialist interest groups (eg architecture) at times when the City is less busy, especially weekends	G
A1.10: to develop an annual " A day at Guildhall " to showcase the City Corporation's offer and tell its story, using Guildhall Yard as the focus	R
A1.11: to programme a series of annual events focussing on City history or people , so engaging visitors with the City's unique heritage, to include anniversaries of the last Thames Frost Fair (2014, 200 years), the death of Mrs Beeton (2015, 150 years); and the Great Fire (2016, 350 years)	G

SA1 PRODUCT DEVELOPMENT: HIGHLIGHTS

- i. The City to host a pan-London **Paddington Bear** trail ahead of winter film release (2014)
- ii. Majority share of **Shaun the Sheep** statues negotiated for the City as part of a major London trail in 2015, with high-profile auction of sheep secured for Guildhall following London and Bristol appearances
- iii. The City hosts the **Tour de France**, the **Tour of Britain**, the GLA's **Ride London** and an **extended GLA Gigs programme** amongst other pan-London events and initiatives in 2014; in addition, the London media launch for the 2014 **Commonwealth Games** takes place on Millennium Bridge
- iv. City plays a lead role in the GLA-led **Illuminated River** project with ambitions to strengthen City profile and deliver success for London's visitor sector
- v. Partnerships with Parliament and the British Library are negotiated in order to develop and promote the London offer for the **800th anniversary of Magna Carta** (2015); the City also plays the role of facilitator for the MC800 national Tourism Sub-group, securing City profile in national outputs
- vi. **Sculpture in the City** returns for a fourth year with fourteen new exhibits that attract unprecedented press interest including a CNN feature
- vii. New policy to allow **on-street trading and markets** is developed by the City following Government approval of our Various Powers Bill
- viii. New **Heritage Gallery** is opened at Guildhall generating significant media interest including a feature in BBC's *Inside Out*; Guildhall Art Gallery rehang is highly praised as part of this
- ix. New **Tower Bridge glass walkways** on track for opening in autumn 2014
- x. **New Great Fire of London self-guided walk** – launched in partnership with Museum of London and Worshipful Company of Firefighters – achieves highest pick-up rate yet for any City walk (20k in six months)
- xi. Partnership with the City of London Archaeology Trust (COLAT) secured for self-guided walk examining the City's **Roman offer** (to be launched in December 2014)
- xii. **City Visitor Trail** developed and launched at Tower Bridge in March 2014 by the Chairman of the Heritage Alliance (Lloyd Grossman); enabled by funding from the City's attractions, the Diocese of London and TfL, the trail receives significant media interest and over 200k trail maps get distributed
- xiii. **Frost Fair 200**, delivered in partnership with the Cheapside Initiative and Broadgate and celebrating 200 years since the last fair on the frozen Thames, achieves a 2073.9% rise on ice rink footfall for an average Monday evening at Broadgate

SA2 MARKETING

ACTION	RAG
A2.1: to develop partnerships with strategic and commercial bodies and overseas tour operators to ensure the City is promoted within campaigns, at trade shows, through fam trips and to our international target markets	G
A2.2: to deliver focussed press campaigns to engage the domestic market through the commission of a travel press agency; specifically, to target local Londoners for weekend activities and high-value markets (eg LGBT)	G
A2.3: to deliver co-promotions with transport operators and stations serving the City to drive audiences, pushing times when capacity is under-used	R
A2.4: to develop an identity for/with the City's event venues ; to promote this to them for use in their materials, so articulating the City's USPs in this market	A
A2.5: working in partnership, to develop a series of campaigns and initiatives that highlight the City's convenience in terms of access (wheelchair users), shopping options and low-cost activities to local Londoners, especially at weekends	G
A2.6: to introduce a City attraction "twinning" project that matches City attractions with those in wider London that are of a comparative size and offer and to drive traffic between them through cross-referencing; to ensure a City presence (print) at central London attractions and hotels	G
A2.7: to develop the City's social media presence , growing fan bases and fostering discussion through blogging sites; to launch a Pinterest presence	G
A2.8: to explore options for generating City visitor content on foreign-language Wikipedia sites , so raising the City's profile internationally and creating an essential reference for non-English speaking visitors	R
A2.9: to develop the audio guide element (app) of the City Visitor Trail to tell the City's story through City people	G
A2.10: to produce a series of films across a selection of languages that promote specific aspects of the City (eg architecture) and, utilising the part-payment schemes promoted by Visit Britain TV, to use these to build the City's online presence, especially on YouTube	G
A2.11: to target London visitor apps and ensure a positive City presence and to solicit user-generated content on travel sites such as Trip Advisor	A
A2.12: to launch a regular "3-shot eshot" targeting the travel press , describing new developments to our offer and upcoming events	G
A2.13: to deliver a number of thematic campaigns focussed on City strengths , to include "Pageantry and Pubs", the City's music offer and City churches; through this, to explore options for cross promotions that will support strengths such as a City arts card or other discount scheme and to consider how strengths may be developed to create City visitor identity	A

SA2 MARKETING: HIGHLIGHTS

- i. The City **partners with VisitEngland, Visit Britain TV, China Holidays and the Family Holiday Association** amongst others to deliver visitor audiences to the City from its target groups; it also establishes collective City **membership at London & Partners and the Association of Leading Visitor Attractions**
- ii. City takes **collective presence at Excursions** (trade show targeting the groups market) on a shared cost basis with its attractions; similarly, it works with national partners (charter towns) to secure a presence at the **2014 World Travel Market** for the Magna Carta 800th anniversary
- iii. Bespoke City **films targeting visitors with disabilities, the Chinese market and architecture enthusiasts**, as well films promoting the **City Visitor Trail, Sculpture in the City, Museum of London, City pubs and the City Information Centre** are made with London & Partners and Visit Britain TV and uploaded to various media channels; more than 250,000 views are achieved by June 2014
- iv. A high-profile, national **Christmas in the City campaign** is launched in partnership with the City's retail and culture providers; with a reach of 3.52m, City retailers report sales growth to be double that of the London average and commit to a second campaign in 2014
- v. Through its Guildhall Art Gallery, the City secures partnerships with the William Morris Gallery, Leighton House, the National Trust and Tate Britain to deliver a **Victorian Art Trail for London** that will drive visitor traffic between constituents (to be launched early in 2015); celebrated artist Otto Von Beech agrees to design trail collateral
- vi. **Visit the City Pinterest site launches** while our visitor Facebook and Twitter followers increase by 32% and 64% respectively, the former achieving a higher number of fans than the City Corporation 's corporate Facebook page
- vii. **City Visitor Trail app** created and voted App of the Week in *The Sun*; trail also adapted to target national **LGBT markets** (distributed at Brighton/Hove and London Pride events to over 5,000 participants) and children (12,000 children's maps printed and distributed through open City's Archikids Festival)
- viii. Tower Bridge selected to head PR launch for 2015 **London & Partners** international campaign
- ix. The City brokers **a year-long deal (2014/15) with London Planner** to receive monthly features on the Square Mile in this free guide which has the largest distribution of any London visitor publication and hits 46 global markets
- x. Monthly **industry newsletter** launched to target travel press and promote City assets and events
- xi. City Information Centre selected as official London Tourist Information Centre for the **Rugby World Cup** in 2015

SA3 EXPERIENCE

ACTION	RAG
A3.1: to deliver consistent mapping across all visitor interfaces , so aiding navigation; and to facilitate interactive mapping on our website , enabling users to retrieve the detail they need	G
A3.2: in recognition of public conveniences being an essential element to an enjoyable visitor experience, to promote the City's community toilet scheme to visitors; to combat antisocial street fouling ; and to support the provisions laid out in the City Corporation's Public Conveniences Review	G
A3.3: to work with transport providers (eg Crossrail) and local LBs to ensure City product is accurately referenced on signage ; to investigate options for City product to be featured in transport announcements ("alight here for...")	A
A3.4: to implement area enhancement strategies for the street environment at Bank, Fenchurch Street and Monument, Liverpool Street, West Smithfield and Barbican; to develop the retail offer in the City's PSCs as proposed in our Local Plan, enhancing the connecting "retail links"	A
A3.5: aligned with City advertising policies, to work with developers to establish information boards at building sites describing the project and nearby leisure options ; working in partnership, to deliver a "Future City" walk to explain these sites, so countering negativity about disruptions	R
A3.6: to explore solutions for the build-up of rubbish at visitor hubs at the weekend as requested by VARG and the CHF	G
A3.7: to deliver a mobile visitor information van staffed by the CIC for use at events in the City, at places where it is most busy and in our open spaces beyond the City, providing on-the-spot help when and where it is needed	G
A3.8: to deliver the City Street Guides scheme in support of major City events and to extend membership to non-City-Corporation-employees	G
A3.9: to provide a leisure advice service for event planners and City businesses planning staff trips ; to complement this with a concierge service for business events (to be delivered by the CIC on a cost-recovery basis)	G
A3.10: to audit guidebooks and travel websites on a global level, to correct misinformation about the Britain London Visitor Centre (now closed) and promote our own information services	G
A3.11: to extend the language skills (esp. BRIC) and national product knowledge of CIC staff to enhance our welcome; to deliver service improvements at the CIC by introducing WiFi, feedback systems, new products and QR coding (enabling mobile leaflet download so decreasing environmental impact) and to develop our partnership with VisitEngland	G
A3.12: to print a guide to the City for workers and event planners , promoting the leisure offer and financing it through advertising, making this freely available to businesses newly-arrived in the City; to extend our range of free visitor information outputs and develop pre-arrival webpages .	A

SA3 EXPERIENCE: HIGHLIGHTS

- i. City visitor literature including self-guided walks, tear-off maps and City Visitor Trail collateral is **updated using the same base map** as that on street signage
- ii. New City Visitor Trail app incorporates a **GPS-enabled toilet finder**, humorously billed "lavatory locator" by Loyd Grossman at Trail launch; all City **visitor collateral updated to reference community toilet scheme** and dedicated 'toilet app' scheduled for release later next year
- iii. Cheapside BID to pilot **7-day-a-week street ambassador scheme** with training in City product provided by the City Information Centre (CIC)
- iv. CIC adopt a GLA **visitor information van** and rebrand it to deliver a mobile information service for visitors at major City events including the Lord Mayor's Show and Cart-Marking
- v. **New concierge service** launched by the CIC at Wikimania at the Barbican in summer 2014; the service, which provides visitor information and ticket sales for event delegates, will be promoted to the City's events industry on a cost recovery basis
- vi. The CIC extends its language portfolio by supporting staff wishing to learn **Chinese** and becomes a full member of **Visit Britain's GREAT China Welcome Charter**
- vii. Free **Wi-Fi, feedback cards** and new products that include a **foreign exchange service, I-Venture cards, National Express tickets and Parliament tour tickets**, as well as a **Union Pay** facility for Chinese visitors, have been launched or are soon to be launched at the CIC
- viii. Our 2012 **Street Guides** scheme is incorporated into the corporate Employee Volunteering Programme; guides are recruited and deployed to help visitors on-street at the Lord Mayor's Show, Ride London, Frost Fair 200 and the Tour de France
- ix. The CIC's mobile working methods and the City Visitor Trail are selected by VisitEngland as best practice case studies illustrating their Strategic Framework Objective 4, to facilitate **greater engagement between the visitor and the experience**
- x. For the fourth consecutive year, **the CIC takes first place at the London Pass Retailers Quiz Night** - a highly competitive London knowledge quiz for the London travel trade – so demonstrating their position as the go-to for London product knowledge
- xi. The CIC takes bronze in the category **Visitor Information Provider of the Year** at the national VisitEngland Awards (one of only two London businesses to be placed in any category nationally)

SA4 SUPPORT: RAG

ACTION	RAG
A4.1: to establish a City Hotels Forum and to extend membership of the City's VARG ensuring networking opportunities between groups; to facilitate a LinkedIn group for member debate and to facilitate shared-cost City representation at industry events on behalf of all	G
A4.2: to develop a " crowd-funding " portal for shared-cost projects through which City stakeholders can pledge support commensurate with the proposal's ability to deliver on their own business objectives	R
A4.3: to establish qualitative data reporting systems and to share results with our stakeholders while informing our own business planning; to establish an annual retail spend survey and enable City benchmarking	A
A4.4: to explore options for delivering a research report looking at the impact of the business meeting and events industry in the City , so positioning the City as a leader in this field and achieving profile	A
A4.5: to launch an online visitor shop with white-labelling to booking sites, enabling pre-arrival and post-trip sales that will help fund visitor activity	R
A4.6: to identify London and regional tourism funding streams (eg RGF) and secure benefits for collective City endeavour; to build on the media partnerships established for <i>Celebrate!</i> to deliver greater in-kind support	G
A4.7: to create an internship programme at the CIC targeting London universities in order to derive profile and recognition for the City in the field of visitor information, positioning the CIC at the forefront of the minds of tomorrow's tourism specialists and enhancing job prospects of participants; to deliver a national TIC exchange programme in partnership with VE and to exploit opportunities to develop our training programmes in the visitor sector for young people in the City Fringe	G
A4.8: to train the trainers of the GLA Ambassador Programme 2013 in London product knowledge, pushing City product and thus driving footfall	G
A4.9: working in partnership, to deliver free day-trips for disadvantaged families from east London , generating WOM recommendations while deriving profile for the City Corporation as an early adopter of the scheme	G
A4.10: to explore options for delivering training in London product to London cabbies through familiarisation trips and bespoke sessions	A
A4.11: to provide a free marketing advice service and deliver marketing support for events that involve multiple City partners, eg Huguenots Festival	G
A4.12: to support London and national programmes and events where there is a City presence, driving footfall and delivering complementary activity to incite revisits; specifically, to provide the secretariat and meeting venues for the Magna Carta 800 Tourism Sub-Committee	G

SA4 SUPPORT: HIGHLIGHTS

- i. The City facilitates four **Visitor Attractions and Retail Group (VARG)** meetings a year, extending membership to include Broadgate, Charterhouse and City of London Festival while delivering **shared-cost projects** that include Christmas in the City, a float in the Lord Mayor's Show and collective representation at Excursions (group leisure show)
- ii. **Trip Advisor** are invited to a special meeting of the **VARG and the City Hotel's Forum** in the City Marketing Suite supporting delegates to achieve higher ratings
- iii. The **City Culture Network** is established as a forum for culture providers to meet and hear from industry experts on pertinent topics
- iv. The City partners with **ACORN T-Stats** to deliver a new data system that provides **qualitative as well as quantitative data across the City's visitor landscape**, including room occupancy at hotels and looking at how factors such as the weather affect visitor footfall
- v. Team Tourism are commissioned by the City to consult with all **City Corporation venues for hire** and deliver a report identifying potential areas through which income growth might be achieved; a venues group is established to meet regularly to progress proposals
- vi. Working with London and Partners, the City co-ordinates a **familiarisation trip for event bookers to the City Livery Halls**; bookings have already been generated and the halls become part of L&P's portfolio of venues
- vii. **A new internship scheme launches at the CIC** recruiting two interns a year from London universities and colleges teaching tourism, hospitality and other relevant courses
- viii. In partnership with Tourism South East, **the CIC leads a national tourism information centre (TIC) exchange programme** to extend product knowledge and benchmark best practice
- ix. The CIC is, for the third year running, been **chosen by the GLA to train their ambassadors in London tourism product knowledge**
- x. The City works with VisitEngland, securing **Regional Growth Fund support for major destination campaigns in 2013 and 2014** – the first delivering national coverage for the City through The Metro; 2014's media partner is not yet known; one-third match funding for disability, Visitor Trail and China films with Visit Britain TV also secured
- xi. In partnership with the **Family Holiday Association and VisitEngland**, the City delivers free days out at Tower Bridge and the Monument for disadvantaged children from east London; in 2014, the scheme is extended to include Museum of London
- xii. The City provides **grant support to Open City, City of London Festival and the Guildhall School** to deliver visitor events for the 800th anniversary of Magna Carta in 2015

SA5 RECOGNITION: RAG

ACTION	RAG
A5.1: to develop a City tourism intelligence resource on the City Corporation's intranet for use by Members and officers when representing City or City Corporation interests in meetings, at events and on overseas trips; to promote Members and senior officers as representatives of London's tourism industry to the sector	G
A5.2: to ensure the City Corporation's contribution to visitor services is represented within its staff induction programme fostering ownership and knowledge for staff as ambassadors	G
A5.3: to facilitate a new cross-borough visitor services group with membership comprising relevant representatives from all central London Boroughs and relevant BIDs; through our CIC, to lead facilitation of the London Tourist Information Centre Network established by the GLA in 2012	A
A5.4: to pitch City Corporation assets to the TV industry , especially programmes focussing on travel or heritage, and to derive City Corporation credit in outputs	G
A5.5: to promote the City as a film location and to streamline processes to enable greater adoption; to examine opportunities for promotions with producers of the DVDs of films in which the City has a significant presence	R
A5.6: to develop a City Corporation day for visitors , securing free admission to our attractions and delivering tours that celebrate our contribution in the visitor context; to promote this to London audiences specifically	R
A5.7: to develop a down-loadable, self-guided Guildhall Great Hall tour for mobile devices , promoting it as the seat of City government to the many visitors who come here without having booked on the monthly guided tour	G
A5.8: to identify locations within City Corporation assets where a board describing the asset and the City Corporation's contributions in the visitor/cultural context can be housed; to deliver a moveable display about our contribution for use at City Corporation events	R
A5.9: to deliver a City Corporation treasure of the month promotion on the City Corporation's website and to excite interest via social media channels	A
A5.10: to create a City of London Attractions group comprising City Corporation visitor assets to qualify to join the Association of Leading Visitor Attractions (ALVA) and build exposure; similarly, to develop the City Corporation Venues group and investigate joint promotional opportunities	G
A5.11: to establish links between the City Corporation's assets outside of the City and the City's visitor offer , driving footfall in both directions; specifically, to deliver promotions linking Hampstead Heath and Epping Forest to the City	G

SA5 RECOGNITION: HIGHLIGHTS

- i. A new **visitor intelligence dashboard** is uploaded to the City's intranet for use by staff and members looking for information about the City's tourism sector
- ii. In partnership with LB Greenwich, the CIC leads the **London TIC Network**, taking over from the GLA in 2013
- iii. The City **supports the Tourism Society and London and Partners** by providing venues for a number of key industry meetings and events, ensuring Guildhall and its visitor assets are showcased to delegates
- iv. The Head of Cultural and Visitor Development is **invited by the United Nations World Tourism Organisation to lead a one-week conference** on cultural tourism product development in Qatar
- v. A **new module is introduced into the City's staff induction programme** explaining the City's visitor assets and services and highlighting leisure options for staff
- vi. The **CIC and Leadenhall Market play significant roles in one of TV's most popular programmes** to be aired this Autumn (a non-disclosure agreement prevents any naming the programme)
- vii. Major **films shot or shooting soon in the City** include *Suffragette* starring Meryl Streep, Carey Mulligan, Helena Bonham Carter and Ben Whishaw; *Mission Impossible 5* starring Tom Cruise; *Criminal* starring Kevin Costner, Ryan Reynolds, Gary Oldman and Tommy Lee Jones; and *Spooks: the Greater Good* starring Kit Harington and Jennifer Ehle
- viii. A **major new identity and campaign for Guildhall Galleries** (covering the art gallery, amphitheatre, heritage gallery, Great Hall, library and St Lawrence Jewry) has been developed; leaflets will be racked at outlets across London, a free guide will be made available for visitors to pick up at Guildhall and **a new app, using the latest i-Beacon technology** will be downloadable from the Apple Store and Google Play in November 2014
- ix. A new walk, delivered in partnership with Curio City and entitled Keats' Fleet, has been launched; **linking Hampstead Heath, Keats' House and the City** using the River Fleet and the Keats theme, the walk enjoyed sell out audiences during English Tourism Week
- x. The City is exploring the possibilities of linking the **Roman Kiln at Highgate Woods with the City's Roman offer**, and the **blast pens at Kenley Common with its commemoration of the Blitz**; both projects are at an embryonic stage