

**A DESTINATION MANAGEMENT PLAN FOR
NORTH YORKSHIRE**

Many destinations.

One destination management plan.

2023 – 2033

Reviewed and updated annually

to reflect the changing economic, social and environmental landscape

A DESTINATION MANAGEMENT PLAN FOR NORTH YORKSHIRE

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PART ONE

EXECUTIVE SUMMARY AND CONTEXT

Destination management is a process of leading, influencing and coordinating the management of all aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, residents, businesses, and the environment.

It is equivalent to a strategy and action plan for sustainable tourism in a destination and joins all key stakeholders in a shared statement of intent to manage the destination over a stated period, articulating their individual roles identifying clear actions, and importantly, identifying resources.

The vision for North Yorkshire's visitor economy is to create a vibrant, thriving, year-round visitor destination; offering sustainable growth for the visitor economy coupled with significant opportunities to improve the current offer and develop new, meaningful experiences, events, and products.

The overall aspiration is to increase the value of tourism and economic benefits to North Yorkshire, with the visitor economy being a substantial driver of sustainable economic growth.

Growth Targets

Our targets for growth for the lifetime of this plan (based on Visit England pre-covid 2019 figures) will be:

- 4% growth between now and 2025 - £1.62bn
- 5% growth between 2026 and 2030 - £2bn
- To grow the number of overnight visitors to more than 20% of all visits

Note these figures will be revised once we have a cohesive North Yorkshire Volume and Value model baseline.

The **outcomes** will be:

- To maintain a healthy and high performing visitor economy in North Yorkshire, with increased domestic visitor spend, day visitors converting to visitors staying longer and exploring more, and a destination that can attract more international visitors.
- For North Yorkshire to continue to be known for being welcoming, accommodating, friendly and positive, building on its traditional assets, and highlighting a new independent and contemporary vibe.
- That the rich destination offer will provide an authentic, varied, and exciting experience for visitors and local people alike – from city to coast, from market towns to countryside, from day attractions to a wealth of culture, events and festivals. The county’s two National Parks and four Areas of Outstanding Natural Beauty is a unique selling point, which sets North Yorkshire apart in terms of landscapes and special qualities.
- That businesses will thrive, working as one business community across North Yorkshire in partnership to shape the future. The stakeholders in this DMP will continue with honest dialogue, will actively share information and communication will be trusted.
- The visitor economy will be vibrant, open to independent enterprise and inclusive in its communication and engagement.

A vibrant visitor economy also draws investment not only in the visitor economy but as the shop window to inward investment, as a great place to live and visit is seen as a great place to invest. This destination management plan (DMP) will provide a platform to bring

businesses together and provide them with the inspiration and opportunities to maintain, develop and grow business levels.

This DMP will focus on improved connectivity providing the blueprint for new opportunities for businesses, an increase in quality, improved jobs and skills, sustainable and relevant investment and development, and importantly, a range of benefits for local people.

The FIVE priorities identified to realise the ambition and aspirations of this DMP are:

- 1. DATA AND INTELLIGENCE**
- 2. PLACE** (transportation, infrastructure, IT and environment, and investment)
- 3. PEOPLE** (recruitment, training and retention, and engagement and co-ordination)
- 4. PRODUCT DEVELOPMENT** (developing product and experiences to meet current and future market demands)
- 5. PROFILE and POSITION** (initially marketing, market segments and branding; furthermore, profile and positioning of the activities delivered through this DMP)

The key principles of this plan are sustainability, inclusivity, collaboration, engagement, and respect. All actions will aim to minimise the negative environmental and social impacts of tourism, while enhancing the economic and cultural benefits for visitors, businesses, and local people. The outcomes of this plan must ensure that all developments contribute positively towards the sustainability and regeneration of places and provide benefit to local communities.

The partners involved in its delivery will be champions for North Yorkshire, collaborative and solution-focused.

PART TWO

INTRODUCTION

Introducing the concept of a Destination Management Plan

Destination management is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, residents, businesses, and the environment. A destination management plan (DMP) is a shared statement of intent to manage a destination over a stated period, articulating the roles of the different stakeholders and identifying clear actions that they will take and the apportionment of resources.

VisitEngland guidance states:

A DMP is equivalent to a strategy and action plan for sustainable tourism in a destination. There should be no difference in how such documents are drawn up and what they address, whatever they may be called.

DMPs should cover all the fundamental aspects of destination management, including tourism performance and impacts, working structures and communication, overall appeal and appearance, access, infrastructure and visitor services, destination image, branding and promotion, and product mix – development needs and opportunities. Also, recognising the need to protect the integrity of the local community, including their livelihoods and culture, as well as conserving the natural and built heritage that significantly underpins the visitor experience.

THE DMP AND NORTH YORKSHIRE

What a DMP means for North Yorkshire

A partnership approach to destination management will mean that the visitor economy is developed to improve the quality of life for residents and for the wider local economy. Well managed places are great to visit, to live and work in; they are more likely to generate sustainable growth in their visitor economy and maximise the long-term benefits of that growth.

By co-ordinating its destination management, North Yorkshire will have a clearer picture and direction of travel in terms of attracting new business and investment, creating new, value-added jobs, and inspiring its current businesses.

The priorities which emerge from developing this DMP will be shared with partners and focus all activity in developing North Yorkshire as a tourism destination. It will maximise resources by bringing together all businesses, stakeholders and organisations that deliver services to and interact with the visitor economy. The aim is to deliver a range of actions that will strengthen the position of the destination, the visitor experience, and the performance of businesses, coupled with processes to manage, and monitor the range of impacts tourism has across North Yorkshire.

The partnership and inclusive approach to the development of this DMP will ensure that priorities are relevant, and that actions are deliverable and supported by key partners.

The priorities will strengthen the case for funding and projects for support, they will highlight opportunities and provide solutions to any barriers. Exceptional communication will ensure all priorities and actions are supported across the region by the industry and private and public partners alike.

The North Yorkshire tourism team has led the development of this DMP, working with North Yorkshire Council members and officers, partners, stakeholders, and the wider industry, to create a roadmap for destination development.

This is a DMP for North Yorkshire.

It is the plan which will focus management, organisation, and delivery.

PART THREE

STRATEGIC AND POLICY ALIGNMENT

This DMP will identify how the full range of partner and local authority policies and services (in planning, transport, environmental management, leisure and recreation, culture, and the arts) can support the visitor economy.



Strategic importance of tourism – the next five years

There were 41 million inbound visits to the UK in 2019 and domestic overnight trips in England looked set in 2020 to have hit 100 million. Travel was the UK’s third largest service export, a catalyst for trade, an engine for growth, a creator of jobs across the length and breadth of the country and a key component of Britain’s enviable soft power ranking. The pandemic brought the industry to a halt.

In June 2021, and in response to the Covid-19 pandemic, the Government published its Tourism Recovery Plan. Within the plan it states that a separate report published by Oxford Economics predicts tourism in the UK will only return in full to 2019 levels of volume and expenditure by 2025. The Tourism Recovery Plan sets out the role that the UK government will play in assisting and accelerating the tourism sector's recovery from COVID-19. It also sets out a framework for how the Government will work with the sector to:

- Recover domestic overnight trip volume and spend to 2019 levels by the end of 2022, and inbound visitor numbers and spend by the end of 2023 – both at least a year faster than independent forecasts predict.
- Ensure that the sector's recovery benefits every nation and region, with visitors staying longer, growing accommodation occupancy rates in the off-season and high levels of investment in tourism products and transport infrastructure.
- Build back better with a more innovative and resilient industry, maximising the potential for technology and data to enhance the visitor experience and employing more UK nationals in year-round quality jobs.
- Ensure the tourism sector contributes to the enhancement and conservation of the country's cultural, natural, and historic heritage, minimises damage to the environment and is inclusive and accessible to all.
- Return the UK swiftly to its pre-pandemic position as a leading European destination for hosting business events.
- To make the UK the world's most accessible destination by 2025.

While many of these ambitions stand true, the world has moved on significantly and this plan is set in the context of both the **current**¹ cost of living and cost of doing business crisis; where businesses are being hampered in their attempts to make profit by rising energy bills, rising costs of goods and the lack of ability to attract good labour.

¹ This plan will be updated annually to reflect the changing economic, environment and social landscape

The Visit Britain Consumer Tracker published fortnightly since the pandemic now shows that the greatest concern for domestic day visits and short breaks is the worry about cost of living, one in three saying it is the biggest barrier to taking a trip.

Strategic foundations

Moving from multiple local authorities to the new unitary means that this DMP builds on the foundations laid in multiple plans and strategies. They are all at different stages and geographies. However they provide a platform for the development of this new DMP.

These include the visitor economy Strategy for Scarborough, the Harrogate DMP, the Richmondshire DMP, the Selby visitor economy Strategy, the Ryedale Destination Development Plan and the Hambleton Tourism Plan.

Scarborough visitor economy strategy and destination management plan 2021 focuses on increasing the value of tourism and economic benefits Scarborough's visitor economy, to have a more positive impact on businesses and residents, without a detrimental impact on the environment or local communities. The strategy set a target to be back to pre-covid levels by 2022 with 4% growth achieved between 2022 and 2025 and 5% growth from 2026 to 2030 The key themes include:

- Building on existing traditional markets and attracting new, aspirational visitors.
- Encouraging visitors to stay longer and increasing exploration.
- Developing off-peak visits.

This focuses on activities (to attract more staying visitors); product development (to appeal directly to defined target markets); showcasing tangible distinctiveness; a year-round thematic approach; business development and support; and development of destination and relevant industry body partnerships.

Harrogate Destination Management Plan sets out an ambition to grow the visitor economy by £230 million by 2030 and to see overnight visitors making up 22% of all visits, seeing the visitor economy as a substantial driver of sustainable economic growth. The DMP focuses on health and wellbeing; home of events; horticultural heritage; cultural heritage; food;

Independence; and the great outdoors. The objective is thriving local businesses, inward investment, job creation and a vibrant way of life for our residents.

Richmondshire District Destination Management Plan focuses on greater collaboration and coordination to support the businesses of Richmondshire to reach new markets and the use of networks to reach businesses in the visitor economy. This includes the need to create greater awareness of the individual towns and villages in Richmondshire.

Selby visitor economy Strategy 2022-2025 recognises that the visitor economy needs to play a greater role in the district’s economic development framework to improve the lives and wellbeing of residents and the experience for visitors; and to encourage and create ambassadors and advocates for the district. The ambition is to grow the sector by 20%.

Ryedale Destination Development Plan includes strategic priorities to form partnerships and collaborate to maximise use of resources and to create more sustainable activity; to focus on activities to attract more staying visitors; to promote assets and brands that make sense to visitors; to support product development to enhance Ryedale’s tourism assets; and to support businesses in undertaking their own direct collaborative promotional activities.

Hambleton Tourism Plan (2021) sets out eight key actions, including the development of a forum for tourism and hospitality professionals; establishing a reputation as a gateway to Yorkshire Dales and North York Moors National Park; a new marketing campaign to increase visitor numbers and spend; improvements to quality and timeliness of information on Hambleton as a gateway; and to be recognised as a welcoming destination for coach and group organisers.

North York Moors and Yorkshire Dales Management Plans

As well as the district area plans, both the North York Moors and Yorkshire Dales have National Park management plans.

The vision for the North York Moors is based on six key outcomes:

Outcome 1 – A resilient landscape at the forefront of addressing climate change and nature recovery.

Outcome 2 - A nature-rich, more biodiverse landscape.

Outcome 3 - A landscape rich in heritage and highly valued for its sense of remoteness and tranquillity.

Outcome 4 – A place that lifts the nation’s health and well-being.

Outcome 5 –A place that supports a diverse and innovative low-carbon economy.

Outcome 6 – A place of great beauty where local communities thrive.

The most relevant to the DMP are under Outcome 4 with the following objectives:

- Objective 12 - Create specific, targeted opportunities to improve mental and physical health and well-being by connecting people with nature.
- Objective 13 - Increase awareness of, and access to, the National Park among underserved communities, particularly those in the surrounding area.
- Objective 14 - Inspire the next generation to enjoy, learn about and care for the National Park, and support young people’s direct involvement in decision-making about its future.
- Objective 15 - Ensure that all members of the public can enjoy the National Park using easy-to-use, well-marked rights of way and open access land.
- Objective 16 - Promote the North York Moors National Park as the premier recreational/family cycling destination in the north of England.
- Objective 17 - Work with businesses to establish regenerative tourism as a guiding principle and encourage visitors to make a positive contribution to the National Park.

The current Yorkshire Dales National Park management plan runs from 2019 to 2024. Work will begin to develop a new management plan in 2024.

The overarching vision for this plan is

Through their passion for this special place, local people, businesses and organisations will keep the Yorkshire Dales National Park a thriving area. Its unique cultural landscape will be treasured for its stunning scenery, exceptional heritage and wonderful wildlife, and every year millions of people will be inspired to be a part of it.

By 2040 it will be:

- A distinctive, living, working, cultural landscape that tells the ongoing story of generations of people interacting with their environment.
- Home to the finest variety of wildlife in England.
- Providing an outstanding range of benefits for the nation based on its natural resources, landscape and cultural heritage, which underpin a flourishing local economy.
- A friendly, open and welcoming place with outstanding opportunities to enjoy its special qualities.
- Resilient and responsive to the impacts of climate change, storing more carbon each year than it produces.
- Home to strong, self-reliant and balanced communities with good access to the services they need.

This will be achieved with a set of objectives which will be delivered in partnership during within the term of the management plan.

The future

North Yorkshire Council has a vision to build on North Yorkshire's natural assets, strong local economy and resilient communities, to improve the way local services are delivered and support a good quality of life for all.

The new North Yorkshire emerging strategic framework identifies the visitor economy as a key strength. In the context of this DMP, it is worth noting that strategy recognises that public transport, active travel, digital connectivity and lack of available housing are all challenges that impact the visitor economy.

Engaging local people and ensuring they appreciate the benefit of tourism to the local area and the positive impacts of the visitor economy is critical. The '**Let's Talk Local**' survey conducted by North Yorkshire Council in 2022 identified that local people were keen for the positive and negative impacts of tourism to be recognised and responded to.

In addition, improvements and actions in several ‘destination’ areas were highlighted and these form part of this DMP approach. This includes improvements in public realm and infrastructure; public transport, transport management, parking and general accessibility; housing and facilities for residents; cycling and walking routes; and climate change and environment.

North Yorkshire’s strategic direction will bring together many existing plans and priorities, with a streamlined approach to activity. This includes skills, transport, economic development and planning, all of which will connect to and dovetail with the actions outlined in this DMP.

The Local Skills Improvement Plan

West and North Yorkshire Chamber of Commerce, with North Yorkshire Council, is developing the Local Skills Improvement Plan which is a broad strategic framework that enables flexibility and timely responses to meet skills demands. The focus is to put businesses at the heart of skills development. Evidence has been collected on supply and demand which will focus direction and ensure connections with the new economic strategy.

Case studies and routes for business engagement will be strengthened, and, again, there is a requirement to ensure that the actions identified by the business engagement sessions are connected in this work. It is important also to assess whether hospitality and tourism is a separate priority and considering the outcomes of the business engagement workshops, it is recommended that this is adopted.



Local Transport Plan

North Yorkshire Council publishes a local transport plan to maintain and improve transport in the area and set out a vision for transport and travel infrastructure. This plan will be critical to address the issues and deliver many of the opportunities outlined in this DMP; with the transport planning team intrinsically linked in engagement and planning as this DMP moves forward.

The local transport plan (LTP) is the council's key strategy document for highways and transportation and sets out the policy and delivery plan for transport, including highways. To date, the council has written and adopted four LTPs, with the latest adopted in 2016. The LTP is a significant, substantial policy document which should set out the local transport authority's vision for transport in their area, and how that vision will be achieved.

North Yorkshire's current local transport plan (LTP) has been in place since 2016. While the plan had a longer term strategic horizon to 2040, it is considered good practice to update LTPs regularly, particularly because in the time since the last LTP was written, electric vehicles use has grown, the Covid-19 pandemic has impacted significantly on how people live, work and travel, and there have been advances in policy and transport technology, all of which are not reflected in the current LTP.

Work is under-way to draft a new LTP document for 2023 onwards

North Yorkshire Economic Growth Strategy

A first draft of the new economic growth strategy is being refined and consulted upon before being presented to the executive and council for adoption later in 2023². The strategy is based upon a wide review of evidence and targeted consultation with stakeholders and aims to set an ambitious agenda for North Yorkshire Council.

'Enterprise, innovation and investment' sit at the heart of the strategy and it recognises the importance of delivering 'quality infrastructure and connectivity' and enabling 'skilled and prosperous communities' in driving up economic growth and living standards. The

² This DMP will be updated to reflect the new strategies and plans currently being developed

opportunities and challenges around each of these three pillars are considered across North Yorkshire's diverse and distinctive places.

The visitor economy is highlighted as a major strength, employing 41,200 people and generating more than £1.5bn³ of economic output each year. This is spread right across North Yorkshire with a diverse visitor offer in our coastal areas, national parks, AONBs and towns.

The strategy sets an objective to 'develop and deliver a DMP', recognising that this is a key sector across North Yorkshire, and is closely linked to quality of place, culture, and the natural environment. It is underpinned by tremendous and distinctive local assets and has enjoyed some major successes in recent years. However, challenges remain, including how to maximise the value and sustainability of tourism, not just visitor numbers; how to enhance the quality and pay of jobs within the sector; and how to address workforce and labour challenges.

It is recognised this DMP is needed to understand in more detail the challenges and opportunities in this space, and the actions required to grow the sector. This should seek to address the issues raised in this economic development strategy, including ways to increase both productivity and job quality in the sector, identify opportunities for year-round tourism activity, and to align the sector with North Yorkshire's carbon-negative principals.

The strategy also highlights the importance of connectivity and of accessibility via an integrated passenger transport offer to support the visitor economy.

³ Data refers to Visit England data 2019, likely that current impact closer to £2bn. A North Yorkshire wide economic assessment will take place in 2023

THE VALUE OF TOURISM

Prior to the pandemic tourism was valued as a \$1,482bn global industry from tourists travelling internationally alone. International arrivals had been growing on average by 5% every year for 10 years.

In the same period international visitors to England had increased by more than 26%. Overnight stays by UK and international visitors were worth around £45bn, rising to more than £100bn when day visits were included.

The UK Tourism Recovery Plan Update in March 2023 showed that the picture of recovery was a mixed one. Domestic trips were almost back to normal at the end of 2021 with 100 million trips taken between April and December contributing to spending of £22.2m. International visits, however, remained dramatically behind the levels of 2019; the full year of 2022 showed that international visitor numbers were still 73% behind compared to 2019.

The value of tourism to North Yorkshire

National Data

According to the Great British Tourism Survey (GBTS), North Yorkshire received an average of 3.4m domestic visitors between 2017 and 2019 who contributed an average of £624m to the local economy. This was only 3% of all spend by domestic visitors in England. This data is useful to provide a context for the position nationally. However, destinations choose to use one of two models, STEAM or Cambridge, to provide volume and value data at a local level. Data from these sources is outlined below.

Local data

Historically there has been no consistent collection of economic data across the former local authority areas however Scarborough, Ryedale and Selby all utilise the Cambridge Model and Harrogate use the Scarborough Tourism Economic Activity Model (STEAM). Figures for Richmond, Craven and Hambleton have been taken from the Visit Britain 2019 volume and value figures.

The table below gives the available economic data for constituent areas of North Yorkshire:

Area	Volume (Day and overnight visitors)	Value	Year	Source
Harrogate	6.4m	£606m	2019	STEAM
Scarborough	10.24m	£610.m	2019	CAMBRIDGE
Ryedale	6.82m	£281.10m	2019	CAMBRIDGE
Selby	2.7m	£129.51m	2019	CAMBRIDGE
Richmond	2.5	£239m	2019	Visit Britain
Craven	4.8	£167m	2019	Visit Britain
Hambleton	4.3	£129m	2019	Visit Britain

The total visitor numbers for North Yorkshire account for 37.76m visitors generating £1.9b for the local economy. (This is using the districts' 2019 Cambridge and Steam figures and Visit Britain figures). Visit Britain figures across all destinations in 2019 suggested that there were 33m visitors to North Yorkshire spending £1.5b in the local economy.

In addition to the district Volume and Value figures the North York Moors National Park (NYMNP) and the Yorkshire Dales use STEAM data to monitor their volume and value across the whole of the park. The 2019 figures identify that the NYMNP attracts 8.38m visitors which generates £730m for the local economy and the Yorkshire Dales attracts 10.44m visitors generating £806m for the local economy.

A new model for monitoring volume and value figures across the County will be utilised moving forward to ensure that there is a more consistent and co-ordinated approach.

Via the ONS business counts data, it is estimated that there are approximately 73,000 businesses that could be counted as part of the visitor economy. It should be noted that this includes all retail businesses, as guests in self-catering properties for example, may use a local supermarket to buy food and other goods.

It is important that as this plan develops North Yorkshire Council and its economy stakeholders fully understands the economic impact of the visitor economy to prove the case for the sector, understand the impact of work and provide evidence for support for the sector.

Current trends

Prior to the Covid pandemic the UK had reached a stage where holidays were enjoyed by most people and seen as a right, not a privilege. Over 20 years technology and digital advancements, low-cost airlines and the rise of tools such as social media had driven travel. Post-pandemic, there are several changes that are impacting on the travel habits of consumers:

Cost of living: There has been a significant increase in the costs of goods and services putting pressure on the pockets of consumers. This has led to people changing their holiday habits. The Visit Britain consumer tracker has been tracking the changes over time with the May 2023 edition showing:

- Most UK adults (67%) are either **'cautious and being very careful'** (49%) or have been **'hit hard and are cutting back'** (18%) due to the cost-of-living crisis.
- **30% of UK adults plan to take fewer overnight UK breaks** this year to save money. The top barrier to taking overnight UK trips in the next six months is the cost of living

- Focusing on barriers related directly to the cost of a domestic overnight trip, the **cost of accommodation remains the top barrier**, followed by the cost of drinking/eating out.
- **33% of UK adults plan to take fewer day trips** to save money. Of those that are planning a UK day trip 28% said they will look for more free things to do, and 25% said they will spend less on eating out.
- 36% of respondents indicated they are **more likely to choose a trip in the UK than overseas**, compared to the last 12 months – the top reasons being ‘UK holidays are cheaper’, ‘they are easier to plan’, and ‘the travel time is shorter’.

Conscious travellers: Pre pandemic, sustainability and the climate were becoming part of the consciousness of travellers. However post-pandemic this has accelerated significantly. Both leisure and business travellers are now giving much more thought to their carbon output when travelling. There is an expectation that businesses will support them in helping to reduce their impact.

There have also been several changes in the expectations of travellers. These include:

- Ageless travel – not pigeon-holing experiences based on age. This includes opportunities for multi-generational families to be able to participate together
- Use and influence of social media and the internet.
- Need for easy booking protocols.
- Providing “real experiences”.
- Use of technology such as Augmented Reality and Virtual Reality.
- Opportunities for visitors to volunteer/ take part in self-improvement activities.
- Active outdoor, wellness and health tourism (especially post Covid)
- Intergenerational family group visits
- Generation Z (born in the late 1990’s early 21st century) values sustainable travel and authentic experiences

Top Tourism Trends of 2023

1. **Transformational trips** - travel experiences that cater to people who want to undergo a significant personal or spiritual transformation.
2. **Forest bathing and digital detoxing** – becoming immersed in nature to enhance physical, mental, and emotional well-being. Going for a long walk through a forest or sitting by a lake and taking in the sights, sounds, and smells of the natural surroundings.
3. **Off-grid and “survival” travel** – 55% of travellers want to spend their holidays off-grid.
4. **Hush trips, workcations, and micro-cations** - a secret trip taken by an employee without their employer’s knowledge; linked to remote working.
5. **Traveling for “bleisure”**- the trend of business travellers tacking on some leisure time to the end of business trips.
6. **Set-jetting** - visiting destinations primarily because they were featured in a popular movie, TV show, or book.
7. **Sustainable tourism and electric travel** - “ecotours” enjoy holidays while learning about environmental and sustainability issues in a particular location.
8. **Indigenous experiences** - empowering Indigenous communities to take a lead in areas like travel and tourism.
9. **Budget-friendly travel** - thrifty travellers in camping, self-catering, and all-inclusive holidays; hiring equipment rather than buying.
10. **Luxury cruises and upscale all-inclusive** - Holidays offering the best of everything—food, accommodation, and experiences.
11. **Train travel** - scenic views, comfortable travel with spacious seats.
12. **Glamping** - sleeping and living in the great outdoors, but with a step-up in comfort from traditional camping.
13. **Go solo or go social** - Families making up for lost time with “reunion” or “celebration” travel; and groups of Gen Z-ers (people born between 1996 and 2010) who want to get together on a trip to celebrate birthdays, graduations, and other milestones.

It is important also to be mindful of the potentially most significant disruptor of the sector since the launch of the internet, which is the rapid acceleration of artificial intelligence (AI) and its application across all areas of tourism and hospitality. This will impact the sector in numerous ways, including visitor information, with the development of chatbots that will provide real-time visitor information to visitors, answering queries and making recommendations. This can play a role in both inspiring people to visit and during their visit.

One example of this in practice is Expedia’s Chat GPT travel planning app

<https://www.expediagroup.com/investors/news-and-events/financial-releases/news/news-details/2023/Chatgpt-Wrote-This-Press-Release--No-It-Didnt-But-It-Can-Now-Assist-With-Travel-Planning-In-The-Expedia-App/default.aspx>

There is a rise of AI in demand tracking supporting businesses with predicting likely rates and demand which will support staffing levels and easier business planning. The table below highlights the areas in which AI will play a key role in the sector.

Insights	Strategy	Product	Experience	Marketing
<ul style="list-style-type: none"> • Predictive analysis • Real time data – on line signals 	<ul style="list-style-type: none"> • Automation • Decision making • Evaluation 	<ul style="list-style-type: none"> • Personalised experiences • Trip planning automation • Optimisation • Creation 	<ul style="list-style-type: none"> • Personalised recommendations • AI Driven and autonomous experiences • Chatbots and smart assistants/Guides 	<ul style="list-style-type: none"> • A complete shift in how we do it

DESTINATION AUDIT: NORTH YORKSHIRE

This DMP is based on and linked to national, regional, and local strategic economic and tourism priorities as well as the examination of data to establish a baseline and targets for the sector. Having this strong supporting evidence base will enable those involved in the delivery of this DMP to demonstrate their success and to be accountable for making positive changes for our visitors and our businesses.

It is also crucial to understand visitor profiles, motivators, and behaviours and how the current product meets, exceeds or requires adapting, to meet customer and destination priorities as the DMP moves forward. Actions included in this DMP will build on evidence already collected to provide a solid understanding of the product mix and the perceptions of the product. It will also inform understanding, fill identified gaps and reflect any significant changes over the lifespan of the plan.

Headlines both from desk research and primary research has been undertaken and key takeaways are below:

1. Destination audit

A destination audit survey was undertaken to understand the perceptions and opinions on the existing product in North Yorkshire. 150 responses were received to the survey from stakeholders within North Yorkshire with key findings including:

- Current **accommodation** offer is rated highly with an average rating for the quality of the offer standing at seven. Only 29% felt that the balance of accommodation was correct; one in five responses believed there was not enough accommodation in some areas while 14% thought there was too much and 5% thought there was far too much.

- Quality of **visitor attractions** was given an average score of eight out of ten and 62% felt there were enough attractions in the area although one in four felt there were too few. The balance of attractions divided opinion with 44% feeling the balance was right in some areas and one in ten saying they did not feel it was right at all.
- **Food and drink** provision was also rated at eight out of ten however one in four felt there was not a diverse enough range of food and drink options. 54% said they felt there were opportunities for developing the food and drink offer.
- 50% of respondents said there are not enough **events and festivals** in some areas of North Yorkshire with only one in five saying the mix of these events is right and well balanced. 41% did say they felt the events and festivals were significant enough to attract out-of-region visitors.
- **Heritage and culture** received one of the highest scores with an average of 8.12, 61% feeling there were the right number of attractions and 46% believing the authentic heritage and culture sets North Yorkshire apart as a destination; and 48% felt that there were still further ways of maximising the heritage and culture offer.
- The major strength is seen as **landscapes and countryside** with an overall score of 9.32. Interestingly one in five felt there was a need for more recreation experiences to maximise the use of these outdoor spaces although 75% felt the countryside offer of North Yorkshire was unique and 83% felt the landscapes and countryside could attract out-of-region visitors.
- **Access and transport infrastructure** were seen as a major challenge scoring an average of only 4.68 out of 10, with 82% saying transport options are not adequate and 89% feeling improvements are required.
- There is a challenge in welcoming **visitors with disabilities**, with an average score of only 5.30. 60% felt facilities were not good enough.

1. Visitor surveys

It is important to compare the feedback from stakeholders in the product audit with the insight provided by visitors. While there has not been a North Yorkshire-wide visitor survey, several of the constituent destinations have undertaken research. There are findings that were replicated across the surveys. These include:

- A lack of awareness of the breadth of the North Yorkshire offer.
- Visitors tend to come from Yorkshire and the North-east, and there is a loyal audience who make repeat visits.
- Nature and the outdoors are key assets.
- Car is still the main form of transport.
- Key age group is 55 to 64 years.

2. Product Audit

The product audit shows

- 978 accommodation businesses across North Yorkshire providing 13,335 rooms/pitches/units
- Of these 3,712 rooms are in hotels and 5,361 are serviced
- 368 visitor attractions of which 52% are free and 64% are outdoor

(Note this is not an extensive list and further work will need to be undertaken across the County to ensure a comprehensive product audit is in place)

3. The current positioning

North Yorkshire includes popular destinations (and brands) such as Harrogate, Ripon, Scarborough, Whitby, Northallerton, Thirsk, Selby, Tadcaster, Malton, Pickering, Richmond, and Skipton, and many more villages and settlements.

The current messaging is such that visitors are invited to **Discover Yorkshire Coast** – The Place Full of Surprises; **Discover Hambleton**; visit **The Heart of Yorkshire**; visit **The North York Moors**; **Visit Harrogate**; visit **Malton** – Yorkshire’s food capital; visit **The Yorkshire Dales**; **Discover Ryedale**; and explore **Pickering**.



Stakeholder feedback gave a series of words and statements that support the positioning of North Yorkshire. These words to describe a visit must be captured and used consistently within messaging as the branding and positioning develops.

Where is it: Yorkshire. heart, coast, countryside.

What can you do: Explore, discover, visit.

What will you find: market towns, villages, cobbled streets, moors, dales, forest, coast, countryside, gardens, castles, abbeys, beaches, golden sands and national parks

What will you experience: history, stunning, natural, outstanding, special, bursting, peace, awe-inspiring, breath-taking, unspoilt, relaxing, tranquil, dreamy, bustling, vibrant, atmosphere, independent, character, charming, authentic, and local.

How will you feel: welcome, warm, surprised.

The component destinations.

➤ **HEART – Hambleton, Selby, Harrogate**

Hambleton, in the heart of North Yorkshire, attractions, accommodation, scenery, including the North York Moors and woodlands at Thorp Perrow Arboretum. Key attractions are the World of James Herriot Museum, the Wensleydale Railway, Kilburn White Horse, Kiplin Hall and Gardens, Mount Grace Priory, House and Gardens and Beningbrough Hall Gallery and Gardens. Activities include farm parks, walking, cycling, water based, or on horseback; market towns include Easingwold, Stokesley, Thirsk, Northallerton, Great Ayton and Bedale, with independent retailers, markets and cobbled streets. The area is positioned as a base for touring and the family market.

Selby, the Heart of Yorkshire, offers market towns, villages, medieval architecture, and countryside. Key attractions include heritage and storytelling, activities, and experiences.

Harrogate, Ripon, Boroughbridge, Knaresborough, Masham and Pateley Bridge. Offering a Victorian spa town and rural district, a medieval city Area of Outstanding Natural Beauty (AONB), market towns and varied events. Positioned as a base for a day, a weekend, or a week. Home to the Harrogate Convention Centre, the only convention centre in the county.

➤ **COAST – Scarborough, Whitby, Filey, North York Moors,**

Discover Yorkshire Coast – Scarborough, Whitby and Filey. Unspoilt coastline with quaint villages including Staithes, Runswick Bay and Robin Hoods Bay, and the North York Moors National Park. Key landmarks and attractions are the historic spa town of Scarborough, the beaches and heritage. The area is positioned for short breaks and long relaxing holidays. The area is also home to Scarborough Spa, a multipurpose entertainment and conference centre.

The Yorkshire Coast is a fantastic base for exploring coastal villages and towns, Dalby Forest, and the North York Moors; amazing attractions (50), market towns, Blue Flag beaches and 8,000 acres of forest.

Positioned as a touring base and good for families.

➤ **COUNTRYSIDE – Yorkshire Dales, North York Moors, Ryedale (Malton, Pickering and Helmsley)**

The Yorkshire Dales offer scenery and a peaceful atmosphere. Key attractions are castles and abbeys, the Yorkshire Dales National Park, the Nidderdale AONB. It is positioned close to the Forest of Bowland AONB and North Pennines AONB.

The North York Moors National Park offers a special place of great beauty and tranquillity, where far-reaching heather moorlands give way to tree-topped skylines, deep wooded dales, babbling becks and a rugged coastline.

Ryedale, **hidden gems, landscape, market towns such as Malton, Helmsley and Pickering.**

Positioned as a great base to explore the area. Malton being positioned as Yorkshire’s Food Capital, a town of makers and markets, artisan producers, independent shops, food and drink. Gateway to the Howardian Hills AONB with its well-wooded rolling countryside, scenic villages and historic country houses with classing parkland landscapes.

Current markets and activities

Based on markets outlined in the relevant strategies, there are a number of defined target markets which naturally connect across North Yorkshire and provide opportunities for further and joint development; expanding the opportunities and the product offer.

<p>Harrogate</p>	<p>Health and Wellbeing: Targeting country loving traditionalists and free and easy mini breakers from within 1.5 hours’ drive time as well as those from the South-East and London based on rail connectivity.</p> <p>Events: Targeting business events, including national association conferences and leisure events such as food events and arts, culture, music and comedy events.</p>
<p>Scarborough Borough</p>	<p>Extending the season and attracting more free and easy mini breakers and aspirational family fun groups.</p>

	<p>Family fun and gatherings, smugglers and explorers; walking and cycling; nature and wildlife tourism; sport tourism; food and drink; health and wellbeing; outdoor activities; screen and literary tourism; history and heritage; heritage railways, festivals and events.</p> <p>Events: Targeting conferences linked to local industry, leisure events including sporting events, music events and developing out-of-season cultural events within the venues and towns.</p>
<p>Ryedale (Malton Pickering Helmsley)</p>	<p>Somewhere gentler and calmer, to feel better and more refreshed spending time together and exploring together (strong market for multi-generational visits; celebrations and gatherings of friends and family)</p> <p>En route to the coast, York or NYMNP – need to convert to longer stays in Ryedale</p> <p>Purpose-driven – to visit an event, shop, or see a key attraction.</p>
<p>Richmondshire</p>	<p>Feel good (high-quality bed and breakfasts, country house hotels and attractions with an opportunity to learn new things); treat yourself (tea rooms, pub lunches and activity providers); and exploring together (family and friends looking to spend time together). Focusing on activity around Heritage, local food producers, great outdoors, walking, cycling nature and wildlife.</p>

PART FIVE

PRIORITIES, OPPORTUNITIES, ACTIONS

One to one conversations, workshops and feedback have shaped the content of this section of the document. It is important that the views of many stakeholders are reflected in this DMP to ensure that the resulting actions are relevant, welcomed and supported.

The **FIVE priorities** identified to realise the ambition and aspirations of this DMP are:

1. DATA AND INTELLIGENCE
2. PLACE (Transportation, Infrastructure, IT and environment, and Investment)
3. PEOPLE (Recruitment, training and retention, and engagement and co-ordination)
4. PRODUCT DEVELOPMENT
5. PROFILE and POSITION

PRIORITY ONE: DATA AND INTELLIGENCE

Strengths

The current baseline is showing that some parts of North Yorkshire are back to pre-2019 levels and is firmly in the top 10% in recovery rates. It is evident that some of the research collected does drive decision making, and many of the component destinations use economic models (STEAM and CAMBRIDGE) to monitor impact, in addition, STR destination insights (company that provides analytics and marketing place insights).

In many of the market towns there are footfall monitors, and many businesses have been engaged to share data to develop towns regeneration plans.

Issues

Overall, it appears that data is used for evidence than to really make changes based on the outcomes. The feeling is the destination is behind the curve in not only its data collection

but also its use, there is a great deal of data but clearly a need to join the dots, particularly in terms of economic models for consistency.

There is inadequate visitor information, and inconsistent information about the visitor journey or sentiment. Most of the visitor attractions do not have footfall counters, and many businesses do not collect information and/or do not share it.

It is felt that economic impact is difficult to evidence, and this is imperative for planning for the future.

Stakeholder views

The stakeholder engagement workshops unanimously agreed that everything needs to be driven by data, economic impact, and possible environmental impact. Stakeholders feel they must be able to demonstrate the value to local people – and the importance to the local economy.

This must also link to the vision and aspiration of this DMP; the questions raised included ‘what are the targets?’ and ‘what are we aiming for?’ To do this effectively, partners must ensure the resource is in place to carefully analyse data and provide direction; there is support to develop centralised systems which are timely and easy to access.

A complete review of current data, held by stakeholders, businesses, and the public sector, including historical data held from Welcome to Yorkshire and other partners should be undertaken and any gaps identified to support future activity and strategy development.

There must be more understanding of both the customer and the customer journey, including ease of travel, cost of travel, onward travel, sustainable travel. There are many key questions which need to be answered to prioritise future direction of travel, including:

- Do visitors know North Yorkshire and what is their perception of the area?
- Do visitors know where they are and what and where they can visit and for how long?
- Has the destination visitor experience met their expectations.

- How is North Yorkshire perceived by locals and what is the profile outside of Yorkshire?
- What is the impact of celebrity endorsement and TV programmes?
- Why don't people visit?

A better understanding of visitors, including local and visiting friends and relatives market, market segments and visitor types is important, as is more direct feedback from visitors.

This includes:-

- Mosaic profiling of existing visitor, who is visiting, with whom, how many?
- How did they find out about North Yorkshire? What did they search for on line?
- What are they looking for? How far are they travelling?
- Where did they stay, what did they eat, and what is the average spend?
- Are they attending for an event and how long are they staying? How do they rate the visitor experience?

A review of foot fall data, car park data and data from Online Travel Agency (OTA) pre-arrival information will help build a clearer picture.

Opportunities

1. Development of a destination wide annual research plan which includes (or considers):
 - a. T-Stats (tourism statistics measurement model), more real time data, visitor management trends.
 - b. Economic impact models
 - c. Visitor surveys
 - d. Business Barometer Surveys
2. Develop a toolkit to measure environmental impact, economic impact and value of events delivered, to enable team to monitor and quantify; and then evidence spend.
3. Develop a greater understanding of the county's accommodation provision to better inform planning and decision making.

The full action plan is set out in ANNEX TWO; the table below outlines the action required in year one.

Year one priorities	<ul style="list-style-type: none"> ▪ To undertake an audit of all current data available ▪ Develop a shared repository for data (new and historic) ▪ To undertake a perception and visitor survey identifying barriers to visiting North Yorkshire ▪ To carry out a resident survey ▪ Identify software solution to support data gathering and dissemination to industry. ▪ Develop templates for businesses to use to ensure consistency and relevance both to business and economic impact
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PRIORITY TWO: PLACE

ONE (a) TRANSPORT

Strengths

Travelling from the north to the south of the county works well. Transport and signage have improved considerably; it has been updated and modernised, and brown signage recently updated. The east of the region is reasonably well serviced by public transport, and this is well promoted.

Selby, particularly, with little boundary to the rest of North Yorkshire, has strengths as a gateway to the region, benefitting from great connectivity, two motorways and two trunk roads. It is served well by rail and all settlements within the area can be reached by train. Similarly, Harrogate is well served as a gateway. In addition, whilst there is no airport, there are airports nearby and ferry access via Hull which is used well by ‘comfortable’ international markets and is a good access point.

Thirsk and Northallerton are both served by the East Coast mainline while Harrogate, Thirsk and Northallerton all welcome several direct trains from London daily with the A1 cutting through the county.

Leeds Bradford Airport is within 20 minutes of North Yorkshire.

Issues

There is an overwhelming understanding that communication around connectivity and how visitors can travel around the County by road and rail has got to be front and centre in future destination management. The size of the destination is an issue and understanding the geography of the area is a challenge, in terms of travelling times.

Public transport is an issue across the county. Whilst urban areas are reasonably well served the rural areas, settlements, villages, and market towns suffer from non-existent or patchy services. For example, there are six daily trains from London to Harrogate, however, touring from Harrogate is then difficult, particularly to the outlying villages.

Overall, there are huge difficulties in getting to and exploring the area, and generally moving around by public transport. The poorest service is the Trans-Pennine express; however, where train services are regular and well used, there are not enough carriages on trains and this impacts on visitors, on movement of staff and on local people. Direct trains from London and key cities to the coast are a must to ensure future sustainable growth. The Esk Valley Line into Whitby is also in need of expansion to grow the visitor economy from the North.

Approaches to the development of public transport routes are very disjointed. The current council policy is not to support leisure services, and only focus on commuting or to access key services. This is in direct opposition to the aspiration for any green credentials.

Car travel is also an issue due to congestion and parking issues. The destination is very vulnerable with its poor transport links and main routes are congested most of the year. The road connections mean it is hard to find your way around, which directly impacts on the

notion of ‘touring destination.’ This is a priority as much of the county is rural and with poor public transport, every visitor needs a car to explore. Developing Active Travel and investment into safe cycling routes across North Yorkshire could enable more people to leave their car and explore where they are staying.

The A64 is a significant issue all year round. There have been calls to make changes, for example, to create a dual carriageway. The area is suffering from a continued lack of investment, which impacts economic development and affects local people.

Consideration should also be given to the need for the development of EV charging points. As consumers move towards EV a lack of available charging points will have a significant impact on consumers ability to get around North Yorkshire. There is also an opportunity to work with tourism businesses to provide charging stations to encourage people to visit.

All of this has a knock-on effect on the destination, where there is a good spread of accommodation, attractions, events, and cultural offer, but visitors are limited in accessing these. Research through the development of this plan provided one example that visitors cannot get a bus to Pickering after 7pm.

Stakeholder views

From the stakeholder sessions, public transport and connectivity remains the most frequently raised issue; more regular and reliable public transport, particularly matching trading times and after 4pm – This includes improved transport links to join up towns, connect major population hubs and enable touring. The issue of poor public transport is coupled with the perceived lack of private car hire.

Opportunities

1. Connect to North Yorkshire Local Transport Plan (LTP4) (2016-2045)
 - a. Focus the data which evidences the road and congestion issues and ensure these are reflected.

b. Connect product development planning with the Council plans around
‘Active travel.’

2. Provide the evidence for lobbying for better public transport links and maintain them, for visitors and local people alike; and to realise carbon reduction ambitions.
3. Promote the services which are available and work well; use these as examples of best practice. Make this easy to find and access – push the positives and the routes to choose, link with the development of itineraries.
4. The visitor journey must be the starting point for considering the transport issues, if specifically targeting a new market, but also considering the domestic market. Map out start to finish; identify the barriers and the impact this has on attracting and moving visitors within the region.

Active travel

Active travel refers to modes of travel that involve a level of activity. The term is often used interchangeably with walking and cycling, but active travel can also include trips made by wheelchair, mobility scooters, adapted cycles, e-cycles, scooters, as well as cycle sharing schemes. Increasing active travel will reduce road congestion, particularly at peak times, leading to increased productivity and improved movement of goods and services. Sustrans estimates that congestion cost £10 billion per year in 2009 in urban areas, and that this cost could rise to £22 billion by 2025. Living Streets’ Pedestrian Pound report outlined a range of economic benefits of walking, including that well-planned walking improvements can lead to a 40% increase in shopping footfall.

Active Travel, an organisation based in York, has an objective to ensure that rural travel and connectivity is properly considered alongside more established urban schemes.

CASE STUDY -- Implementing active travel: Greater Manchester

Using funding from the Cycle Cities Ambition programme, Greater Manchester built 3 miles of cycle lanes along one of the city’s busiest bus routes in 2017. Infrastructure installed

included a mix of on-road and fully segregated cycle lanes and shared-use paths, along with 26 bus stop bypass lanes for cyclists.

The cycling measures were planned as part of a holistic design to improve the environment and maximise opportunities for cycling, walking and improved bus travel along the corridor. The overall scheme included widened footways and improved crossing facilities for pedestrians and the removal of general traffic from a section of the road at certain times of day, improving bus journey time reliability. Mitigation measures to address traffic displacement onto parallel routes were also introduced.

Surveys found that in 2018, cycling 2 miles from the city centre was up 85% against a 2015 baseline. For 2018, analysis identified more than a million journeys along one section of the route, saving an estimated 873.5 tonnes of CO₂.

TWO (b): INFRASTRUCTURE, IT AND ENVIRONMENT

Strengths

There is awareness of the issues facing infrastructure, particularly the impact of additional visitors using toilets, streets, roads, footpaths, and the understanding that the key will be how to manage more visitors balanced with how the quality of the place is maintained.

Most of the area benefits from operationally clean town centres, clean rural areas, and spaces to let people enjoy themselves, environmental factors are generally all well managed and services provided for example there are 101 public toilets in the whole of the area.

Phone signals are improving with public Wi-Fi in town centres and Superfast North Yorkshire broadband in place.

The maintenance of the natural beauty of the place is important, and now with one council, across North Yorkshire this will provide clarity about who is the custodian of key destination

services. There is definitely a sense of pride in the county, with both residents and business owners being proud of the place in which they live and do business.

There are already examples of on the ground activities, to support areas where visitor numbers are increasing, this includes the part-time wardens in the former Craven District.

Issues

There is a challenge around the outdoor spaces in North Yorkshire with greater education of visitors required to ensure that they do not leave litter behind.

More support is needed for businesses and locals in terms of educating visitors on how to behave in the countryside and market towns, and an increased understanding of the profile of the visitors using these areas so that targeted messaging can be achieved. For example, picturesque Richmond attracts young people who come to the riverside and leave behind litter and other items which other visitors then encounter.

Many new visitors have discovered the countryside on their doorstep, but they do not understand or adhere to the countryside code. There is a critical role to play in providing information and advice to visitors in advance of visits.

Key organisations across North Yorkshire, large and small, who contribute to the tourism and cultural economy, need to have infrastructure to maintain their businesses and give them opportunities to grow. As it stands there is currently no strategy in place to deal with this.

In some areas there are no brown signs and it's hard to get a sense that this is a tourism destination. In others, great offers have been identified, such as cycling, but this is not backed up by signs, paths or bike stores. The car parks in the town centres are not digitised and, in some areas, there is no signage at all to direct visitors to car parks.

There is also an issue with waste management and climate control, an identified need to protect the environment, ensuring developments are in keeping with the area and the environmental impact is minimised. Additionally, more can be done to work with businesses around climate change, mitigation and what they are doing to reduce carbon impact.

Stakeholder views

The stakeholders suggest the business community require additional support and information, particularly around waste management; businesses use of resources and what do they do with waste. This is a particular challenge with the hospitality sector, particularly with Airbnb rentals.

In some rural areas phone signal is poor and the service is inconsistent. There is no town broadband in some areas and Wi-Fi connectivity in large parts is not well serviced. This is certainly a barrier when encouraging people to follow trails via mobile devices. In addition, in development opportunities, the area needs to be mindful not to alienate people who do not have the technology and who are worried that they cannot explore without a signal. This is also coupled with not taking digital message too far and giving visitors the opportunity to enjoy the beauty of the area.

In terms of skills to support and develop digital technologies, this has been identified as a gap. There are many digital platforms that have been set up across the whole of Yorkshire which are not being used effectively to maximise income opportunity, many social media platforms have been established but are not being updated.

There are examples of areas which attract high number of visitors, but the infrastructure is lacking, for example, Catterick and the Military base. Both accommodation and transport affects those arriving for passing out parades, and the opportunities to retain visitors in the area and encourage further exploring is lost.

Green energy initiatives are critical and a clear plan to drive down carbon emissions should be developed. All work should be centred around a ‘Stay longer explore more, be more sustainable’ premise.

“In the end it’s all about protecting our product. If the product – our destinations – aren’t protected in environmental and social terms then people won’t want to visit them, it is as simple as that.” John De Vial, Director of Financial Protection and Financial Services, ABTA

Opportunities

1. Ensure the DMP is relevant and connected across all departments of the council and with destination stakeholders, particularly around inward investment, economic development, the environment, maintenance, IT, and transport.
 - a. Consider investment and development across the county rather entirely by individual places to ensure the widest development of complementary products and services
 - b. This will be particularly relevant to connect to the new Economic Development Strategy and ensure a visitor economy focus.
 - c. Recognise that not all tourism is right for each area/place and develop plans accordingly.
2. Review what works well across North Yorkshire and map accordingly, using best practice and agreeing a baseline to build to, or build on.
 - a. Agree the baseline for places, from quality of public realm to investment and regeneration approaches.
 - b. Ensure places retain their uniqueness and individuality, that they complement one another but are assured of the same levels of quality.
3. Be innovative with offering solutions which do not always rely on digital. Review customer and target markets to see what works for each market and how they can be supported.
4. Work with business to consider their environmental pledge, and their work to reduce waste and energy, and consider how they can adapt their businesses, their processes, and their own infrastructure.

5. Embed the ambition of the North Yorkshire Climate Change Strategy; work with visitor economy partners to achieve the ambition to be a carbon negative region by 2040, and encourage tourism businesses and visitors to take climate responsible actions.
6. Review car parking and electric charging stations, digitise where possible.
7. Education around respect for visitors and residents alike, to make sure everyone treats the area properly.

Sustainable tourism considers its current and future economic, social, and environmental impacts by addressing the needs of its ecological surroundings and the local communities. This is achieved by protecting natural environments and wildlife when developing and managing tourism activities, providing only authentic experiences for tourists that don't appropriate or misrepresent local heritage and culture, or creating direct socioeconomic benefits for local communities through training and employment.

As people begin to pay more attention to sustainability and the direct and indirect effects of their actions, travel destinations and organisations are following suit. For example, the New Zealand Tourism Sustainability Commitment is aiming to see every New Zealand tourism business committed to sustainability by 2025, while the island country of Palau has required visitors to sign an eco-pledge upon entry since 2017.

TreeHugger. Sustainability for All.

CASE STUDY -- New Zealand Tourism 12 Business Commitments

The New Zealand Tourism Sustainability Commitment consists of a set of 12 Commitments for individual businesses to work towards. The New Zealand Tourism Sustainability Commitment establishes 12 Business Commitments (4 themes – Economic, Visitor, Community, Environment) that individual businesses can achieve. These Commitments have been developed by industry for industry.

Economic

Resilience - Focus on long-term business performance and resilience.

Investment - Invest to create value, opportunities and to drive sustainability practices.

Innovation - Innovate to solve problems, create new ways to do things and increase productivity.

Visitor

Visitor Satisfaction - Strive to always meet or exceed visitor expectations.

Culture and Heritage - Embrace Aotearoa New Zealand's culture and heritage as part of delivering a unique and authentic visitor experience.

Visitor Engagement - Engage with visitors about how to be great travellers within Aotearoa New Zealand.

Community

Employer of Choice - Attract, support, and develop the workforce needed to flourish and succeed.

Community Engagement - Actively and positively engage with the communities in which we operate, taking a leadership role to champion causes that are important to the community.

Sustainable Supply Chains - Have socially and environmentally sustainable supply chains.

Environment

Restoring Nature - Contribute to protecting and enhancing Aotearoa New Zealand's environment, including water, biodiversity, landscapes, and clean air.

Carbon Reduction - Act urgently to contribute to Aotearoa New Zealand's transition to a net zero carbon economy.

Eliminating Waste - Take responsibility for the entire life cycle of products and services we use and ultimately eliminate the waste associated with these.

Reference: <https://www.sustainabletourism.nz/about-us/about-tourism-sustainability-commitment/components/>

TWO (c): INVESTMENT

Strengths

With the unitary council coming together it is a great opportunity for the first time to have a DMP across North Yorkshire. A real focus, a new control, a new plan, and new funding, with tourism at the heart of a council service is a positive move forward.

Issues

Culture and sport are development opportunities, highlighting a more contemporary offer and offer for young people. This brings an infrastructure challenge, however, there is much in place to work with.

Investment in venues is an issue. There have been schemes for development, when businesses and areas are trying to diversify but they came up against resistance, and this affects additional new opportunities and new developments.

For example, it is felt that Selby has not benefited from investment into tourism development, resulting in a lack of definition in its product offering. However, it has the potential to act as a gateway, particularly around local produce, food, and drink.

Stakeholder views

There is agreement that sensible, and sustainable development of a quality tourism product is imperative, but North Yorkshire must retain its unique qualities. Best practice and using learnings are key to shaping places, but we should not to try to make every destination the same.

It must be clear to all stakeholders who manages and responds to place related issues, and who takes the place agenda forward, particularly when considering issues from crime rates to building frontages, dog litter bins to play parks, from litter to BIDs and from car parking to street trading. Private sector partnerships are key to the future of places, as well as clarity on routes for businesses and stakeholders to feed into the place making agenda. There is an appetite to review grants and funds that towns can apply for to invest in toilets and car parking.

Car parking, park and ride, car parking costs and general facilities across the whole destination remain an issue and an opportunity to develop for the benefit of residents and visitors alike. Improvement to coach parking, driver facilities and free parking would encourage more coaches to visit, for example.

Similarly, signage at all levels is important and best practice in terms of signage across the region should be considered, including areas where more contemporary and artistic ideas can be deployed.

More sustainably, visitors on two feet and two wheels should be better provided for, including bike storage, investment in high quality rights of way network, better signage, and connection of cycle routes. A focused cycle strategy and more cohesion for cycling groups is paramount.

It is questioned whether the destination is accessible at all levels and if all needs are understood and catered for. An access group should be developed to review the accessible infrastructure, identify the gaps, and consider grants and awards available to make attractions more accessible, including changing places toilets.

A visitor management oversight group, which brings together all those stakeholders who are custodians of the destination or those who ‘manage the effects of people,’ from transport planners to the police and fire service should be developed.

Licensing and street trading rules vary across the former council districts, and a common practice must be introduced to support existing trading and ensure future trading across the county.

The issue of second homes/holiday lets and need to get the right balance for local people and visitors is important, as is considering more affordable accommodation for young people and hospitality workers (student accommodation models).

Opportunities

1. Look strategically at North Yorkshire as one destination for investment and development; how it links, supports and connects across places to provide the overarching visitor economy offer.

2. Consider areas which have managed to develop sustainably and properly (Whitby), and where new products are telling stories (Living Leven project – a project aimed at improving the river Leven area using local area interpretation panels), and use these as best practice local examples.
3. Embrace the opportunities for an ambitious growth agenda and economic growth strategy, inward investment and tourism related –identifying that it is not development at all costs, it needs to be appropriate and relevant to the destination, in the right areas, and not affect the beauty of the land.
4. Ensure North Yorkshire’s accommodation product meets market demand.
5. Ensure that all opportunities are explored to develop the product across North Yorkshire using planning gain when appropriate. Both Selby, Scarborough and the North York Moors have secured funding to support tourism development in this way.

CASE STUDY: COACH TOURISM DEVELOPMENT - NORTHALLERTON

The development of coach tourism for Northallerton started in 2021 when an agreement was reached to install 2 coach bays in the Applegarth car park that allowed coaches to park for 4 hours for free.

A working group was created off the Northallerton Town Team group to work through the detail. This group has met every 6 weeks to work through the developments.

This group included representation from Northallerton BID, the TIC, Northallerton Community Action, HDC and the Town council.

Through the team an offer was created to incentivise coach travel into Northallerton:

The offer

A team of Ambassadors to meet & greet coaches were recruited and would be available Wednesday and Saturday to tie into market day

Ambassador uniforms

A £8 driver voucher

A town voucher booklet for the shops in the town

Various leaflets were created to provide visitor information, toilets, things to see etc

Videos were created to help the Coach driver navigate into Northallerton and into the spaces

Signage in the Applegarth to direct the coaches

Booking system via TIC volunteer

The initiative has been supported since launch in June 2022 by the Confederation of Passenger Transport through their internal comms and newsletter content. In addition, through the Herriot Group in their activity within the groups market and attending events such as

British Tourism and Travel Show
Britain and Ireland Market Place
Excursions Travel Show
CTA Conference & Workshop
International Confex
Group Leisure Show

To date -

2022 Final numbers

June – December – 40 coaches
1507 passengers from all over Yorkshire and beyond
Estimated average length of stay over 3 hours
Estimated average no of passengers per coach 38
60,280 shopping hours in Northallerton in 2022

2023 so far

So far 52 coaches booked in for 2023
Estimated 1540 passengers
All over Yorkshire and beyond including Kent
Estimated average length of stay over 3 hours
Estimated average no of passengers per coach 29, however this includes a number of small minibuses which brings the overall average down.
80,080 shopping hours for 2023 to date
1 coach so far booked for 2024

The figures are purely based on the coaches that book however there are coaches that arrive in Northallerton especially on market days and throughout the week.

This initiative has been possible through the Northallerton team coming together to work up the various elements and make sure they are in place. The main driver has been the ongoing volunteers work to drive forward the on the ground activity.

CASE STUDY -- Great Cornish Food



Completely independent, the Great Cornish Food Store is a grocery store like no other. On 16th June 2016, the store and café opened alongside Waitrose’s brand-new store in Truro, and in June 2022, it became employee owned. This is possibly the first example of a major supermarket sharing its premises with a completely independent local food retailer.

The store stocks the widest range of top-quality Cornish food and drink; products selected with both quality and value in mind; traditional values of honesty and integrity.

The team work to understand what shoppers are looking for as well as what works for the myriad small-scale Cornish food producers that collectively make such an important contribution to Cornwall’s economy.

PLACE ACTIONS

Transportation, Infrastructure, IT and environment, and Investment

The full action plan is set out in ANNEX TWO; the table below outlines the action required in year one.

ACTION	DETAIL
Year one priorities	<ul style="list-style-type: none"> ▪ Procure a new IT system to hold and manage visitor economy content and stock, Consumer data and Content ▪ Help facilitate county wide activity – comms, data, marketing, membership etc ▪ Gather best practice examples from around the county <p>Set up a network of visitor economy advisory and support groups:</p> <ul style="list-style-type: none"> ▪ Strategic transport working group to include highways/parking/public transport operators and visitor economy partners. ▪ Overarching North Yorkshire Tourism Advisory Group ▪ A visitor information group ▪ A climate change group <p>Develop a a suite of strategies to focus activities and provide direction for action:</p> <ul style="list-style-type: none"> ▪ An events strategy ▪ A business events and conference strategy ▪ Build on the evidence gained from the product audit to develop a plan to plot tourism product distribution and identify gaps for development

	<p>Audit and engage with plans and develop best practice</p> <ul style="list-style-type: none">▪ Input into Market town investment plans▪ Audit of infrastructure to improve quality and establish a best practice toolkit – establish a signage strategy▪ Audit of service provisions for different markets i.e. travel trade, business tourism
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PRIORITY THREE: PEOPLE

THREE (a) RECRUITMENT, TRAINING AND RETENTION

Strengths

The area benefits from good colleges, good courses, and a hospitality academy. There are International and national businesses in the area, and pockets of serious career opportunities which can be used as examples of best practice and use the brand messages to attract people.

Selby in particular benefits from a younger population and higher salaries – mainly those who live in the area and commute to Hull or Leeds. There are lots of innovative tech companies in the area and high salaries. House prices are also lower.

There are many potential ‘champions’ working in the hospitality industry, with lots of well-known chefs coming from the area including James Martin, Tommy Banks, Brian Turner and Stephanie Moon.

Issues

Tourism is vital and important to the local economy. There is a struggle to find the right people, the right skills, and a raft of recruitment problems; it is seen that there are no highly paid and skilled jobs in the area, and many young people move away to university and do not tend to come back.

The issue of attracting staff is impacting on businesses operation; many are not able to operate a 7-day week and are having to close several days a week. This not only impacts on the business but also on the visitor experience.

The hospitality skills base is quite poor, across North Yorkshire, which puts pressure on business owners. Whilst it drives up wages, there is still a need to make the industry more appealing. There are Hospitality forums in place, but they are not well attended, and there is

a need to bring businesses together to understand the issues and invest in the importance of hospitality jobs. There is much work to do on connecting with the relevant agencies, agendas and strategies which are in place to tackle this problem, including Local Skills Improvement Partnerships (LSIP's), schools, colleges, and skills agencies.

There is no consistent welcome training, product, and local visitor information knowledge. There is an aspiration to offer this, but often this is delivered in isolation or via town welcome schemes. It is important to extend this with businesses, not just for visitors but also to prepare towns in advance of events, and to include town dressing, industry, and transport (taxi drivers) briefings.

It is understood that the ability to recruit into hospitality is a national issue, and there is also recognition that focused and joined up efforts need to be made to highlight careers in tourism and develop apprenticeships.

It is also evident that there is a wider conversation and economic development discussion about being about to live and work in the area; to be able to get to work and to be able to find accommodation. There is also a significant challenge regarding house prices in the area with many who work in hospitality struggling to afford to live in the area.

Stakeholder views

The stakeholder workshops focused on the importance of recruiting, training, and retaining staff. It is essential to make tourism a career that is valued not solely perceived as a summer job. A mapping exercise to understand who the major employers and educators are, and a plan to bring them together to consider this agenda should be implemented.

There is the potential to create a job portal to move people and skills around the county, and on talent development and retention. Other areas to consider include training in local knowledge, getting back into work, part time options, apprenticeships, work experience and support for 14–16 year-olds.

North Yorkshire should create a tourism academy/North Yorkshire college of hospitality and tourism by bringing colleges together, and champion ‘learning for a life in North Yorkshire,’ to attract a younger demographic to live and work in the county.

There are difficulties with recruitment due to geography and transport limitations, with examples such as ‘Wheels 2 Work’ and car sharing being proposed.

Businesses should come together to share best practice about working with volunteers and develop toolkits and a framework for supporting, educating, and connecting volunteers across North Yorkshire to help support the workforce. The North Yorkshire ambassadors are an example of best practice, and this programme can be developed to champion themes, local areas, and stories. The power of the people of North Yorkshire should be harnessed to tell the story of the destination.

Opportunities

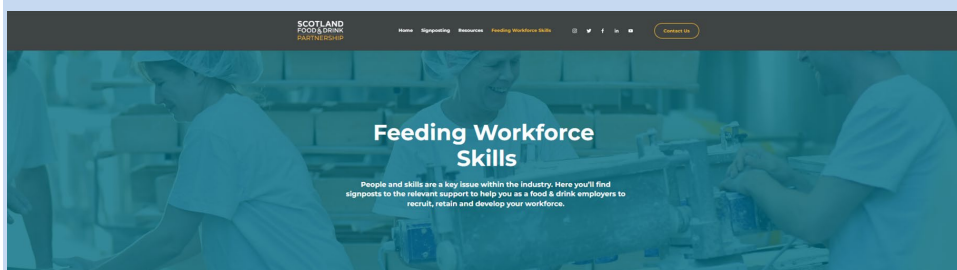
1. Connect the relevant agencies, agendas and strategies which are in place to tackle this problem, including LSIPs, schools, colleges and skills agencies and ensure hospitality and tourism are firmly on the agenda.
2. Ensure connections to the local skills improvement plan.
3. Maximise the current work being undertaken to consult with businesses to understand what skills they need.
4. Work with partners to review apprenticeships, retraining, careers, and schools, and think creatively about how help businesses and to give people different options other than university or college.

CASE STUDY – Scotland Food and Drink Partnership

The Partnership says “When it comes to food and drink, Scotland is world class and one of our best performing sectors. We want young people, educators, and career influencers to understand what the industry can offer; from the variety of produce and products that we export all over the world to the excellent career opportunities available at home and abroad.

Using food and drink as a context for learning is an incredible way to understand the breadth and scale of the industry in an engaging way that helps bridge the gap between learners and careers. Let's face it we all eat and drink every day, so we all need to know where food comes from and the people and processes to make it safe, healthy, and tasty.

There are a wide variety of options to deliver food education, from early stage through to senior phase. Covering all aspects of food production from farming and primary production through to manufacturing and consumption”



Choose one of the sections below to start feeding your workforce skills



CASE STUDY – Scottish Tourism Alliance Staff Induction toolkit

This toolkit has been designed to help businesses understand the visitor economy of Scotland and to provide guidance on how to be good employers, finding the right talent, developing them and ensuring they get the best out of the role.

<https://scottishtourismalliance.co.uk/wp-content/uploads/2022/05/Tourism-Hospitality-Staff-Induction-Toolkit.pdf>

THREE (b) ENGAGEMENT AND CO-ORDINATION

Strengths

There are generally good business relationships across North Yorkshire, and communication is improving with membership models and developing member benefits which can be replicated across the county. Many areas have business workshops and support for business development in place, as well as tourism associations which can be maximised and built on.

Issues

It is felt that North Yorkshire is an administrative geography, and there is no one set of communication or collaboration systems across the piece. Due to this engagement can be very patchy, with several advisory groups and associations in some areas yet no connections in rural areas. This is evident in all sectors – accommodation, attractions, cultural organisation, and the wider visitor economy, not only in terms of engagement but also in terms of information about who the key contacts are.

Businesses are anxious about the future with a new council and communications must be consistent and relevant to bring businesses on board. There is work to be done to rebuild the relationships with businesses who may have experienced a lot of change and a lot of change.

There is not enough inspiration or best practice to encourage businesses to improve or develop.

It is felt that local residents do not see how they can benefit from activities within the visitor economy, and work must be done to highlight the benefits of the visitor economy for locals as well as visitors. Engagement with local people is also important to ensure they remain

champions for the visitor economy, particularly with high levels of volunteering and Visiting Friends and Relatives.

Stakeholder views

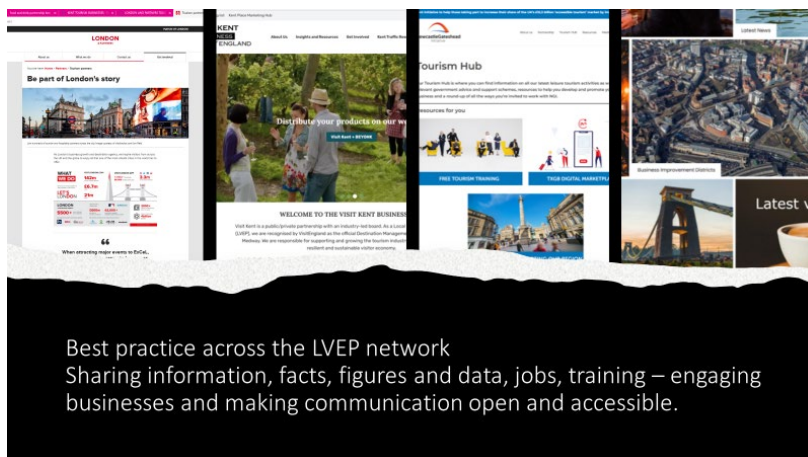
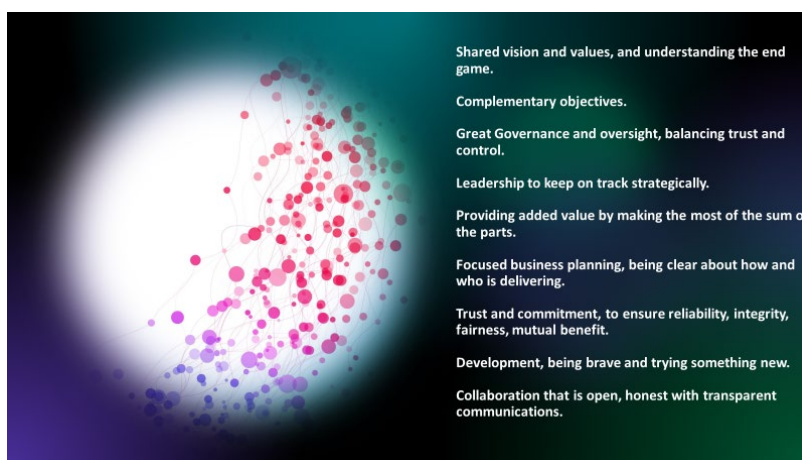
The engagement in relation to this DMP and the opportunities it presents has been well received by the industry. The pride in the destination is evident and should be preserved and nurtured. The encouragement to keep moving forward is positive and the support for action is welcome. Critically, it is noted that collaboration will take time, and that all stakeholders need to stay on board.

This DMP process should enable the development of networking, which is consistent, relevant, and regular; to discuss the points raised through this DMP process and how to tackle it. The process will provide the platform for collaboration around key themes and projects, and the routes for joint working with the FSB and Chamber of Trades, through a mapping of all business groups.

Opportunities

1. Creation of an IT system which will hold all visitor economy businesses which can be segmented by area and by sector
2. Ensure businesses are kept abreast of all visitor economy activity and opportunities available.
3. Review B2B digital platforms (B2B website – meet the team, plans, social channels, closed Facebook groups, weekly newsletter)
4. Inspire businesses via case studies like Bike and Boot in Scarborough and focus on innovative businesses – How Stean Gorge, Rudding Park and the Harrogate International Festival.
5. Ensure that experts from various sectors of the industry are engaged in the development and implementation of the destination management and action plans and supports the work of the North Yorkshire Council tourism team.
6. Focus on regional and national relationships, particularly around gateways and thematic approaches (Hull, York and Leeds/Bradford)

7. Develop a North Yorkshire visitor economy membership scheme to bring businesses together, with tangible benefits around business and product development, networking and marketing.
8. Develop an annual event which will bring stakeholders together to meet the tourism team, hear about the visitor economy plans and priorities for the future.
9. Develop processes to ensure that all areas and sectors are able to feed in and influence activities and plans.



Case Study – NewcastleGateshead Initiative (NGI)

NGI have a varied but coordinated programme to ensure that partners and stakeholders remain in touch with the activity that is being undertaken. These include:

- Partner LinkedIn Group
- 6 weekly partner briefings (Broadcast)

- Principal partner forums every quarter (Dialogue)
- Weekly partner email – informal with key highlights happening in the destination
- Fortnightly radio slot of What’s On
- Monthly newspaper column in partnership with Reach Media who publish the Journal and Chronicle

PEOPLE ACTIONS

Recruitment, training and retention, and engagement and co-ordination

The full action plan is set out in ANNEX TWO; the table below outlines the action required in year one.

ACTION	DETAIL
Year one priorities	<p>Industry and businesses</p> <ul style="list-style-type: none"> ▪ Procure CRM system to log all business communications ▪ Develop B2B Comms (use new DMS system as delivery mechanism, or closed Facebook group in short term) ▪ To map out partnership plan ▪ To create links with North Yorkshire Chamber Hospitality Forum who have responsibility for the LSIP ▪ Upskill the steering group to have greater awareness of North Yorkshire as a whole ▪ Monthly team meetings as part of FAM visits to local attractions/venues ▪ Creation of business toolkits ▪ Establish an annual tourism summit <p>Quality and best practice</p>

	<ul style="list-style-type: none"> ▪ Drive up quality through development of Tourism Awards ▪ Identify knowledge and share best practice <p>Careers and skills</p> <ul style="list-style-type: none"> ▪ Promote tourism as a career – work with education partners to identify those that offer qualifications in visitor economy and work with them to showcase the diversity of the hospitality sector. ▪ Develop a campaign to promote tourism as a viable career highlighting diversity ▪ Link employers to higher education providers <p>Visitor information, ambassadors and familiarisation</p> <ul style="list-style-type: none"> ▪ Develop visitor information strategy to reflect new and emerging technologies to meet the needs of target markets ▪ Develop an ambassador programme focusing on sense of place and improving product knowledge locally and across the County <p>Local people</p> <ul style="list-style-type: none"> ▪ Creation of North Yorkshire residents festival out-of-season – Y1 or Y2
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PRIORITY FOUR: PRODUCT DEVELOPMENT

Strengths

In general, the quality of product has improved in recent years, with a range of good quality accommodation, value for money family attractions and days out – a particular strength is the diversity of the area, with many different experiences within a short drive time. In effect, developed and positioned properly, the North Yorkshire offer provides a 12 months of the year destination.

Local produce from the area has been rightly termed ‘The finest local stock’ and this includes crab, cheese, beer, beers and breweries, and the famous names, James Martin, linked to local food and drink is positive for future positioning.

Accommodation is well spread across the market towns, and this includes high end accommodation and tea rooms as well as traditional B&B, Airbnb and self-catering properties (see destination audit for details)

The resorts are raising the game, particularly with the Spa orchestra and nationally recognised theatre, plus a range of cultural and heritage assets ready to develop and take to market. The quirkiness and independence of the area, including the chalets (Beach huts) add to the charm and make up personality of the place and these will be positively managed to make the most impact. The traditional seaside offer is an important foundation on which to build and embrace the new, emerging, contemporary offer.

Rural areas provide good areas for cycling (evidenced in the Grand Depart and the tour de Yorkshire) which also provide a great platform for profile raising. The National Parks have developed Business toolkits which are the basis of best practice for other areas.

Nationally known events and attractions are bringing visitors to the County (for example, Three peaks), and these events not only bring visitor spend but also a feel-good factor for

local people. The abundance of history, heritage stories and storytelling are important, offers a connection for destinations across North Yorkshire and the foundations for itineraries and other product development and improvement.

Business meetings, conferences and events with the Harrogate Convention Centre, The Spa in Scarborough, and other large events venues, does provide an opportunity for a focus on the business tourism market. The current subvention fund (£½ million) which is managed via Destination Harrogate, provides a model on which to develop similar for a North Yorkshire approach.

Issues

The destination can be seen as old fashioned, reticent to change, with a wish to stick with traditional markets. This means it is harder to attract new visitors, and it is seen there is little to appeal to them, coupled with businesses being content to target existing markets, rather than aspiring to develop their product.

There can also be the perception that North Yorkshire is just countryside, rather than all the assets – culture, city, coast – and more can be done through product development to highlight these ‘range of treasures’.

The accommodation sector is ‘patchy,’ several areas have no accommodation, others are seeing a move away from serviced and are converting to self-catering; and many businesses tend to close in the winter. It is felt that the quality offer of the destination is not supported by the accommodation sector, and work needs to be done to match the quality of the land and local produce. In addition, the cost and quality of accommodation is prohibitive particularly when linked to events with rates fluctuate depending on what is on.

There are accommodation opportunities, such as a Spa Hotel and Campervan Culture, however, there is no overall strategy for accommodation scoping or development and opportunities will be missed, particularly in bringing a different market and underpinning the ‘exploring and touring’ product.

The season remains Easter to end of September, however, there is clearly the potential to develop and promote North Yorkshire as an all-year-round destination.

Many experiences are not harnessed and connected, there is a need to build more accessible (in all areas) and bookable product for the current and out of season market, to attract more visitors but also give current and repeat visitors a reason to stay longer and explore more. There is potential for new development and alignment, and new product, for example horticulture with gardens and open spaces.

Whilst there is a rich history and stories to be told, including the Spa story, these are not developed. A focus on exploring, following the North Yorkshire story or theme, will would enable a better focus on infrastructure and transport development. However, it must be noted that many businesses only accept 2-night stays, which makes encouraging or targeting touring visitors impossible, and therefore, visitors will get tied to a specific destination.

There are unique and high-profile visitor attractions, reasons to visit and experience for special treats and interesting landscapes. Many are run by volunteers and the offer is not always connected with low levels of knowledge about things to do in the rest of the County. Where there are no visitor attractions, there is always a story to tell, and this is often overlooked.

The destination is blessed with great countryside and parks, but not all are viewed as tourist attractions, and therefore, are not considered part of the overall offer. This also relates to 'services' such as mini-golf and sporting venues, and how these become attractors within the visitor economy. The new one council approach provides an opportunity to develop a strategy for profile, operation and maintenance and the chance to operate at scale by bringing these key services together.

It is recognised that events and event management is important, however, those events, such as the Three peaks and the Tour de Yorkshire, which are extremely high profile, and attract high numbers of visitors also impact on communities, services, and the environment. Better communication around not only the importance of events, but also the logistics, are imperative in winning hearts and minds of the local community. These events need to be supported by smaller scale events that can either rotate around the County or held in more specific areas such as Christmas Markets and Carnivals.

Events often compete within the destination, and there is no overall events strategy (community, tourism, local, traditional) or calendar to reduce duplication, in addition, more work needs to be done to encourage people to return or explore more when visiting for an event-based activity or a package of themed events developed across the County. There also needs to be an event delivery model, as all events are delivered for varied reasons, and there should be a balance between community and tourism events, and how they are organised and positioned.

Business meetings, conferences and events market provides a challenge, with the lack of hotel beds and size of venues available to attract the business some areas of North Yorkshire would wish to secure. The infrastructure compared to other destinations (Manchester, Leeds) is also an inhibiting factor, in addition, in Harrogate for example the lack of a university means that the convention centre cannot bid for all conferences (medical conferences etc., like to be attached to education establishments).

Other areas in North Yorkshire are attracting businesses and business visitors due to the industry in their area, but there is not the bed stock, particularly corporates, to support current levels or increase this further.

It should be noted however that mitigation has been put in place against some of this with the convention centre in Harrogate now having good relationships with universities in York, and Leeds. An ambassador programme was a key priority for both Harrogate and

Scarborough. Work has also been undertaken to target those events that are looking for smaller destinations meaning bed-stock is more easily managed.

The processes attached to the subvention fund has a formal ratification process as it was mainly provided by Harrogate Borough Council meaning it can be harder to spend and is potentially not being maximised.

The destination should ensure that it is weaving responsible tourism into everything; the destination should be recognised as this by 2030 and therefore there should be a sustainable events toolkit to calculate the carbon footprint for all events and the economic impact of all events and activities.

The Film Studio in Church Fenton does not have the infrastructure to support those using it. This presents a challenge in terms of accommodation stock, supply chain and skilled individuals.

Stakeholder views

The stakeholder workshops identified that the area is rich with opportunities for product development which focus on excellence and highlight its local distinctiveness, both developing new products, bringing the hidden gems to the foreground to re-direct the spotlight, and building on/improving existing. A detailed product audit is needed to assess the range of products and identify the gaps.

Key themes include – history and heritage, wildlife, geocaches, food and drink (fish and chips, wine, cheese, lobster hatchery, seaweed farm) and farm diversification (ice cream, llamas), waterways and canal boats, trails and itineraries (driving, walking, cycling routes), night-time economy, Coast, Great outdoors, Pet friendly, muddy boots and Dog walks, markets, country estates, sport and activities, wellbeing, slower pace of life, indulge, relax and watch, dark skies. This work should also reflect the aspiration to develop year-round tourism, including indoor attractions and activities. It is particularly relevant to build on the arts, culture, entertainment and events scene across North Yorkshire, more activity led

experiences – adrenaline adventures, outdoors, climbing walls, and Cool, independent, and different Yorkshire.

Film and TV location trails, James Herriot, and film North Yorkshire, and the opportunities this profile present, should be maximised; in addition, popular television programmes which feature North Yorkshire and personalities who champion the area must be included.

Products should be developed to suit a wide range of demographic and ages, from picnic sites to children’s play areas, accommodation to attractions, from family friendly to couples’ retreats, and from groups of friends and family to educational visits; and be accessible and Sustainable.

To support this, information and information provision must be clear and accessible, and those working in the visitor economy must be knowledgeable and informed. It is important to harness local pride and tell local stories, working with local people, the Visiting Friends and Relations (VFR), and organisations such as the civic society.

Underpinning product development is a focus on business development. This plan demonstrates the opportunities for businesses to grow and support the quality message (accommodation, food, and drink, welcome) this should include toolkits for businesses.

It is important to understand the behaviour of the business visitor post covid. Companies are not travelling internationally and large scale, highly populated events, are not as popular; this should be considered when developing any plans or strategies to increase business visits and events.

Opportunities

1. Explore opportunities around product development through the introduction of appropriate themes such as health and wellbeing (health destinations); cycling potential, Tour de Yorkshire/Tour of Britain; adrenaline activities, walking and outdoors, dark skies and food and drink – foraging; wildlife tours and safaris; stories, story-telling and anniversaries of major sites and events. Recognise that this development is not about

places, it is about themes and experiences and must be linked to product and experiences available and matched with target audiences.

- a. Use products to encourage touring and itinerary development - different activity and various locations, and a focus on vibrancy and variety. Make recommendations based on interests and bookings, 'if you like x, you'll love y'
 - b. This will also be relevant when considering branding and marketing strategies for North Yorkshire.
2. Explore circular economy initiatives and look to develop cross sector partnerships to support sustainability.
3. Ensure culture is embedded and developed across the county to maximise the opportunity to develop new cultural initiatives and work towards achieving county of culture.
4. Review opportunities for campervans and identify needs and locations
5. Review accommodation spread across the County and opportunities for sharing best practice.
6. Work with hotel association to review rate strategies.
7. Develop plans to work with and engage local people to raise awareness of importance of tourism, develop champions and capture the value of the local and VFR market; for example, residents' cards and VFR offers.
8. Develop an events strategy, and map interdependencies to see how they connect and are not lost or duplicated.
9. Develop a business events and conference strategy across North Yorkshire and focus well on what can be attracted. The strategy would also need to identify the resource requirement to service this through the creation of an events bureau and would need to look at key areas such as Requests For Proposals, subvention and welcomes etc. There are opportunities to bid for conference and business visitors around the industries located in Selby, Scarborough and other towns, particularly a logistics-based conference and meetings events, Renewable energy, Food and Agriculture – sharing best practice and linked to innovation in logistics and low/zero carbon. This strategy would also need to look at the key role of Harrogate with the Yorkshire Show Ground, pavilions and convention centre and the Scarborough Spa.

Case studies

New Adventures

Newcastle, Northumberland and North Tyneside have worked together to develop a new campaign called New Adventures to drive bookable product. Working with TXGB the campaign has seen 60 businesses creating new product and making it bookable online under three themes of Food and Drink, Outdoor and Active and Winter.

<https://newadventures.org.uk>

Accessibility

The North East of England are developing an accessibility project under the banner of 'Everybody Welcome' This project will see the development of 360 video content <https://eyemmersive.co.uk/northeast-england-travel/eyemmersive-segedunum-roman-fort-museum-gallery-northeast-england/> from a wheelchair perspective, use of the WelcoME platform <https://www.wel-co.me/> and business training to improve inclusivity in the region.

VisitEngland – North York Moors Accessibility Project

Working closely with the North York Moors National Park and Discover Yorkshire Coast, this pilot project aimed to inspire people with accessibility requirements in the Dutch market to take short breaks in the North York Moors region. Alongside broader destination-wide events, twelve businesses received bespoke support, including training and mentoring, which enabled the development of an accessible itinerary promoted to Dutch and domestic Visitors. Evaluation has found that the businesses involved have gone beyond the initial scope, building on their accessible offer, further amplifying the North York Moors as a fully accessible destination. The domestic campaign recently won Digital PR campaign of the Year at the TravMedia UK awards. Taking the project's learnings, new accessible tourism toolkits for businesses and destinations will be launched shortly.

PRODUCT ACTIONS

The full action plan is set out in ANNEX TWO; the table below outlines the action required in year one.

ACTION	DETAIL
Year one priorities	<ul style="list-style-type: none"> ▪ Agree the priority experiences and products across North Yorkshire and investment priorities. <ul style="list-style-type: none"> ○ For each theme identify key players and form cluster networks. Any missing gaps etc. ○ Draw up action plan for each theme – inc marketing and product development. ▪ Highlight best practice by businesses (via inclusion in product development toolkits) ▪ Align with the current High Street Activity (Including adopting a region wide town centre group travel friendly toolkit where appropriate) ▪ Review the need for North Yorkshire Tourism Awards ▪ Ensure sustainability and accessibility used as a filter for all activity – need champions in all groups ▪ Maximise the opportunity to showcase locally made artisan makers and producers to visitors but also to businesses to support circular economy ▪ Review campervan policy

PRIORITY FIVE – POSITION AND PROFILE

The creation of one organisation and one approach to branding, marketing and positioning will run in parallel to the activities outlined in this DMP. It is important however, to outline thinking gathered during consultation to enable the next stage of marketing development.

Strengths, issues, and opportunities

North Yorkshire is a reasonably wealthy, generally well-respected destination and well visited. Product and place are the strongest asset. The area is geographically beautiful, with a great offer and wider ‘package;’ diverse with a good mix of towns, rural market towns and rural areas, each with a varied offer. Rarely is there such diversity in a destination, there is nowhere else like it in the UK – rural, city, parks, coast, great destinations to attract visitors and then disperse them across the County. Great touring and great return visit opportunities.

The natural assets mean that there is a range of difference in various parts of the County, particularly the cultural and heritage strengths. Harrogate is a known quality brand however the areas around Harrogate such as Ripon, Masham, Nidderdale and the AONB also offer diverse and unique offerings which should also be promoted.

The range of market towns are relatively similar in providing a good quality offer – good independent businesses, restaurants, parking, and that works well. A priority to assess those market towns which work well and ensure that the infrastructure is the same standard when visitors move to hinterland. Active sports are critical and span across the County as a whole – surfing, cycling, climbing, lots of opportunity to offer a more coherent offer.

Businesses and the council recognise the value of tourism and there is clearly an appetite to invest in tourism; the local community understand the importance and generally visitors are well received – the County is known for welcoming people who are cheerful and accommodating.

However, conversely, there are pockets of deprivation across the County, and tourism is not always seen as value for money. It can be a challenge with high number of holiday lets, meaning local people cannot live in the area. Local people are not always champions for tourism, in rural areas they are incredibly vocal about the issues of over tourism, and more could be done around hearts, minds and inclusion.

There is currently competition between the destinations within North Yorkshire, this is coupled with those districts and towns which have not benefited from tourism investment or focus, and which may be left behind. They each have their own identities and local distinctiveness, and this should be considered, developed, and importantly respected.

It is evident that the new council will be ambitious and will maximise the benefits of working at scale. This will provide an overview of which services, facilities, management works well in a particular area and how this is replicated. This will be particularly relevant for services that visitors rely on and joining up those who manage these vital services. It will also provide a focus on areas of innovation and inspiration and support other areas where barriers are affecting investment.

There are huge opportunities, but the tourism and visitor economy focus needs to be more to joined up. A focus on destination management, and one tier council, will provide the ability to focus better and importantly join up delivery and priorities across every distinct tourism area.

In terms of the new team, a target operating model, along with innovative approach to budgets, new operating models means that there will be consistency. This focus will enable the private sector to buy into activities and developments.

Stakeholder views

There is agreement that the conditions are right to develop more opportunities for cross promotion and this should be developed, both for attracting visitors but also for sharing information and case studies.

The traditional nature of the current offer should be delivered and profiled as quality regardless of perceptions, and the quirky, cool, and contemporary side of the area should be part of the mix.

It should not be overcomplicated as the simplicity of offer in many areas is the appeal - traditional, authentic, friendly, open, local pride, and sense of place. As is the welcome, to all visitors, from all backgrounds and cultural groups.

In marketing terms, an innovative marketing and digital strategy and direction is needed to stop diluting the effort and message. Work must be undertaken to identify the brands, language, identities, and destinations within North Yorkshire, and review social media, digital platforms, websites and how these connect and are developed, considering an overarching website which points to destinations or themes.

Opportunity

1. Undertake a branding exercise and develop a focused marketing strategy which engages all partners and businesses.
2. Understand the destination as North Yorkshire and how the overall product has changed and grown, based on the new geography. For example, from one experience per district/place to 15 of the same experiences across the entire County; and from one river or canal in one district/place to an entire waterways network.
3. Review marketing and positioning for the destination as a whole in the first instance, this will include brands, websites, social channels, and all campaign activities.
 - a. A fresh approach is needed, this does not mean that current work should be stopped, but it does mean that it must be refocused and delivered through an agreed and co-ordinated strategy.

- b. Duplication across all channels must be reviewed to maximise economies of scale and focus effort of the entire team.
 - c. Duplication or conflicted messaging must be tackled, so that the destination clearly works together rather than seen as competing for visitor airtime.
4. Places, themes and PR messages and stories should be developed and prioritised in relation to key markets and the highest levels of return on investment and partners' support. This must include decisions on lead brands and/or themes for specific markets and promotions.
 5. It is **suggested** that there is a clear opportunity to position North Yorkshire as a place where you can spend a week or more, location with such variety, from world heritage to beaches, rural to urban, cultural to active. Return visits are necessary, as you cannot do everything in one visit.

PROFILE AND POSITION ACTIONS

The full action plan is set out in ANNEX TWO; the table below outlines the action required in year one.

ACTION	DETAIL
Year one priorities	<ul style="list-style-type: none"> ▪ Develop a brand review of all customer facing brands ▪ Develop brand identity and toolkit ▪ Develop a marketing and communications strategy ▪ Develop a shared asset library ▪ Determine key events and exhibitions to attend

MEASURING, MONITORING AND MANAGEMENT

PERFORMANCE MEASURES – OUTCOMES

North Yorkshire will need to develop a scorecard for understanding its performance. While the plan has outlined a need for additional data metrics collected should include

Measure	Baseline	Target
Volume of visitors		
Value of tourism		
Number of businesses engaged		
Spend per head		
Number of businesses engaged		
Bookable products developed		

What are we aiming for and how is this measured?

IMPLEMENTATION, ACTION, DELIVERY

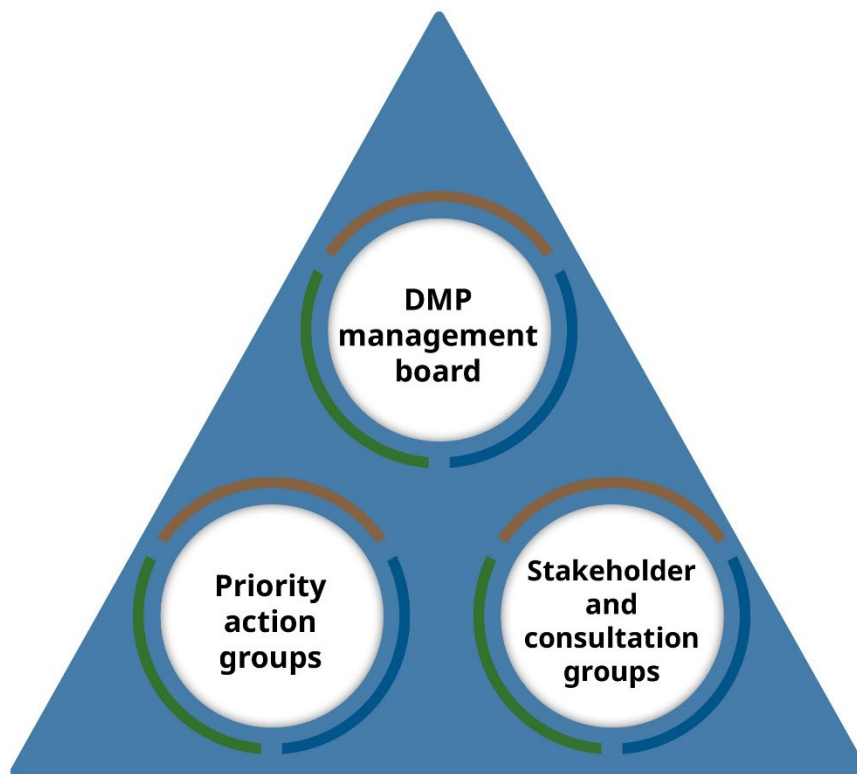
This DMP is a plan for North Yorkshire and therefore, its oversight, direction and implementation is a North Yorkshire team approach.

Whilst year one actions have been identified, the ongoing development of annual action plans and implementation will be taken forward by a team of engaged stakeholders working with the North Yorkshire Tourism team. Each priority will have an agreed champion, who will sit on this DMP management board.

There will be a focus on priorities and action and a regular forum to discuss outcomes and next steps.

MANAGEMENT BOARD

The management board will have agreed representatives from North Yorkshire Council, the tourism team, key stakeholders and advisors and the priority champions.



A destination audit survey was undertaken to understand the perceptions and opinions on the existing product in North Yorkshire. 150 responses were received to the survey from stakeholders within North Yorkshire with key findings including:

- Current **accommodation** offer is rated highly with an average rating for the quality of the offer standing at 7. Only 29% felt that the balance of accommodation was correct; 1 in 5 responses believed there was not enough accommodation while 14% thought there were too many and 5% thought there were far too many.
 - Comments related to having accommodation sympathetic to the area in which it was based and the need to balance visitor accommodation and accommodation for those who live and work in the area. It was also felt that there is a requirement for investment in the current provision to further improve quality.
- Quality of **visitor attractions** was given an average score of 8 out of 10 and 62% felt there were enough attractions in the area although 1 in 4 felt there were too few. The balance of attractions divided opinion with 44% feeling the balance was right and 1 in 10 saying they did not feel it was right at all.
 - There were a vast range of opinions on what was needed from a visitor attraction perspective, but key themes included balance between dry and wet weather attractions, the need for greater curation and itinerary building to better showcase the offer.
 - It was also felt that attraction numbers are being impacted by infrastructure challenges of transport, parking and poor public toilets
- **Food and drink** provision was also rated at 8 out of 10 however 1 in 4 felt there was not a diverse enough range of food and drink options. 54% said they felt there were opportunities for developing the food and drink offer.
 - Key comments on this included the need for more fine dining and family dining; the challenge of opening hours due to limited staff availability and of pub closures in local villages reducing options; lack of vegetarian options; smaller areas such as Selby not having enough provision.

- It was felt that food and drink could be further developed to act as a key driver of visitors building on what is already here.
- 50% of respondents said there are not enough **events and festivals** in North Yorkshire with only 1 in 5 saying the mix of these events is right and well balanced. 41% did say that they felt the events and festivals were significant enough to attract out of region visitors.
 - Comments related to events and festivals pointed to the fact that information is difficult to obtain on events and that there is a requirement for more events and festivals during October to March to help with the challenges of seasonality.
 - There are examples across North Yorkshire where events receive higher satisfaction scores, one example being the Harrogate Christmas Market which received £100 satisfaction scores on pre-event comms.
- **Heritage and culture** received one of the highest scores with an average of 8.12, 61% feeling there were the right number of attractions and 46% believing the authentic heritage and culture sets North Yorkshire apart as a destination; and 48% felt that there are still further ways of maximising the heritage and culture offer.
 - Comments included making more of outdoor heritage and culture not just buildings; The need for a culture and heritage strategy; and the need to work with enthusiastic creatives in the sector to help development
- The major strength is seen as **landscapes and countryside** with an overall score of 9.32. Interestingly 1 in 5 felt there was a need for more recreation experiences to maximise the use of these outdoor spaces although 75% felt the countryside offer of North Yorkshire is unique and 83% felt the landscapes and countryside can attract out of region visitors.
 - When asked about challenges and opportunities key comments included the need to ensure we do not destroy the asset by drawing too many visitors; the challenge of infrastructure especially transport and parking, and of accessibility and inclusivity; and opportunities to improve awareness
- **Access and transport infrastructure** were seen as a major challenge scoring an average of only 4.68 out of 10 and 82% saying transport options are not adequate and 89% feeling improvements are required.

- Key issues are the lack of adequate public transport; Limited connectivity; Car driven destination and poor parking options; and lack of taxis.
- There is a challenge in welcoming **visitors with disabilities** with an average score of only 5.30. 60% felt facilities were not good enough

ANNEX TWO – ACTION

This section lays out the action plans for each of the priority areas, a number of stakeholders have expressed an interest in being part of action planning groups with a further group also demonstrating interest in being part of the DMP board.

PRIORITIES AND ACTIONS

From assessing the current position, the product audit and varied discussions with stakeholders, the following themes provide a framework for the direction of travel for all tourism stakeholders working together to provide a strategic lead for the development of the visitor economy.

Within these themes, priorities and actions for implementation will be developed, with information in relation to those who will lead to take this forward.

PRIORITY ONE: DATA AND INTELLIGENCE

ACTION	DETAIL
Year one priority actions	<ul style="list-style-type: none">▪ Undertake an audit of current data▪ Develop a shared repository for data (new and historic)▪ Undertake a perception and visitor survey identifying barriers to visiting North Yorkshire▪ Carry out a resident survey▪ Identify software solution to support data gathering and dissemination to industry.
DEVELOPMENT ACTIONS – Longer term actions will flow from the year 1 baselining/development work.	
Development of a destination wide annual	<ul style="list-style-type: none">▪ Develop processes to collect more real time data and visitor management trends.

<p>research plan and establishment of a north Yorkshire tourism research observatory</p>	<ul style="list-style-type: none"> ▪ Agree economic models, visitor surveys (with incentives to share information), business barometer surveys. ▪ Collect car parking data, town centre footfall records and traffic flow data ▪ Identify what research is carried out by other Yorkshire Partners for regional reporting – is there an opportunity for collaboration
<p>Understand the visitor and visitor needs.</p> <p><i>The visitor journey must be the starting point for considering the transport issues, if specifically targeting a new market, but also considering the domestic market.</i></p>	<ul style="list-style-type: none"> ▪ Map out start to finish; identify the barriers and the impact this has on attracting and moving visitors within region.
<p>Develop toolkits for evidence and insight</p>	<ul style="list-style-type: none"> ▪ A toolkit to measure environmental impact, economic impact and value of events delivered, to enable team to monitor and quantify; and then evidence spend.
<p>Create the evidence base for development</p>	<ul style="list-style-type: none"> ▪ Provide the evidence for lobbying for better public transport links and maintain them, for visitors and local people alike; and to realise carbon reduction ambitions. ▪ Focus the data which evidences the road and congestion issues and ensure these are reflected. ▪ Develop an accommodation needs survey. Review accommodation spread across the County and opportunities for sharing best practice.

PRIORITY TWO: PLACE

Transportation, Infrastructure, IT and environment, and Investment

ACTION	DETAIL
Year one priorities	<ul style="list-style-type: none"> ▪ Gather best practice examples from around the county and expand/replicate as appropriate <p>Set up a network of visitor economy advisory and support groups:</p> <ul style="list-style-type: none"> ▪ Strategic transport working group to include highways/parking/public transport operators and visitor economy partners. ▪ Establish an overarching North Yorkshire Tourism Advisor/Management Board ▪ A visitor information group ▪ A responsible tourism group <p>Develop a suite of strategies to focus activities and provide direction for action:</p> <ul style="list-style-type: none"> ▪ A destination marketing strategy ▪ A leisure events strategy ▪ A business events and conference strategy ▪ A product development strategy ▪ A responsible tourism strategy ▪ A signage strategy <p>Audit and engage with plans and develop best practice</p> <ul style="list-style-type: none"> ▪ Input into market town investment plans

	<ul style="list-style-type: none"> ▪ Undertake an audit of infrastructure to improve quality and establish a best practice toolkit. ▪ Undertake an audit of service provisions for different markets i.e. travel trade, business tourism
DEVELOPMENT ACTIONS - Longer term actions will flow from the year 1 baselining/development work.	
<p>The big PLACE conversation</p>	<p>Connect to key strategies and implementation plans, particularly North Yorkshire Local Transport Plan (LTP4/5) (2016-2045), Economic Development Plan, the housing strategy and the local plan.</p> <p>Review what works and what is needed and map, accordingly, using best practice and agreeing a baseline to build to, or build on.</p> <p>Create and implement a tactical visitor management and place team to work alongside the tourism team.</p>
<p>Develop best practice</p>	<p>Consider areas which have managed to develop sustainably and properly (Whitby), and where new products are telling stories (Living Leven), and these should be used as best practice examples to win hearts and minds.</p> <p>Review the outcome of the Craven warden experiment and develop potential of gateway to North Yorkshire to display local produce, food and drink and all things North Yorkshire, using planning gain.</p>

Work with partners to achieve the ambition to be a carbon negative region by 2040	Develop a Responsible Tourism Strategy in order to guide the visitor economy to contribute to the region's overarching ambition to become carbon negative by 2040.
Review policies and develop strategies which impact on the visitor economy	Develop a campervan policy for North Yorkshire Establish role of Economic Development within SAG groups – viability of events/future planning support

PRIORITY THREE: PEOPLE

Recruitment, training and retention, and engagement and co-ordination

ACTION	DETAIL
Year one priorities	<p>Industry and businesses</p> <ul style="list-style-type: none"> ▪ Develop B2B Communications ▪ Develop a partnership plan ▪ Create linkage with York and North Yorkshire Chamber Hospitality Forum who have responsibility for the Local Skills Improvement Plan ▪ Creation of comprehensive industry facing website with access to business resources and toolkits <p>Quality and best practice</p> <ul style="list-style-type: none"> ▪ Drive up quality through development of North Yorkshire tourism awards linked in to the Visit England awards.

	<ul style="list-style-type: none"> ▪ Identify and share best practice between sectors <p>Careers and skills</p> <ul style="list-style-type: none"> ▪ Promote tourism as a career – work with education partners to identify those that offer qualifications in the visitor economy and work with them to showcase the diversity of the hospitality sector. ▪ Develop a campaign to promote tourism as a viable career highlighting diversity ▪ Link employers to higher education providers <p>Visitor information, ambassadors and familiarisation</p> <ul style="list-style-type: none"> ▪ Develop a visitor information strategy to reflect new and emerging technologies to meet the needs of target markets ▪ Develop an ambassador programme focusing on sense of place and improving product knowledge locally and across the County <p>Local people</p> <p>Creation of North Yorkshire residents festival out of season</p>
<p>DEVELOPMENT ACTIONS - Longer term actions will flow from the year 1 baselining/development work.</p>	
<p>Focus on visitors and local people</p>	<p>Develop plans to work with and engage local people to raise awareness of importance of tourism, develop champions and capture the value of the local and Visiting Friends and Relatives (VFR) market; for example, residents' cards and VFR offers.</p>

	<p>Educate residents and visitors around respecting the destination to make sure everyone treats the area properly.</p>
<p>The big employment conversation</p>	<p>Connect with the relevant agencies, agendas and strategies including LSIPs, North Yorkshire Business and Education Partnership Ltd (NYBEP), West and North Yorkshire Chamber, schools, colleges and skills agencies in order to ensure hospitality and tourism are firmly on the agenda.</p> <p>Consult with businesses to understand what skills they need, and to identify (signpost) schemes which can support businesses in recruitment and retention.</p> <p>Work with colleges and schools to promote tourism as career choice for young people.</p>
<p>Engage Businesses</p>	<p>Create a CRM database of all business and business contacts.</p> <p>Monitor issues and areas where businesses require additional support at a regional and national level and develop mechanisms to provide this support and ‘voice’ for the industry.</p> <p>Develop an annual tourism summit to introduce the team, the plans, and the way forward.</p>
<p>Create partnerships</p>	<p>Explore the possibility of sector partnerships, particularly with food and drink manufacturers across North Yorkshire, to develop sustainable products.</p> <p>Explore the opportunity to development of a North Yorkshire visitor economy membership scheme to bring businesses together, with tangible benefits around</p>

	business and product development and networking as well as marketing.
Provide knowledge and information	<p>Develop toolkits for volunteers to ensure the same standard of support and information for volunteers in all organisations active in the visitor economy.</p> <p>Develop familiarisation packs and visits for all.</p> <p>Review information provision across North Yorkshire and identify new and innovative routes to visitors.</p>

PRIORITY FOUR: PRODUCT DEVELOPMENT - Longer term actions will flow from the year 1 baselining/development work.

ACTION	DETAIL
Year one priorities	<ul style="list-style-type: none"> ▪ Develop the product development strategy outlining priority experiences and products, best practice examples, product gaps and subsequent action plans. ▪ Align with the current High Street Activity ▪ Ensure sustainability and accessibility used as a filter for all activity ▪ Maximise the opportunity to showcase locally made artisan makers and producers to visitors but also to businesses to support circular economy
DEVELOPMENT ACTIONS	
Review existing opportunities and joint working	<p>Connect the product development strategy with North Yorkshire Council plans around 'Active Travel.'</p> <p>Build on the interim cultural plan and framework to maximise culture in the product development strategy.</p>

Showcase best practice	Inspire businesses via case studies from both within North Yorkshire and elsewhere in the UK and overseas.
Agree experiences and products to be developed	<p>Tailor experiences to people and experience rather than places.</p> <p>Recognise that this development is not just about places, but also about themes and experiences.</p> <p>Use products to encourage touring and itinerary development to increase length of stay.</p>

PRIORITY FIVE: POSITION AND PROFILE

ACTION	DETAIL
Year one priorities	<ul style="list-style-type: none"> ▪ Develop a destination marketing strategy ▪ Conduct a brand review of all customer facing brands ▪ Develop brand identity and toolkit ▪ Develop a shared asset library ▪ Determine key events and exhibitions to attend
DEVELOPMENT PRIORITIES - Longer term actions will flow from the year 1 baselining/development work.	
Profile and positioning	Work closely with local groups to determine USP's for each area across North Yorkshire to ensure that the marketing strategy reflects the uniqueness of each area and feeds into the theme developments.

	Work closely with the Yorkshire Local Visitor Economy Partnerships on raising the profile of Yorkshire and its sub regions at a national and international level.
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