

# The Herefordshire Sustainable Destination Management Plan 2018 – 2022

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## References

Version	Date	Notes
1.0	08/01/2018	First Publication



The European Agricultural  
Fund for Rural Development:  
Europe investing in rural areas

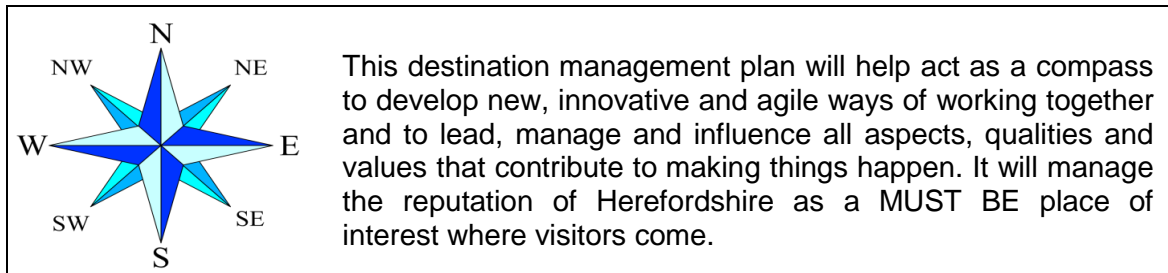
**Visit**  
**Herefordshire**  
& The Wye Valley



## 1) Purpose

### a) Creating the future for a vibrant Destination Herefordshire

'Destination management is about the delivery of quality experiences for visitors and addressing the needs of enterprise and the local area in a range of ways, rather than simply promotion'. (Visit England)



Creating the compass for tourism will require integrating the needs of the visitor, businesses, residents and the environment we all share. To ensure success the quality of experience, product and communication leading to positive and long lasting memories must be truthfully delivered in the promise to visitors.

The development of the Herefordshire Sustainable Destination Management Plan (HSDMP) is to create an essential agreed working tool, with timetable and actions to present a structured process with the outcomes of:

- Securing long term funding to manage the economic development and growth of Herefordshire as a tourism destination.
- Increasing income for businesses and local services.
- Growing the visitor economy.
- Developing a year-round visitor offer.
- Connecting tourism, culture and heritage and hospitality.
- Minimising local environmental impacts
- Generating interest and support for the conservation of Herefordshire's natural assets and cultural heritage, farming and food and drink.
- Improving the range, quality and availability of rural tourism products to create new jobs and economic growth.
- Creating an innovative and creative, cohesive and collaborative destination and visitor management team who will provide business benefits; help tourism businesses better understand target markets and audiences; share proven and innovative marketing campaigns; provide in depth research, measurement of and insight into visitor numbers; benefit from relevant Visit Britain and Visit England campaigns.
- Supporting Herefordshire as a fulfilling and great place to live and work as well as visit.

The HSDMP is a document which can be utilised by any organisations, agencies and individuals whose priorities are the growth of the visitor economy allied within a sustainable tourism model to the benefit of Herefordshire.

The Herefordshire Sustainable Destination Management Plan is aligned with other strategic documents relating to the tourism sector and the economy of Herefordshire as well as the national tourism strategy.

## **2) The Goals of the Destination Plan are:**

### **a) Priority One - Grow Herefordshire as a visitor destination**

Put the structures in place that develop the assets and image of Herefordshire, strengthen the visitor experience and improve its branding position and market share.

### **b) Priority Two - Grow Herefordshire's share of visitor markets**

Improve the image of Herefordshire by using the county's strongest assets, explore new communication methods, encourage dialogue and feedback through the rapidly changing digital media. Reach new niche growth markets that will allow Herefordshire to differentiate from competitors as a destination and strengthen the visitor experience.

### **c) Priority Three - Developing great experiences and memories**

Sustain, encourage and grow evergreen and new products and events that truthfully showcase the wide diversity of the natural assets, culture and heritage of Herefordshire.

### **d) Priority Four - Developing people**

Develop competent and motivated employees and businesses.

## **3) Context of the Herefordshire Sustainable Destination Plan**

In the 2016 tourism call under the RDPE (Rural Development Programme for England) Growth Fund, the Marches Local Enterprise Partnership (LEP) identified that a priority was to develop a Destination Management Plan for Herefordshire (DMP).

In response the Herefordshire Sustainable Food and Tourism Partnership (HSFTP), after consultation with Visit Herefordshire, submitted a bid to create a unique rural 5-year DMP which draws tourism, farming, food and drink, culture and heritage together. The Brightspace Foundation, a member of HSFTP, acted as the Accountable Body and was successful in the competitive bidding process.

HSFTP recognises that these sectors offer significant growth potential for the wider economy within Herefordshire. The diverse business and community sectors represented within HSFTP are the engines of the local economy, woven into the life of the thriving and living communities of the county.

HSFTP was formed in 2014 as a partnership of key individuals, organisations and networks committed to providing strategic oversight for the development and delivery of sustainable food and tourism strategies. Members include the Duchy of Cornwall, National Farmers Union, Visit Herefordshire, Herefordshire Rural Hub, the Rural and Farming Network, Herefordshire Council, the Brightspace Foundation and the Country Landowners Association. The strengths of the partnership are its proven opportunity to communicate at all levels, build networks and relationships and work collaboratively to drive competitive advantage for the rural businesses of Herefordshire.

The "core group" meet every two months and is augmented by a wider reference group together with task and finish groups as required. Administrative support has been provided by Herefordshire Rural Hub, the Duchy of Cornwall and the Brightspace Foundation.

Work on the city elements of the HSDMP were undertaken by group members Visit

Herefordshire, the official Destination Management Organisation (DMO) for Herefordshire, with the support of Herefordshire Council.

This plan is a combination of the research and information from two Herefordshire destination plans; the Rural Herefordshire Sustainable Destination Management Plan and Hereford City Destination Plans. These have been integrated to form a single cohesive Herefordshire Sustainable Destination Management Plan.

This destination management plan will help to galvanise the future of tourism in the county, some of which was highlighted in the City of Culture bid during 2017, the Economic Vision published by Herefordshire Council and the stated aims and ambitions of Visit Herefordshire as the destination management organisation.

The five year plan set out in this document can only be realised with the co-operation of the stakeholders, businesses, local authority and organisations working together towards the shared goals identified in point 2.

This destination management plan recognises the huge shift in funding priorities for tourism. Local authority funding is no longer available so the baton is firmly handed over to the private sector, local businesses and organisations if we are to raise the profile of Herefordshire nationally and internationally. This destination management plan will address this change by offering a coherent marketing strategy and identifying opportunities to attract more visitors and extend their stay. It will also outline a timetable over the next five years which can be both updated and amended as required utilising the advantage of being a digital publication.

This plan will outline a vision for the future and signpost the strategic priorities required to develop Herefordshire as a destination to the wider country and the international market. Reflecting, where appropriate, the frameworks of the Herefordshire Council Economic Vision, the Hereford Area Plan, Hereford City of Culture bid 2017 and the forthcoming Cultural Strategy from Herefordshire Cultural Partnership, the HSDMP utilises these documents as a catalyst for the future actions to be undertaken by a diverse range of facilitating organisations and agencies.

Visit Britain, the national tourism agency for Britain, encourages and supports the development of Destination Management Plans throughout England as an essential tool in the delivery of a successful visitor economy. Government policy encourages destination organisations to become focused and efficient bodies that are increasingly led by the private sector. Destination Management Plans are one mechanism to achieve this.

#### **4) Informing the plan – methodology**

The first objective was to undertake contiguous research and consultation with partners and stakeholders to establish:

- National, Regional, Local Authority and Public Realm Tourism Policies and Strategies influencing the development of the Destination Management Plan
- An audit of Herefordshire as a Destination
- A benchmark of Herefordshire to comparable rural destinations
- A series of consultative group and face-to-face meetings

## **5) Herefordshire set in the context of tourism**

### **a) Herefordshire as a Destination**

The visitor economy is very important to the prosperity of the county. In 2015 over 5m visitors contributed £442m to the economy which supported 6,688 jobs. Although tourism helps to provide prosperity for the wider economy the benefits of a thriving and growing industry are not just economic.

Wise growth and sustainable management of the values and assets enjoyed by visitors to the county, including: our cornucopia of wild life rich landscapes; lifestyle choices; our market towns, historical significance and heritage; green routes and country pursuits; delicious local food, drink and cuisine; diverse cultures and creativity, all help to make Herefordshire a Great Place that visitors, communities and residents can both enjoy and be proud of.

Since 2010 Herefordshire has been without an operational Destination Plan. Hence, understanding the changes, trends and new opportunities nationally, regionally and locally was an imperative in the development of this plan.

Geographically, the city of Hereford occupies a unique position in that it is literally the centre or hub of the county with the market towns of Ross on Wye, Leominster, Kington, Ledbury and Bromyard all within a fifteen miles radius.

In a county with a population of 188,000, the city population is 60,400, so almost a third of the county reside in the city with the 0-29 year olds age group accounting for 37% of the city population, higher than any other area in the country

### **b) Herefordshire - understanding the rural and city areas**

For the purposes of the plan Hereford city is deemed as the whole of the area inside the blue line boundary on the map in Figure 1 and rural Herefordshire the area outside of the line.

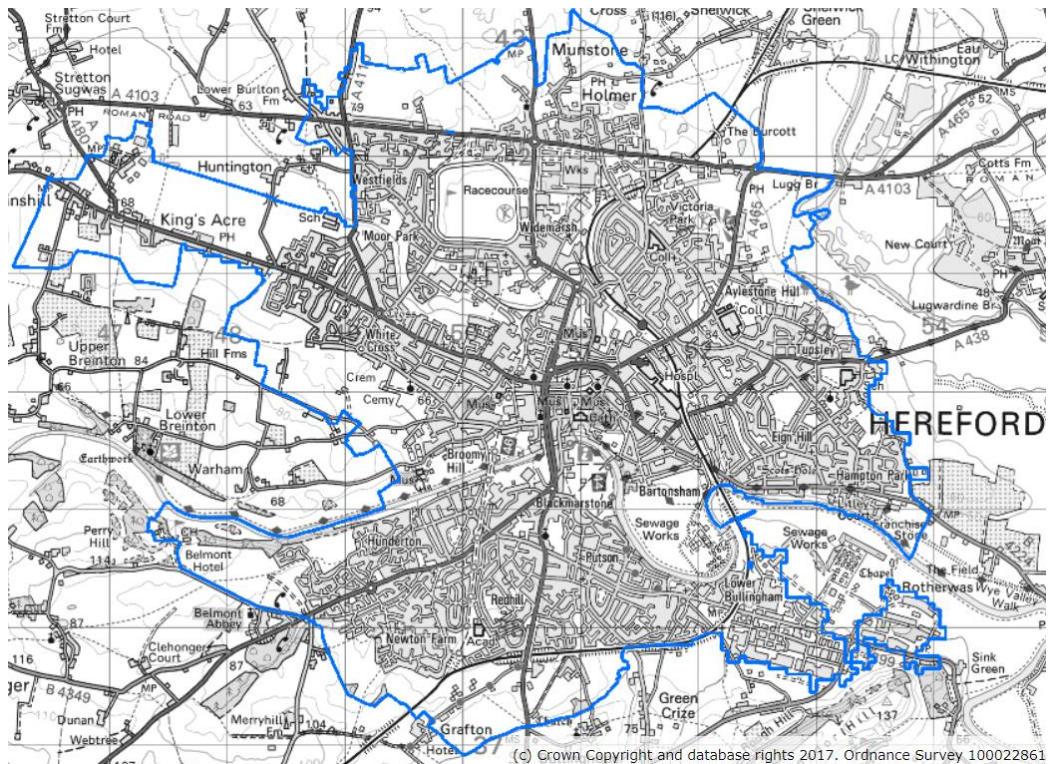
Hereford city is also home to a Business Improvement District, the HerefordBID the boundaries of which are shown in Figure 2. HerefordBID have a role to represent businesses in the city centre, with a remit to deliver the business plan and related schemes that will increase the appeal of the City, in particular with relation to developing Hereford as a regional shopping and leisure destination, and importantly, a national tourist destination.

Seasonality as with many destinations remains an issue with the traditional summer period being the most popular still. There is a need to build upon the retail success of Old Market and encourage visitors to explore the heritage of the historic city area.

Herefordshire lacks a co-ordinated marketing strategy, creative vision and leadership with no mapping of "who does what". As a result, there is currently no overarching delivery for regenerating the river quarter and city centre. Whilst on the one hand our rural, quirky characteristics can be seen as an advantage, they can also be perceived as a disadvantage - too remote with a lack of transport infrastructure, coach parking and



toilet facilities, together with a dearth of serviced accommodation, in particular a city centre based four star hotel. This, coupled with a lack of city centre events, out of date and sometimes poorly positioned signage and low wage economy, serve to reinforce our relatively low profile nationally.



**Figure 1 rural boundary of Hereford city (for the purposes of this report) denoted by the blue line**

With the natural assets we have and with improvements already on the way such as a Hereford city Tourist Information Centre (TIC) along with extra information points, new city signage via HerefordBID, a new link road completed by the end of 2017, new city events such as Ferrous and a new Borderlines four-day film festival starting in the city from 2018, there are grounds for optimism. The perceived negatives can be repositioned as Herefordshire is very much the undiscovered, hidden gem, well worth the journey to experience.

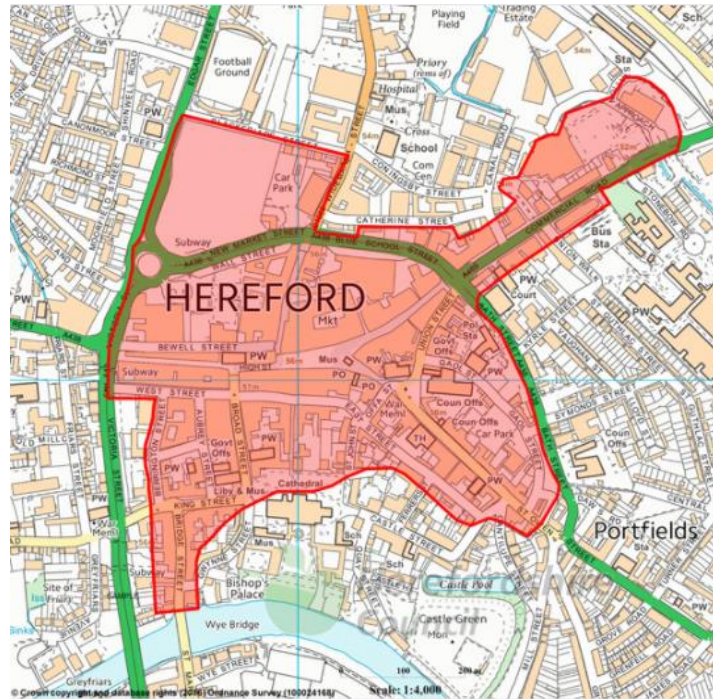


Figure 2 Hereford BID area denoted inside the red line boundary

### c) Rural Herefordshire

Traditionally the intrinsic Unique Selling Points (USPs) of Herefordshire are the River Wye one of the finest in Britain (Wye Valley AONB), diverse landscape, high environmental and historic features, food and drink and the value of the culture that has created the communities and traditions of Herefordshire (Arkenford 2011 Herefordshire Perceptions and Awareness Research). These qualities appeal to a growing number of visitors of all ages and societies.

With the city of Hereford and the market towns of Ross on Wye, Leominster, Kington, Ledbury and Bromyard the county is full of countless places and hidden gems in which time seems to stand still. There is still a feeling of tranquillity in an age when silence too rare a luxury. With its longstanding farming traditions, Herefordshire continues to be a leading agricultural producer.

Herefordshire is perceived by large and small groups of visitors to be a central location in England for families and friends to meet for short breaks; to participate in both leisurely and active pursuits; and a starting point in which to appreciate a slower and more natural pace of life. With the focus on walking for health and well-being the walking festivals of Herefordshire, Kington Walking, Ross-on-Wye, Mortimer Country, the Mortimer Trail and Herefordshire Trail are all increasingly attracting day and short stay visitors of all age groups to the county. Close to the western border of the county with Gwent and Powys there has been, and will continue to be, interaction with the Offa's Dyke National Footpath.

The county has a wealth of 'hidden gems' from:

- natural and created landscape, venerable trees’,
- flora and fauna,
- geological and water features
- creative artists, potters, ‘makers’.
- the heritage of historic buildings (many which have stood at the heart of the community for over 1,000 years),
- literary and musical connections (Masefield, Kilvert, Elgar, Mike Oldfield, Phil Rickman),
- a county where good food and drink abound
- community based festivals and events

All contribute to the wealth of hidden gems to be discovered. Herefordshire will never attract a mass market of visitors but offers opportunities to grow the visitor economy and jobs potential gradually and naturally with due respect for the physical and environmental impact on the county and its communities.

#### **d) Hereford City**

As a county we are home to a number of large scale events and festivals, ranging from Bromyard Folk Festival, Nozstock and Lakefest music festivals to Ledbury Poetry Festival, Kington Walking Festival and the internationally acclaimed Hay on Wye Literary festival just over the border in Wales. As a city however, we host relatively few major events and festivals given that almost a third of the population is concentrated here. As such, the revived Hereford River Carnival, Indie Food Festival, the new Hereford Food Festival, the Hereford Mayfair and the Ferrous Blacksmithing and Ironmongery festival comprise the main offering, together with the Three Choirs Festival which is hosted in Hereford every three years. Hereford also hosts Borderlines Film Festival, Hereford Racecourse as part of the UK Jump racing calendar, whilst Hereford FC hosts visiting football teams and supporters.

One of our challenges is to build upon the great success of the £90m Old Market Development in the city which has added a multi-screen cinema, multiple restaurant outlets and attracted national brand names such as Debenhams and Waitrose to the city. Whilst this has increased footfall to the city with regards to shopping this does not necessarily translate to visiting the historic part of the city housing the Black and White House Museum, Hereford Cathedral, the independent shopping quarter in Church Street, Hereford Library & Art Museum, the Left Bank river area and the Cider Museum.

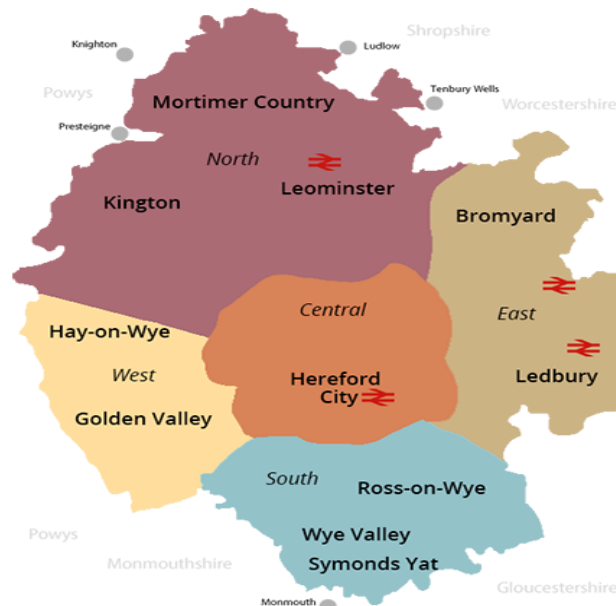
Being a flat, walkable, accessible city, clearer signage and use of free maps can encourage visitors to explore the city. With attractions such as The Courtyard Centre for the Arts drawing in audiences of 300,000 per year and a similar figure for Hereford Cathedral, there is a need for more events and more attractions within the city, especially with regard to increasing the night time economy. Currently, after 5pm the city tends to wind down with little use of public spaces made during the year. The role of Hereford BID in cultivating a clean and attractive city can also help.

As a destination Herefordshire is not competing with coastal areas where as well as day visitors, many will spend 1-2 weeks at a resort. Instead, our strength is in a diversity of offering and attracting day visitors and short break visitors, utilising our natural

landscape, history, heritage and the omnipresent River Wye which can help to promote more of a year round visitor offering rather than being simply a seasonal resort. It is in the interest of both the city and county to spread the offer across the county as we lack the transport infrastructure and accommodation to cope with highly concentrated visitor demands.

Having an attractive city to live and work in besides being good for the wellbeing of the local population, also adds to the appeal for visitors, in turn increasing the economic prosperity of the city and county. With the city literally being the centre of the county, it is especially important for it to be attractive and vibrant; in effect setting the tone for the entire county. With prudent, sensitive and sustainable management of our assets we can cultivate an environment of civic pride where both residents and visitors can enjoy the city space and its environs.

## 6) Seeing the bigger picture for tourism in Herefordshire



A destination can be defined as a geographic area consisting of all the services and infrastructures necessary for the stay of a specific visitor or tourism sector.

Or

A place of interest where tourists visit, typically for its inherent or exhibited natural or cultural value, historical significance, natural or built beauty, offering leisure, adventure and amusement. Source: World Trade Organisation.

### a) The Economy of Herefordshire

Invest Herefordshire - An Economic Vision published by Herefordshire Council in June 2017 highlights tourism, heritage and culture businesses as an integral part of the county economy and looks to support this sector whenever it can. With 7% of the workforce employed in tourism, this sector is identified as key and the objectives of this destination management will aim to reflect the aims of the economic plan whenever appropriate.

## **b) EU National, Regional and Local Strategic Tourism Priorities**

These include both EU strategies:

- European Tourism Strategy and Plan 2015 – 2020
- EU Charter for Sustainable Tourism

And UK-wide approaches:

- Building our Industrial Strategy:
- Defra 10 point plan for boosting productivity in rural areas

Tourism is a devolved matter. Scotland, Wales and Northern Ireland all have independent tourist boards. Visit Britain, which incorporated Visit England, is a non-departmental public body tourism agency funded by the Department for Digital, Culture, Media & Sport (DCMS), tasked with the role in building England's tourism product, raising Britain's profile worldwide, increasing the volume and value of tourism exports and developing England and Britain's visitor economy. Working with a wide range of partners in both the UK and overseas, its mission is to grow the volume and value of inbound tourism across the nations and regions of Britain and to develop a world-class English tourism product to support growth aspirations with the aims of:

- Maintaining distinct activities to develop and market English tourism.
- Continuing to market Britain overseas to drive growth in international leisure and business tourism.
- Building our Industrial Strategy

Defra has a 10-point plan for boosting productivity in rural areas:

Regional and Local tourism initiatives include:

### Midlands Engine

The five themes are:

- Midlands Connect – transport connectivity
- Innovation
- Skills – tailored to employer demand
- Finance for Business
- Promotion – regional branding proposition. This includes a consumer-focused campaign for the visitor economy which will promote the highlights of the Midlands, including our heritage, culture, sport and food and drink offer. Attending international exhibitions and business tourism events generating leads that will drive overseas business footfall and visitor expenditure.

## **c) Marches Local Enterprise Partnership**

The Marches Local Enterprise Partnership (MLEP) was formed in 2011, by the Department for Business, Innovation and Skills (BIS), to help determine local economic priorities and lead economic growth and job creation within the local areas. MLEP is driving economic growth across Herefordshire, Shropshire and Telford & Wrekin through investment in innovation, higher level skills, housing and business sites. The Marches LEP is led by the private sector with the aim of “working in partnership with

business, education and the three local authorities, to deliver thousands of homes and jobs across one of the most enterprising regions in the UK”.

The Marches LEP aims to “develop a vibrant regional economy, putting business at the heart of our work and removing the barriers to growth through investment in our key projects”. Whilst recognising that the Marches cultural, heritage, landscape and tourism infrastructures are fundamental assets of the visitor economy sector and provide a strong offer. Investment in both the rural and urban context has the potential to deliver significant SME productivity outputs, improving the visitor experience and increasing the desire to visit and spend.

Relevant to Destination Management activities are:

- Developing, expanding, upgrading and protecting strategic tourism facilities, sites and corridors (such as recreational routes) including cultural heritage, green and blue visitor infrastructure and significant access improvements.
- Supporting destination management, experience, product development and marketing including the promotion of strategically important tourist projects.
- Increasing business competitiveness and enhancing visitor experience and information delivery through Information and Communication Technologies (ICT).

These are funded through the European Agricultural Fund for Rural Development (EAFRD) and the Information, Communication and Technology activities are relevant to the development of rural tourism.

#### **d) Herefordshire Plans and Strategies**

Invest Herefordshire - An Economic Vision published by Herefordshire Council in June 2017 highlights tourism, heritage and culture businesses as an integral part of the county economy and looks to support this sector whenever it can. With 7% of the workforce employed in tourism, this sector is identified as key and the objectives of this plan will reflect the aims of the economic plan and other local plans and guidance when applicable, including:

- Herefordshire Council Core Strategy 2011-2031
- Herefordshire Council Local Plan
- Herefordshire Council Neighbourhood Planning Guidance Note E34 – Tourism
- Herefordshire LEADER Programme 2014 - 2020

### **7) Understanding Herefordshire – a sense of place**

John Masefield (the Herefordshire born poet laureate 1930-76) described Herefordshire thus:

“I know no land more full of bounty and beauty than this red land, so good for corn and hops  
.... the great cattle and cider trees.....where nearly everyone lived on and by the land”.

Herefordshire’s resident population is 188,100 in an area covering 842 square miles. It has a sparse population with the fourth lowest overall population density in England. Just under a third of Herefordshire residents live in Hereford, with about a fifth in the five market towns of Leominster, Bromyard, Ross-on-Wye, Kington and Ledbury and nearly half in the surrounding rural areas. Despite other counties having a lower overall population density,

Herefordshire is unique in that it has the greater proportion of its population living in 'very sparse' rural areas (25%).

The county contains 3 Natural England designated National Nature Reserves. The Wye Valley AONB is an internationally important protected landscape passing through Herefordshire and the border between England and Wales. It is one of the most dramatic and scenic landscape areas in southern Britain. It is also historically important as one of the birthplaces of the modern tourism industry. The Malvern Hills AONB an area famed for its dramatic hills and the pure spring water that flows from them, lies in the east of the county. The Brecon Beacons National Park and Shropshire Hills AONB both lie on the borders of Herefordshire.

## 8) Understanding Tourism in Herefordshire

The importance of the visitor economy to Herefordshire cannot be overstated with £442 m generated by tourism in 2015 and 6,688 jobs within this sector.

With effect from April 2011, the responsibility for the delivery of economic growth, product development, marketing and promoting tourism activities for the county was contracted out from Herefordshire Council to a Destination Management Organisation called Visit Herefordshire (a Company limited by guarantee). Over a 5-year period of reducing financial Local Authority support the aim was for Visit Herefordshire to be a fiscally sustainable membership organisation. In September 2015, after going into voluntary liquidation, any remaining assets, branding and intellectual property rights of Visit Herefordshire were transferred to Herefordshire and Worcestershire Chamber of Commerce, whom with very limited resources continue to administer reduced Visit Herefordshire activities.

### a) Annual Impact of the Visitor Economy in Herefordshire

- Generates £442.81m in the local economy (Food & Drink 35%, Visiting Friends and Family and Self Catering) 25%, Shopping 15%, Transport 7%, Serviced Accommodation 6%, Recreation 5%)
- Attracts 5.04m customers of which 4.2m are day visitors
- Sustains 6,688 Full Time Equivalent (FTE) employees

Source: Herefordshire STEAM report 2014, published 2015.

The previous STEAM report was published in 2011 when £446.73m was generated into the local economy by 4154m visitors and 6,973 FTEs were employed.

STEAM - Scarborough/Scottish Tourism Economic Impact research tool used to quantify local impact for a tourism destination.

### b) International Visitors to Herefordshire

Of all overnight stays in Herefordshire (including business and study) **18.2%** are by international visitors (including business), of which **56.1%** are VFR's (visiting friends and family).

Total nights stayed by inbound residents as a % of nights stayed by all inbound visitors		Total spend by inbound residents as a % of total inbound visitor spend		VFR inbound visitor spend as a % total of inbound visitor spend	
<b>USA</b>	13.9	<b>USA</b>	13.9	<b>USA</b>	30.9
<b>EU</b>	45.4	<b>EU</b>	47.5	<b>EU</b>	53.6
<b>Australia</b>	10.6	<b>Australia</b>	8.8	<b>Australia</b>	76.2
<b>Others</b>	30	<b>Others</b>	29.7	<b>Others</b>	56.1

Total Nights stayed as a % of all nights stayed by inbound visitors to Herefordshire			Total spend by overseas residents as a % of total inbound visitor spend in Herefordshire		
<b>USA</b>	Holiday	44.7	<b>USA</b>	Holiday	33.9
	VFR	35.9		VFR	30.9
	Business	18.9		Business	35.1
	Other	0.5		Other	0.2
<b>EU</b>	Holiday	18.5	<b>EU</b>	Holiday	16.8
	VFR	53.6		VFR	34.3
	Business	9.7		Business	25.5
	Other	18.2		Other	23.4
<b>Australia</b>	Holiday	18.5	<b>Australia</b>	Holiday	34.4
	VFR	76.2		VFR	46.4
	Business	4.6		Business	15.6
	Other	0.8		Other	0.6
<b>Other</b>	Holiday	18.2	<b>Other</b>	Holiday	18.7
	VFR	56.1		VFR	27.5
	Business	6		Business	10.4
	Other	19.7		Other	29.1

Anecdotal observations indicate that of the EU visitors to the county a high % are from Eastern Europe visiting friends and family who are employed in food manufacture, agriculture and horticulture.

Source: Office of National Statistics based on 3 year average for 2011 – 13 published 2014

### c) Employment in tourism expressed as a % of tourism workers based on main job

Age	16-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70+
%	12.1	10.7	10.7	8.1	5	11.6	11.7	8.2	6.8	7	4.4	3.6

Source: Annual Population Survey, 2013.

### d) Skills level in tourism expressed as a % of tourism workers based on main job



Degree	19.4
Higher Education	4.4
GCE A level or equivalent	21.8
GCE Grades A-C	27.6
Other	4.2
No qualifications	22.5

Source: Annual Population Survey, 2013

### e) Tourism, Food and Drink Business Assets

Establishing the scope and scale of tourism, food and drink businesses in Herefordshire was difficult. The most reliable source being the SIC (Standard Industry Codes). Farm tourism diversification, where the prime business is agriculture, was problematic to assess. Herefordshire 'Where to stay' and 'What to Do Guides' rely on income from advertisers. An audit of these since 2010 indicated a significant reduction in businesses relying on printed guides for marketing.

	Source SIC Codes	Comparison On line research + or – 10%	Source SIC Codes	Comparison On line research + or – 10%
	Herefordshire Rural		Hereford City	
Hotels	29	39	18	10
Guest Houses/B&B	149	263	22	17
Self-Catering	56	336	6	76
Caravan /Leisure Parks	95		4	
Camping/Glamping	21			
Museums/Heritage	18	27	9	17
Churches Tourism		92		5
Theatre/Cinema	5		25	5
Festivals/Events		237		62
Outdoor Activities/Attractions	42	128	65	14
Transport	201		47	36
Food and Drink Manufacture	92		16	16
Local Producers	21		6	
Local Producers- farm based	22			
Farm Shops	25			1
Food/Drink Retail	81		34	
Restaurants	118	579	41	170
Take Away	107		60	22
Pubs and Bars	205	116	39	176
Food Service Activities	10		7	
Event Caterers	21		5	18

Interestingly, community tourism groups retained and grew a wider business membership and continue to publish a 'local' guide for use by visitors whilst in the area. All have a web site and social media communication. All reported a sharp rise in the use of on-line booking agencies and customer review sites for informing visitors. Consumer driven recommendation and review websites were interrogated and data compared with SIC Codes.

The variation for Guest Houses/B&B and Self Catering possibly reflects farm diversification. Currently there is a growth of on-farm or country estate 'glamping' and 'life style' businesses. There are a large number of Airbnb providers across both city and rural Herefordshire.

The variation for restaurants is difficult to assess but may reflect that on some review sites the term 'restaurant' includes any establishment serving food.

## 9) National Tourism Data and Trends

### a) The National Picture

The Visit Britain forecast for the volume and value of inbound tourism is issued in December each year. Figure 3 is the mid-year update run in July 2017. In 2016 there were 37.6 million inbound visits to the UK, up 4.1% on 2015, with these visitors spending £22.5 billion, up 2.1% on 2015. The latest forecast for 2017 is for 39.7 million visits, up 6% on 2016 and £25.7 billion in visitor spending, an increase of 14% on 2016.

This forecast was run in July 2017, at which point provisional inbound data to May 2017 was available from the International Passenger Survey, and represents an upgrade to the forecast released by VisitBritain in December 2016.

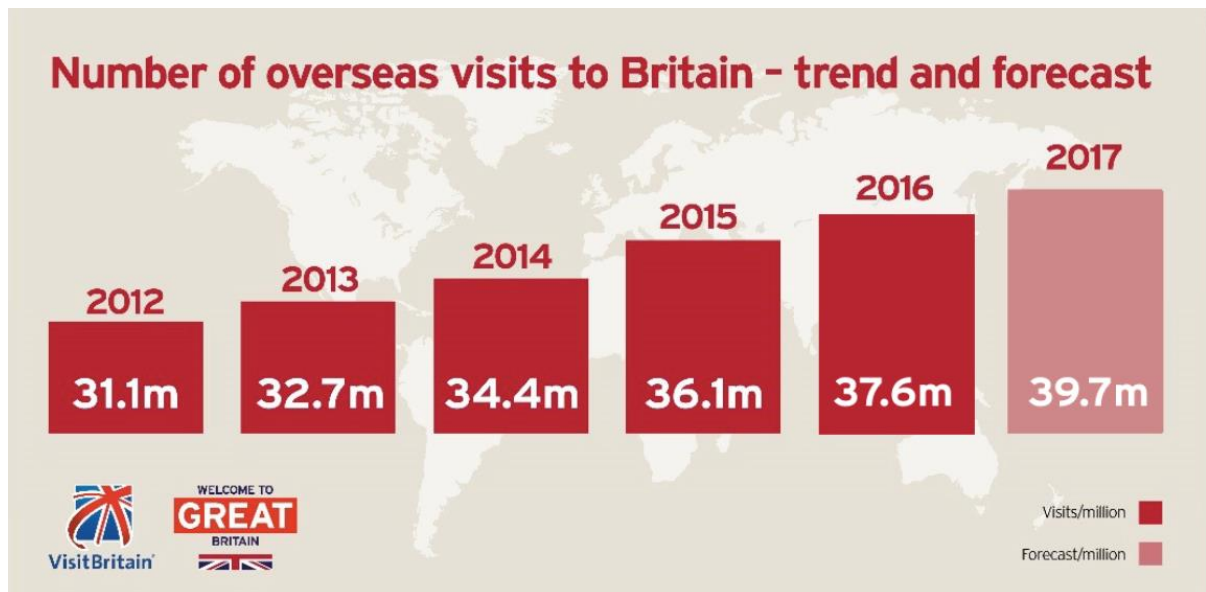


Figure 3 Visit Britain Mid-Year Forecast July 2017

The forecast of a 6% increase in inbound visits is a slightly faster rate of growth than that seen in the last several years and, if realised, would be the fastest since 2006. A 14% growth in inbound spending would again be faster than that seen in the last few years and faster than the long term average although not unprecedented (a similar rate of growth was seen in 2013). The visits and growth forecasts imply an 8% increase in spend per visit. VisitBritain have identified a number of risks and assumptions when making the forecast and have briefly detailed some of these below. Two specific uncertainties to note are currency and security fears. The pound remains much lower

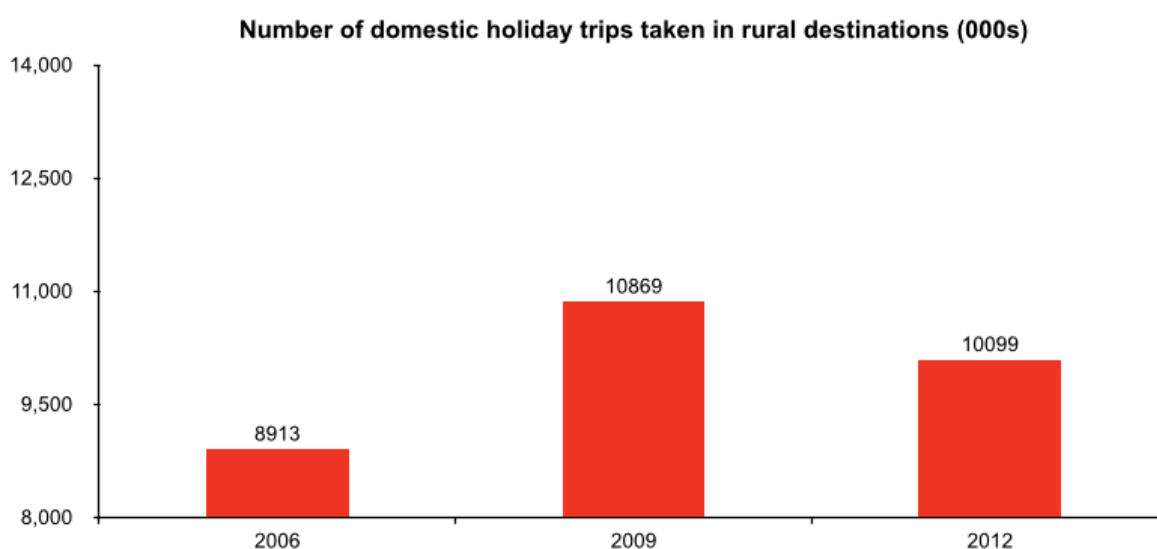
than its pre-referendum level and is forecast to continue to be weak in the short term, although the path of the exchange rate throughout the remainder of 2017 is also a source of uncertainty.

Visit Britain research conducted in July 2016 found that the prevailing exchange rate was likely to act as a net incentive for potential leisure visitors to come to Britain with the benefit concentrated amongst those who have visited Britain before and those with a good knowledge of the exchange rate. Provisional data for 2017 to date suggests that in addition to an increase in visit numbers, average spend per visit is up on 2016, driven at least in part by especially strong growth in visits for long-haul markets, who tend to stay longer and spend more. In most of Britain the global macroeconomic outlook is generally benign and stable in most of the key inbound markets in 2017 and this is forecast to remain so for the rest of the year.

## b) National Tourism Trends

### i) Rural Tourism Trends

Rural Tourism has experienced strong growth in England in recent years, with new activities and experiences attracting domestic visitors. Indeed, rural trips have grown by roughly 1m a year since 2006, accounting for 22% of domestic leisure trips (Figure 4). One driver of this trend could be the increased urbanisation in our day to day lives. With the majority of the population living in towns or cities, the countryside and other rural destinations appeal as a chance to get away – and such destinations are strongly linked to the rising appeal of health and active tourism.



**Figure 4 Domestic Rural Tourism (Great Britain Tourism Survey, 2006-2012)**

Overall, the future for rural tourism looks positive, although there are some factors which may limit growth. Although increasing urbanisation may be one driver of rural tourism, an increasingly urbanised younger population with less knowledge or experience of rural areas may not understand the opportunities that the countryside offers and may fail to be attracted to rural locations.

## ii) Urban Tourism Trends

Urban tourism in England has seen strong growth over the past few years, with yearly visits nearly 3m higher than in 2006 (Figure 5). Urban destinations appeal for a number of reasons – they are weather resistant, offer a wide array of activities and are generally easily accessible. Over the past few decades, regeneration in many cities and an increase in the number of attractions have also propelled the growth of urban tourism.

Urban tourism has grown alongside rural tourism in recent years, and both can benefit from the rise in the number of short breaks consumers take – and the desire to experience different types of holiday.

One future implication of this trend is for people to combine destination types on one trip – which, given the geography and size of England, is often easy to do. Rural breaks can easily include a day trip into the nearest city. In developing this type of behaviour, it is essential that different destinations within areas work together to communicate the overall tourism attraction of that area, rather than compete with one another for footfall. This is where Herefordshire can capitalise by utilising the close proximity of the city to the rural landscape so visitors can access both the city experience and the countryside experience. Besides current partnership working with Visit Worcestershire, this also highlights the need to develop further partnerships with our neighbours, including Shropshire Tourism, Brecon Beacons Tourism, Wye Dean Tourism, Visit Gloucester, Visit Cheltenham and Cotswolds.com.

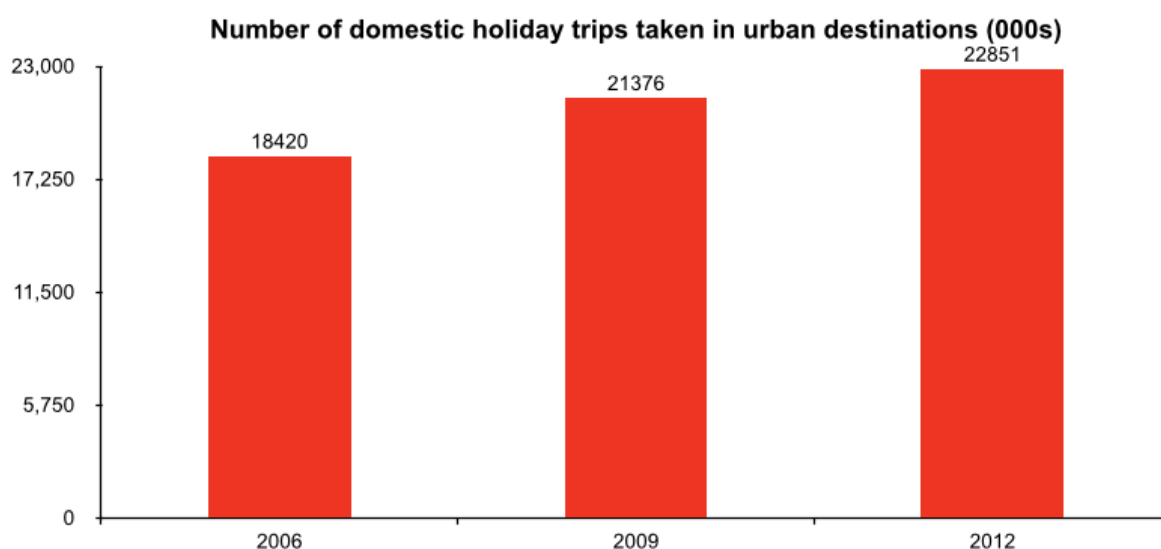


Figure 5 Domestic Urban Tourism (Great Britain Tourism Survey, 2006-2012)

## iii) Active Tourism Trends

Health Tourism is a phrase used to describe increasing health consciousness, as well as increasing time pressure and blurring boundaries between work and life which are driving an increase in trips designed to relax and reinvigorate.

Similar trends in health consciousness and a desire for new experiences will also lead to the growth of active tourism. Although the amount of time people spend in work can lead to higher levels of time pressure and a greater need for relaxation, the perception that modern lifestyles are too easy or sedentary (an acknowledgement of the shift from manual or industrial employment to services and office work) will also drive consumers to push themselves and seek adventure in their leisure time.

Demographic trends may also be relevant. In particular, the next generation of retired consumers are younger in their outlook and levels of activity than before – making them a viable market for this type of holiday.

This presents another opportunity for Herefordshire which is able to offer not just the rural experience but also utilising the cycle and foot paths within the city as well open spaces such as Cathedral Green, Castle Green, Rotherwas Greenway and Aylestone Park as well as activities on the river such as wild swimming, kayaking and coracles right in the city centre.

#### iv) Skills Tourism Trends

As a result of the economic downturn in England, conspicuous consumption has fallen out of favour with consumers, who are now more likely to try and distinguish themselves by acquiring skills or knowledge. Despite the economic downturn, consumers have prioritised leisure spending and have increasingly wide leisure portfolios.

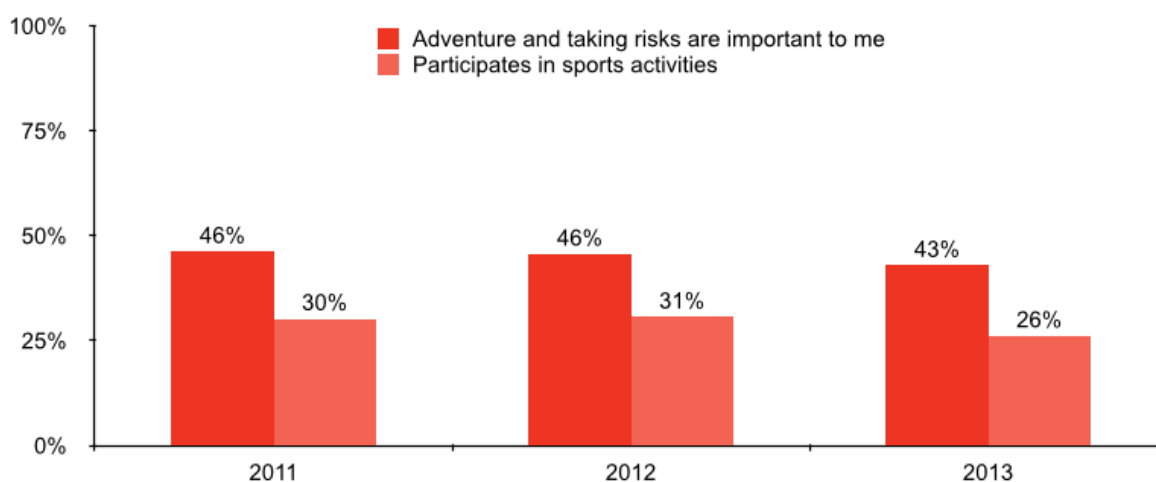


Figure 6 Adventure and taking risks is important to me (Trajectory Global Foresight, 2011-13)

Skills tourism will be driven in the future by both wider leisure portfolios and also the desire for new experiences. More than half of consumers in England (56%) say that trying new things is important to them and two-thirds (67%) say that art or culture is important to them (Figure 6). This is where the use of the river, the outdoors, rural life and “have a go” festivals such as Ferrous can enable visitors to have a truly unique experience to set us apart from other destinations.

## 10) The challenges facing Herefordshire

Over the past decade Herefordshire, as with many other rural areas, continues to experience underlying challenges to its ways of life and social fabric, as traditional land-based occupations are in decline and younger and better-educated rural residents move to cities for better work, social and cultural opportunities. This plan recognises that with the development of the Hereford University in 2020 the opportunities that this brings will impact on the demographics of the county and the need to plan for students and visiting family and friends in the offer to visitors. Managed wisely, rural tourism offers a potential solution to the problems related to lost economic opportunities and population decline that come with the changes in traditional agriculture. Rural tourism has frequently been found to **take longer** and **under-deliver** in terms of expected economic growth benefits and job creation.

Adding to these challenges, and particular to Herefordshire, was that over the past 3 years whilst lacking strategic direction, leadership, governance and destination management the key messages to stakeholders, partners and visitors have become fragmented.

### a) Audit of Destination Herefordshire

Herefordshire as a destination resembles an ill-fitting jig-saw driven by the motivation, marketing and promotional needs of individual businesses and 'mini' destinations within the county through websites, social media, and advocacy and on-line booking services. There is no current structure for managing the visitor economy.

A review of Herefordshire as a Destination can be seen in Appendix 2.



Initial research and consultation indicated a destination with no financial resources, lacking drive, cohesion or direction, timely communication and confidence.

### b) Benchmarking Destination Herefordshire with comparable destinations

The criterion was to compare a range of landlocked rural destinations with a cathedral city and/or predominantly agriculture and tourism economic sectors with the focus on leadership and Integrated management, accountability, business planning and resources.

These included Shropshire, Worcestershire, Cheshire, Gloucestershire, Rutland, Leicestershire, Northumberland and Powys. The methodology used employed desk, telephone and face to face research (commercial in confidence).

#### Findings:

- All expressed concern as Local Authority funding is reduced how this will impact on future sustainability.
- 6 currently receive Local Authority financial support ranging from £10,000 to £150,000 per annum to deliver economic Key Performance Indicators.
- 4 received Local Authority officer 'support' from economic or enterprise development. This included sourcing and distributing dedicated funding for the destination. 1 had officer support from the Chamber of Commerce.
- Leadership, integrated management, accountability, business planning structures, expertise and local knowledge together with rising the profile of the destination in the market place was the responsibility of a traditional industry led Destination Management Partnership/Organisation (DMP/O). Two of the larger geographic destinations had up to three 'independent' DMO's.
- The structure, leadership, management and performance of each DMP/O varied considerably. Telephone and face to face discussions indicated that DMP/O's driven and sustained by voluntary leadership/management and business membership performed less well than funded services. Part of the reason being vested interests, introspection and a reliance upon decreasing public funding to sustain current projects and themes. The need to change and recognise the call to resolve conflict simply to keep up with the rapid changes in visitor management had not been addressed.
- Local Authorities continued to provide public amenities for visitors with the provision of Tourism Information Centres (TICs) being under review.

Destination marketing profile research indicates that Herefordshire is average compared to comparable destinations including Shropshire, Worcestershire, Cheshire, Gloucestershire, Rutland, Leicestershire, Northumberland and Powys, with no strong identity or particular draw for visitors. With NO sustainable funding support, leadership and integrated management, accountability, business planning and resources the investment needed to deliver and generate growth will be challenging. It is the businesses of Herefordshire that keep the visitor economy at the current level of activity.

Herefordshire will continue to perform well below its optimum level unless a robust and maintainable source of income is available to drive forward the step changes needed for tourism growth in the county. Herefordshire has to become smarter, more focused, more organised, market centric, more innovative and creative and better managed.

To achieve this a financially sustainable destination funding model, through a Destination or Tourism Business Improvement District, presents a real opportunity for Herefordshire

### **c) Destination and Tourism Business Improvement Districts**

Business Improvement Districts (BIDs) offer the potential of a step change away from other support mechanisms which are frequently reactive and short term in nature and deliver programmes which are decided on an ad hoc basis, to that of a sustainable and strategic alternative that is built on genuine and binding mutual dependencies, partnerships, and has a real business focus.

In England there are a small number of non-urban coastal destination Tourism BIDs (TBIDs) in operation and currently one Food and Drink BID. In Scotland, Visit Inverness

and Loch Ness are funded through a very successful rural focused Tourism BID. The TBID excluded the Inverness City Centre BID area. To inform decision making for the Herefordshire Sustainable Destination Plan a fact-finding visit was made to Visit Loch Ness and Inverness to better understand the bidding process, the costs involved, and the income required to support the organisation and marketing of the destination, its impact on the visitor economy and succession planning.

If tourism and food and drink business come together in a true spirit of collaboration to drive improvements for Herefordshire as a destination the benefits to business are:

- increase visitor numbers
- increase length of stay
- increase visitor spend
- help sustain businesses
- create jobs
- improve the visitor experience

## **11) Consultation**

Over a period of 4 months 90 strategic national, regional and local partners, stakeholders (including farming and food production, tourism associations, specialist groups, food businesses) were consulted.

The aim was to share thoughts and vision, and encourage working together to make things happen in managing the reputation of tourism in the county whilst truthfully delivering a promise to visitors.

During these meetings the debate centred on the principles of what might be required to shape the future to:

- Improve the visitor economy to support wider sustainable economic and jobs growth.
- Ensure that people and relationships are front stage at all times putting people first in raising the profile of Herefordshire in the marketplace
- Develop a 'content with substance' strategic plan and future proofing as a key part of a financially and environmentally sustainable local sharing economy.
- Support the commercial interests of local partners and stakeholders to build support.
- Boost competitiveness to provide distinctive quality experiences and places to visit.
- Identify and involve partners, business and local communities to develop and sustain; 'evergreen', new and future 'products and services' to build brand 'Herefordshire' around and to engage prospective visitors.
- Become commercially sustainable and sustain and finance investment in both product and experience.
- Gain business confidence and encourage private sector investment with a realistic return on investment.
- Achieve inward investment
- Achieve ultimate flexibility as the dynamics of Herefordshire as a destination further develop.



- Think values and not demographics.
- Raise the awareness of and present a consistently positive image of Herefordshire's rural offer through robust communication.
- Leverage our local strengths and assets
- Be nimble in response to what people are looking for. It is not what we have but what we do with what we have that counts.

Details of the consultees are in Appendix 3 and a summary of the consultation feedback is in Appendix 4.

## 12) Setting the Direction and creating a vibrant future for Herefordshire

The key drivers for the Herefordshire Destination Plan required to achieve economic and job growth are:

- Sustainable strategies for business and customer loyalty to face challenges.
- Image, quality, attribute and overall satisfaction of customer loyalty.
- Encourage loyalty which fosters economically, socially and environmentally sustainable development.

This destination management plan will help Herefordshire to develop new innovative and agile ways of working together in order to lead, manage and influence all aspects, qualities and values of Herefordshire that contribute to making things happen in managing the reputation of the county as a MUST be place of interest where visitors come. This will require integrating the needs of the visitor, businesses, residents and the environment we all share. To ensure success the quality of experience, product and memories must be truthfully delivered in our promise to visitors.

The Herefordshire 'brand' is the way visitors perceive the county, promotes recognition and sets Herefordshire apart from competition. It helps visitors know what to expect and represents Herefordshire and its promise to customers. The brand must also provide business value. In partner and stakeholder discussions there was agreement that we should keep and grow the ethos of 'here you can'.

### a) Branding

The sector should be encouraged to use the official Herefordshire and Hereford city branding and there is an opportunity to revisit and grow the branding to raise awareness so that tourism businesses and organisations are using a shared brand and values.

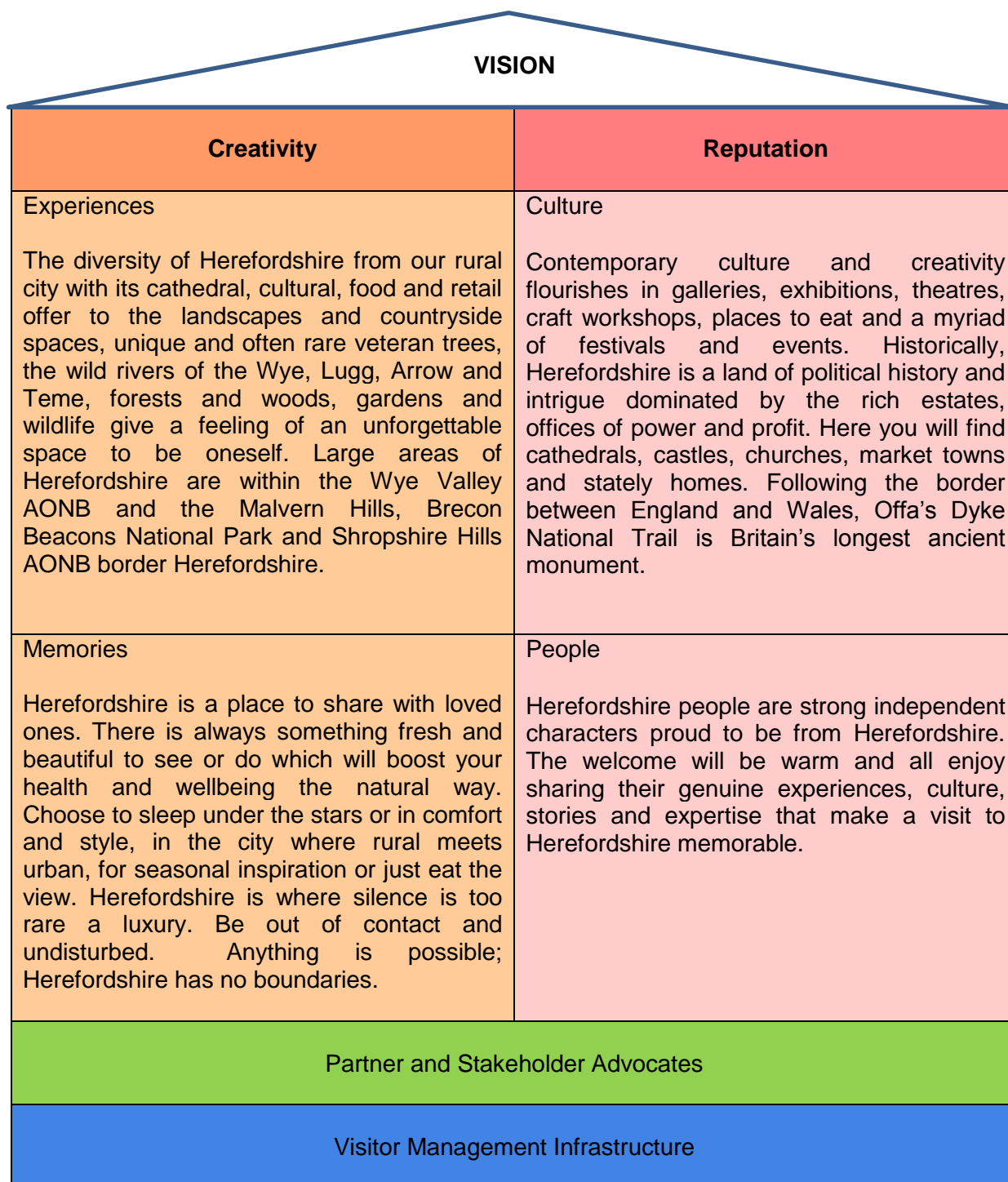
**Hereford**  
City Life Country Living

**Herefordshire**  
you can 

### b) The Goals for Herefordshire

The goal is to increase visitor numbers by creating a combination of unique experiences and memories, by respecting our history and heritage and yet also embracing the digital age to bring history to life, together with hosting new and innovative events:

The four columns of the destination model (below) Experiences, Memories, Culture and People describe facets of Herefordshire that can make it a distinctive a visitor destination.



The plan will encourage everyone in Herefordshire to find their own way of expressing that Herefordshire is a great and unforgettable place to create an authentic and memorable experience so that visitors will return over and over.

### **i) Priority One - Grow Herefordshire as a visitor destination**

Put the infrastructures in place that develops the assets and image of Herefordshire, strengthen the visitor experience and improve its branding position and market share.

- Investigate the opportunities for creating a Destination or Tourism Business Improvement District (TBID) for Herefordshire and Hereford (outside of the existing HerefordBID area).
- Create the framework for a transition period during the TBID process.
- Apply for a Tourism and Food and Drink Business Improvement Bid.
- Develop a Destination Management Partnership and Organisation to achieve a successfully performing Destination Herefordshire with ultimate flexibility as the dynamics of the destination and market move. (Appendix 2)
- Encourage sustainable accessibility and public amenities that are compatible with visitor need.
- Promote sustainable and responsible tourism and a Sustainable Tourism Charter for Herefordshire.
- Support proposed key developments across Herefordshire that will, if fully realised, add value to the visitor economy. These will be predominantly capital investment in terms of buildings and infrastructure (for example Hereford University, Interpretive Heritage Centre, Hereford to Gloucester Canal, Rural Food Centre) but will also include green transport routes and continued superfast broadband investment.
- Collate information from HerefordBID regarding footfall and hotspots in the city which can be used to interpret trends and as an indicator for future planning.

### **ii) Priority Two – Grow Herefords share of the visitor market**

Improve the image of Herefordshire by using the strongest assets in the city and county, explore new communication methods, encourage dialogue and feedback through the rapidly changing world of digital media. Reach new niche growth markets that will allow Herefordshire to differentiate from competitors as a destination and strengthen the visitor experience that Herefordshire is for everyone.

Create, develop and implement a creative Marketing Strategy to include targeted and co-ordinated use of social media. Annually review as the plan unfolds.

- Deliver integrated Herefordshire campaigns with appealing content that make guests and visitors feel connected and tempted to keep coming back. Focus on minimal high quality short and to the point messages. Less is more.
- Focus on major events across Herefordshire that offer something special and distinctive to drive new visitors from target markets. Work with partners to create a truly cohesive and co-ordinated approach to enhance existing events. Encourage new events and festivals that have the vision for economic growth, are environmentally sustainable and attract new markets.

- Focus on outdoor, health and wellbeing tourism trends by encouraging visits to Herefordshire by walkers, cyclists and horse-riders. Promote and support local attractions.
- Focus on relationship marketing to build stronger loyalty and long- trusting rapport with visitors that will drive word-of-mouth promotion long after a visit or stay, and lead to on-going generation of business.
- Help establish a River Quarter and the development of additional access point onto the river for canoeing and kayaking and the work to create a wildlife area and family space to complement the existing cycling and walking routes along the greenway and river.
- High quality, small scale business and corporate tourism support the local visitor economy. Develop innovative marketing campaigns which play to Herefordshire's strengths - quality venues, location and proximity to urban areas – for short courses and team building. Develop the idea of Herefordshire Venues whereby key locations work together in a combined marketing approach to attract corporate visitors
- Increase the use of press familiarisation visits to market the area nationally and internationally and develop initiatives inviting group travel operators and travel press to the area.
- Market Herefordshire's strongest assets, particularly those that have the potential to sell Herefordshire most effectively and distinctively in the marketplace.
- Maximise the growth potential of digital marketing techniques and new media channels for better access to reach new growth markets and the right conditions for networks and services to flourish.
- Review current target markets and develop new markets.
- Review the current visitor branding and strap line for marketing Herefordshire and encourage take up.
- Support Herefordshire's creative industries by working with the Cultural Partnership and Rural Media to enhance Herefordshire as a leading rural location in England for filming, by attracting more TV and film productions to the county as well as wisely promote locations used to visitors.
- Tell the story of farming. Create great seamless farming and food experiences in both product and involvement.
- Work with "Herefordshire's a Great Place" in developing a digital library of new and creative images of Herefordshire.
- Support Herefordshire Wildlife Trust with their countywide and city wildlife projects and other carbon reduction projects such as the introduction of rickshaws to the city centre and the introduction of additional car charging points around the county.
- Support major events that offer something special and distinctive to drive new visitors, working with partners to create a truly cohesive and coordinated approach to enhance existing events.
- Encourage new events and festivals that have the ability to attract new markets, with the vision for growth, economic and environmental sustainability.
- Work closely with Visit Britain and other key partners to encourage curated experiences for domestic and international visitors.

### **iii) Priority Three: Developing great experiences and memories**

Sustain, encourage and grow evergreen and new products and events that truthfully showcase the wide diversity of the natural assets, culture and heritage of Herefordshire.

- Sustain, encourage and grow evergreen and new products and events that truthfully showcase the wide diversity of the natural assets, culture and heritage of Herefordshire.
- Focus on the evergreen products – such as Herefordshire Walking Festival, Flavours of Herefordshire, Black and White Village Trail, and Cider Route - and experiences and evaluate their contribution to the visitor economy.
- Highlight the fact that Hereford is one of only 5 city Areas of Archaeological Importance (AAI) in the UK.
- Combine heritage with innovation by sensitively maintaining the physical remains of the city walls but bringing history to life with the use of Augmented Reality (AR) to visualise on digital devices what they would have looked like fully restored. Similarly, using AR to bring Hereford Castle to life on Castle Green.
- Apply to make Hereford the 12th Heritage City in the UK.
- Art and Sculpture installations – support plans for the new Skylon public artwork to help define the enterprise zone attracting investment. Investigate the scope for a city beacon or tower to tie in with county wide versions to be created.
- Support plans to expand the 31 Broad Street cultural offering emphasising the importance of the city Library and Museum.
- Recognise that encouraging more local people to enjoy experiences on their doorstep is an important element to delivering economic growth targets.
- Work with the Wye Valley AONB, Local Nature Partnership, Cultural Partnership, CLA, NFU, Herefordshire and Market Town Councils to identify new visitor products and experiences and assess their potential to be customer-driven.
- Invest in both authentic rural products and experiences delivered by people
- Encourage experiences which add value to medium and low season tourism.
- Use research information to ‘drive’ additional experiences at decision making stages of the visitor journey, as an opportunity to extend the value of a visitor trip.
- Encourage more local people to enjoy experiences on their doorstep as an important element to delivering economic growth targets.

### **iv) Priority Four: Developing People**

Develop competent and motivated employees and businesses who act as advocates to promote their business and Herefordshire.

- Encourage partners and businesses to participate in the World Host programme.
- Encourage and nurture new younger talent by promoting tourism as a first choice career through schools and colleges
- Encourage partners and businesses to participate in apprentice and placement schemes.

- Encourage local residents and communities to recognise and perform an ambassadorial role for Herefordshire to encourage visiting friends and relatives.
- Work with local training providers to encourage Herefordshire businesses to develop their staff to ensure that a good welcome and top customer service is delivered to all our visitors.

## **13) Development and Implementation Plan**

### **a) DMO overview and explanation**

The model in Appendix 5 outlines a proposed structure for a new Destination Management Organisation with Shared visions, central co-ordination and flexibility which will be responsible for managing the reputation and the visitor experience for Herefordshire.

### **b) Destination or Tourism Business Improvement District**

Business Improvement Districts (BIDs) and Tourism Business Improvement Districts (TBIDs) are business led partnerships which are created through a ballot process to deliver additional services to local businesses.

They can be a powerful tool for directly involving local businesses in local activities and allow the business community and local authorities to work together to improve the local trading environment.

A Business Improvement District is a defined area in which a levy is charged on all business rate payers in addition to the business rates bill. This levy is used to develop projects which will benefit businesses in the local area.

There is no limit on what projects or services can be provided through a Business Improvement District. The only requirement is that it should be something that is in addition to services provided by local authorities

A TBID offers the potential of a step change away from traditional tourism sector support mechanisms which are frequently reactive and short term in nature, and deliver programmes that are decided on an ad hoc basis, to that of a sustainable and strategic alternative that is built on genuine and binding mutual dependences, partnerships, and have a real business focus.

## 14) Monitoring and Evaluation

The Key Performance Indicators below will be supplemented by an annual Action Plan responding to the sustainable strategies needed to review the objectives for business development and marketing.

<b>Number of Visitors to Herefordshire</b>	<b>Bi Annual STEAM report</b>	<b>5% by 2022</b>
<b>Value of visitor spend</b>	Bi Annual STEAM report	6% by 2022
<b>Number of people employed in tourism</b>	Business Register and Employment Survey	10% by 2022
<b>Visitor spend influenced by Herefordshire marketing activity</b>	Website analytics and visitor surveys	£15m per year
<b>Business Profitability</b>	Business Survey	55% showing increase
<b>Rating amongst 'most loved' destinations</b>	Visit England Survey	To be in top 25
<b>Visitor Satisfaction with:</b> <ul style="list-style-type: none"> <li>• Overall visit</li> <li>• Quality of attractions</li> <li>• Quality of accommodation</li> <li>• Variety of things to do</li> <li>• Accessibility</li> <li>• Customer service</li> </ul>	Customer Survey On line booking quality forums	90% would recommend 90% good or very good 90% good or very good  95% good or very good 80% good or very good 90% good or very good
<b>Perception of tourism as a first choice career</b>	Survey of students and part time employees	To be developed
<b>Participation in World Host</b>	Number of participants	To be developed

# Appendices

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# 1) Herefordshire Council Core Strategies

## Herefordshire Council Core Strategy 2011-2031

Extracts from the relevant tourism policies:

Tourism 5.2.20 The Herefordshire STEAM Report 2011 shows that tourism makes an important contribution to the county's economy.

Herefordshire has many historic and natural assets which are of national interest for example the Mappa Mundi and the Wye Valley and Malvern Hills Areas of Outstanding Natural Beauty. Hereford, the market towns and rural areas are popular destinations for a range of different types of visits and activities. Tourism in Herefordshire can help to strengthen the economy through diversification and new business development in both urban and rural areas.

Policy E4 – Tourism in Herefordshire will be promoted as a destination for quality leisure visits and sustainable tourism by utilising, conserving and enhancing the county's unique environmental and heritage assets and by recognising the intrinsic character and beauty of the countryside. In particular, the tourist industry will be supported by a number of measures including:

1. Recognising the unique historic character of Hereford and the market towns as key visitor attractions and as locations to focus the provision of new larger scale tourist development;
2. The development of sustainable tourism opportunities, capitalising on assets such as the county's landscape, rivers, other waterways and attractive rural settlements, where there is no detrimental impact on the county's varied natural and heritage assets or on the overall character and quality of the environment. Particular regard will be had to conserving the landscape and scenic beauty in the Areas of Outstanding Natural Beauty;
3. Retaining and enhancing existing, and encouraging new, accommodation and attractions throughout the county, which will help to diversify the tourist provision, extend the tourist season and increase the number of visitors staying overnight. In particular, proposals for new hotels in Hereford will be encouraged. Applicants will be encouraged to provide a 'Hotel Needs Assessment' for any applications for new hotels;
4. Ensuring that cycling, walking and heritage tourism is encouraged by facilitating the development of long distance walking and cycling routes, food and drink trails and heritage trails, including improvements to public rights of way, whilst having special regard for the visual amenity of such routes and trails, and for the setting of heritage assets in their vicinity;
5. The safeguarding of the historic route of the Herefordshire and Gloucestershire Canal (shown on the Policies Map), together with its infrastructure, buildings, towpath and features. Where the original alignment cannot be re-established, a corridor allowing for deviations will be safeguarded. New developments within or immediately adjoining the safeguarded corridor will be required to incorporate land for canal restoration. Development not connected with the canal that would prevent or prejudice the restoration of a continuous route will not be permitted.

5.2.21 by encouraging more overnight stays and associated increased expenditure, there is potential for revenue from tourism to make a greater contribution to the county's economic well-being. The provision of new accommodation and the enhancement of existing accommodation will help achieve this goal. Many visitors to the county come to enjoy the beautiful countryside and there is likely to be a demand for new facilities and accommodations associated with this. Whilst some small-scale tourism associated development may be appropriate in rural areas, any significant new development for accommodation and facilities should be focused in Hereford and the market towns to maximise sustainable transport opportunities and to protect environmental amenity.

### **Herefordshire Council Local Plan**

5.2.22 the disused Herefordshire and Gloucestershire canal corridor is the subject of a long-term restoration project with the aim of re-opening the canal link between Hereford and the Severn at Gloucester, terminating in a canal basin in Hereford. Some sections have already been restored. The recreation, tourism and economic potential of the project are recognised and the canal corridor will continue to receive protection from development through Policy E4.

5.2.23 Policy E4 recognises the contribution that tourism makes to the Herefordshire economy and seeks to ensure that this continues and is enhanced through new developments which are of an appropriate scale, type and location.

5.2.24 Policy E5 encourages appropriate town centre investment in Hereford and the market towns of Bromyard, Ledbury, Leominster, Kington and Ross-on-Wye.

### **Herefordshire Council Neighbourhood Planning Guidance Note E34 – Tourism**

Extracts from Note 34:

The wide-ranging nature of tourism is such that numerous chapters within the National Planning Policy Framework (NPPF) are relevant. At the heart of the NPPF is a presumption in favour of sustainable development. The concept of sustainable development is underpinned by Government's belief that planning has a number of roles to fulfil including economic, social and environmental roles:

- Economic role – contributing to building a strong economy that is competitive and responsive, by ensuring that sufficient land of the right type is available in the right places and at the right time to support growth and innovation;
- Social role – supporting and involving strong, vibrant and healthy communities, and
- Environmental role – contributing to protecting and enhancing our natural, built and historic environment.

It can be argued that tourism is reflected in these roles and, at para 28, the NPPF advises that local and neighbourhood plans should support sustainable rural tourism and leisure developments that 'benefit businesses in rural areas, communities and visitors, and which respect the character of the countryside'.

These guides were also clear that the provision of essential facilities for visitors is vital for the development of tourism in rural areas. This can largely be attributed to the idea that tourism can:

- Be a key element in rural and farm diversification;
- Help to revitalise market towns and villages;
- Support important rural services and facilities; and
- Underwrite environmental schemes and improvements to the built and natural environment.

Many parts of Herefordshire and villages within the AONBs in particular, have had increased tourism related developments over the past few years. There will continue to be a need to balance the potential social and economic benefits of these proposals with protecting the countryside during the next plan period through Neighbourhood Development Plans. The planning system can aid relevant proposals to ensure that neighbourhoods secure appropriate developments without causing environmental problems. The NDP process can also encourage particular proposals through the use of Neighbourhood Development Orders and Community Right to Build Orders

Both the existing and emerging planning policy frameworks support the promotion of tourism across Herefordshire. There are, however, a number of specific ways in which Neighbourhood Development Plans can help deliver Tourism, not least through sites allocations and/or locally specific planning policies

Relevant policies should ensure that developments are compatible with neighbouring uses, including the siting, scale and design of the proposal and the likely level of traffic and noise that will be generated. Equally, policies concerning new build visitor accommodation within open countryside will have to be just as exacting as they are for other types of development.

Examples of the themes which policies can cover include:

- Visitor accommodation (both small and large scale) - The provision of visitor accommodation such as new hotels, boarding houses or self-catering accommodation can bring benefits to your parish in terms of boosting local spending and helping to support local facilities. In addition, proposals for accommodation associated with walking, cycling and horse-riding, such as bunk-barns and hostels, can contribute to the Local Plan's strategy of encouraging modes of transport other than the private car.
- Static caravans, chalets, camping and touring caravan sites – Static caravans and chalets remain on site all year round and can lead to the provision of other facilities such as swimming pools, club houses, car parks, on site shops and areas for tennis and other sports. Touring caravan and camping sites tend to require a lower level of infrastructure and associated built development and their seasonal nature means that their impact may not be so significant. The need for new facilities should be reconciled with the protection and preservation of those environments that attract tourists in the first place.
- Sites for holiday chalets or static holiday caravans are often located in areas where the provision of permanent residential development would be contrary to the provisions of the Local Plan - Core Strategy. As such chalets and caravans are occupied for temporary periods; they do not require the level of infrastructure associated with a permanent residential environment. Consequently, different planning considerations should be applied and allowing the conversion of a tourist facility to a permanent residential one must not come at the expense of a policy aimed at providing accommodation for visitors and supporting the rural economy.

- Rural and farm tourism development – Development which aims to meet the needs of visitors who are attracted to the countryside can help to diversify the rural economy and provide a boost to farm incomes. However, relevant policies should ensure that such developments will be sensitive to the local environment in terms of design, scale and location, so that the environmental impact and associated visitor management problems are minimised, and meet the broader aims of the Core Strategy.

## 2) Review of Herefordshire as a destination – SWOT analysis

Strengths	Weaknesses
<p>High quality, pro-active businesses and people.</p> <p>Well-motivated and pro-active independent tourism groups/associations (Leominster, Ledbury, Ross-on-Wye, Kington, Golden Valley and Black Mountain Experience, Big Apple, Mortimer Country and Herefordshire Churches Tourism Group)</p> <p>Business base of potentially over 2,000 micro and SME enterprises/businesses.</p> <p>Natural assets – countryside, landscape, parkland, flora and fauna, wildlife reserves, gardens (Croft Ambrey, Eastnor, the Birches, Great Doward, Queenswood, Hergest, Hampton Court, The Weir)</p> <p>Wye Valley AONB and Malvern Hills AONB</p> <p>Market towns, villages, built heritage and historic sites. (Eastnor Castle, Goodrich Castle, Berrington Hall, Brockhampton, Croft Castle, Belmont Abbey, churches, Black and White Villages)</p> <p>Culture, Heritage and Creative Arts (potters, artists, musicians, theatre, galleries, and museums).</p> <p>Long standing evergreen ‘products’ (Black and White Village Trail, Cider Trail, Mortimer Trail, Herefordshire Trail), land and water-based activities and experiences (Oaker Wood, Mountain Mayhem, kayaking/canoeing on the River Wye), walking, cycling, fishing and golf,</p> <p>Evolving product development – country house based wedding venues, small corporate and training venues, curated tours and experiences, ‘glamping’, champing and heritage interpretation centres.</p> <p>Festival and Events – Ledbury Poetry Festival, Leominster Festival, Food Festivals (Shobdon, Kington, Leominster), Bromyard Gala, Kington Show, Herefordshire Walking Festival, Border Lines Film Festival, Three Choirs).</p> <p>Food and Drink –from raising beef, dairy cows, lamb, pork and chicken), growing asparagus, potatoes, strawberries and top fruits.</p> <p>High quality artisan/craft food producers – including cheese makers, ice cream, charcuterie and ready meals. Production of cider, beer, vodka, gin, fruit gins and soft</p>	<p>Low profile of Herefordshire as a visitor destination</p> <p>Ageing visitor markets, especially overnight stays.</p> <p>Outdated digital imagery and impact.</p> <p>Unreliable broadband and mobile connectivity.</p> <p>Confused messages for business and visitor</p> <p>Conflicting and weak brand</p> <p>Absence of a strategy and vision with a prioritised product development plan.</p> <p>Private sector investment limited to paying for marketing benefits.</p> <p>Lack of creativity and innovation in product development and marketing</p> <p>Lack of involvement/integration with key strategic partners and other main drivers of the rural economy and key brands - especially in natural resource management, culture/creative arts and food and drink sectors.</p> <p>Over reliance on events to drive tourism and profile</p> <p>Absence of strong brands in the tourism sector</p> <p>Lack of collaborative policy, destination plan, business plan, marketing and PR plan.</p> <p>Lack of accountability and monitoring/evaluating return on investment.</p> <p>No financial resources to support.</p> <p>Impact on business confidence and inward investment.</p> <p>Decline of the ‘local’ pub.</p> <p>Chasing funding to exist.</p> <p>Lack of or limited public amenities and services for visitors.</p>

<p>drinks. Many food and drink producers have an international, national and regional reputation (Bulmer's, Weston's Cider, Chase Vodka and Gin, British Cassis, Oliver's Cider and Perry, Wye Valley Brewery; Tyrrells Crisps, Monkland Dairy, Neal's Yard Creamery)</p>	
Opportunities	Threats
<p>The lack of funding is an opportunity for Herefordshire to determine its own destiny and raise aspirations for the county.  RDPE funding until March 2019 to support tourism and food and drink business infrastructure development.  Investigate and establish sustainable funding to support the activities of a strong, proficient, skilled and creative visitor management team for Herefordshire.  Support national or local public realm or partnership engagement  Encourage local village/country pubs to review their product mix.  Support and encourage new products to generate awareness, stimulate new short-break markets and create a strong sense of place for the multigenerational and cultural cohort of students, families and friends when the University of Hereford opens in 2020.  Develop the opportunity to involve and engage with a wider range of and a greater number of businesses benefiting from tourism.  Create a strong positioning and marketing strategy for Herefordshire with based upon a comprehensive review of the brand strategy targeting a wider audience spectrum and market opportunities.  Utilise the un-tapped wealth of knowledge within businesses, residential communities, the public realm and local partnerships to develop a fresh kaleidoscope of creative visitor experiences.</p>	<p>Continued emergence of strong rural destinations across the UK and beyond with a strategy, confident positioning and innovative product development.  The increase of the key UK markets wanting low value holidays at home to counter the on-going economic challenges  Lack of support for strategic imperative, leadership and integrated management.  The continued lack of strategically led professional support and services.  Failure to establish funding to establish and sustain a strong visitor management team.  Chasing funding to exist.  Continued lack of public amenities and services for visitors.</p>

### 3) List of Consultees

31 Broad Street	Christian	Dangerfield
A Rule of Tum	Jon	Stead
Big Apple	Jackie	Denman
Brecon Beacons National Park	Richard	Tyler
Brightspace Foundation	Averil	Clother
Brightspace Foundation	Nick	Read
British Horse Society	Andrea	Jackman
British Horse Society	Andrea	Jackman
Callum Associates	Bobbie	Heavens
Castle House Hotel	Paula	Snow
CLA	David	Curtis
CLA	Joe	Evans
CLA	Jo	Hilditch
CLA (Eastnor Estate)	David	Littlewood
Consultant - Shropshire	Katie	Foster
Councillor for Mortimer Ward	Carole	Gandy
Court Farm	Tim	Gilbert
CPRE	Ian	Jardin
Cultural Partnership	Dave	Marshall
Cycling UK	Mark	Slater
Discover Parks	Glenn	Jones
Dragons Orchard	Ann	Stanier
Dragons Orchard	Norman	Stanier
Duchy of Cornwall	David	Curtis
Duchy of Cornwall	Charlotte	Ibbs
Earth Heritage Trust	Moira	Jenkins
Eastnor Castle	Benjamin	Pardoe
Eat Sleep Live Herefordshire	Heidi	Chamberlain Jones
Farmstay	Carol	Brewer
Friends of Castle Green	Mark	Hubbard
Friends of Herefordshire Museums and Arts	Dave	Marshall
Golden Valley & Black Mountain Experience	Ruth	Christopher
Golden Valley & Black Mountain Experience	Christine	Hope
Golden Valley & Black Mountain Experience	Simon	Taylor
Halo Leisure	Cathy	Fletcher
Hereford BID	Georgia	Smith
Hereford Cathedral	Glyn	Morgan
Hereford Cathedral	Clare	Stephens
Hereford City Council	Steve	Kerry
Hereford City Council	Marcelle (Cllr)	Lloyd-Hayes
Hereford City Council	Tracy	Morriss

Hereford Cultural Partnership	Roger	Morgan
Hereford Cultural Partnership	Clare	Wichbold
Hereford FC	Martin	Brain
Hereford Museums Service	Judy	Stephenson
Hereford Pedicabs	Will	Vaughan
Hereford Racecourse	Rebecca	Davies
Hereford River Carnival	Stuart	Fox
Hereford Tourist Information	Liz	Hill
Herefordshire & Worcestershire Chamber of Commerce	Martyn	Hammond
Herefordshire & Worcestershire Chamber of Commerce	Sharon	Smith
Herefordshire and Ludlow College	Ian	Peake
Herefordshire Churches Tourism Group	Joyce	Marston
Herefordshire Council	Bill	Bloxome
Herefordshire Council	Ben	Boswell
Herefordshire Council	John	Gibbon
Herefordshire Council	David (Cllr)	Harlow
Herefordshire Council	Geoff	Hughes
Herefordshire Council	Rachel	Jones
Herefordshire Council	Marcelle	Lloyd-Hayes
Herefordshire Council	Paul (Cllr)	Newman
Herefordshire Council	Tracy	Ricketts
Herefordshire Council	Dawn	Turner
Herefordshire Council	Rob	Widdicombe
Herefordshire Museums Forum	Richard	Curtis
Herefordshire Walking Festival	Lisa	Richardson
Herefordshire Wildlife Trust	Evan	Bowen Jones
Herefordshire Wildlife Trust	John	Clark
Herefordshire Wildlife Trust	Andrew	Nixon
Herefordshire Wildlife Trust	Frances	Weeks
Holly Lodge Holidays	Nick	Mears
Kington Tourism Association	Ann	Edwards
Ledbury Tourism & Cycling	Bella	Johnson
Left Bank Village	Gary	Ware
Leominster Tourism	Gill	Ding
Leominster Town Council	Liz	Womack
Mortimer Country Ltd	Kim	Smith
National Trust	David	Bailey
Natural England	Claire	Minett
New Leaf	Rob	Garner
NFU	Clare	Greener
NMITE	Karen	Usher
Old King Street Llama Farm	Robert	Dewar



Old Market Hereford	Alan	Anderson
Old Market Hereford	Kat	Thomas
Philip Morris and Son	John	Jones
Powys County Council (Tourism and Marketing)	Julie	Lewis
Project Consultant, Herefordshire	Christian	Dangerfield
Ramblers Association	Arthur	Lee
Riverside Training	Philip	Broomhead
Ross on Wye	Clare	O'Reilly
Ross on Wye Tourism Association	Yolande	Watson
Royal National College for the Blind	Jane	Jones
Rural Concierge	Liz	Hill
Rural Media	Rich	Matthews
Rural Media	Nic	Millington
Savills	Simon	Foster
Savills	Ashley	Lilley
Shropshire Hills AONB	Nigel	McDonald
Small Breeds Park & Owl Centre	Jay	Brittain
Stevens & Associates	Terry	Stevens
The Beefy Boys	Christian	Williams
The Cider Museum	Elizabeth	Pimblett
The Courtyard	Ian	Archer
Visit Herefordshire	Andrew	Black
Visit Herefordshire	Liz	Pullin
Visit Inverness and Loch Ness	Graeme	Ambrose
Visit Northumberland	Jude	Leitch
Westons Cider	Helen	Thomas
Whitney Toll Bridge	Maggie	Taylor
Wigmore CIC Project	Bryan	Casbourne
Woodside Lodges	Ken	Davies
Woodside Lodges	Roger	Davies
Wye & Usk Foundation	Simon	Evans
Wye Valley AONB	Andrew	Blake
Wynnes of Dinmore	Ann	Wynne
Yeomans	Ian	Sharland

## 4) Consultation Feedback

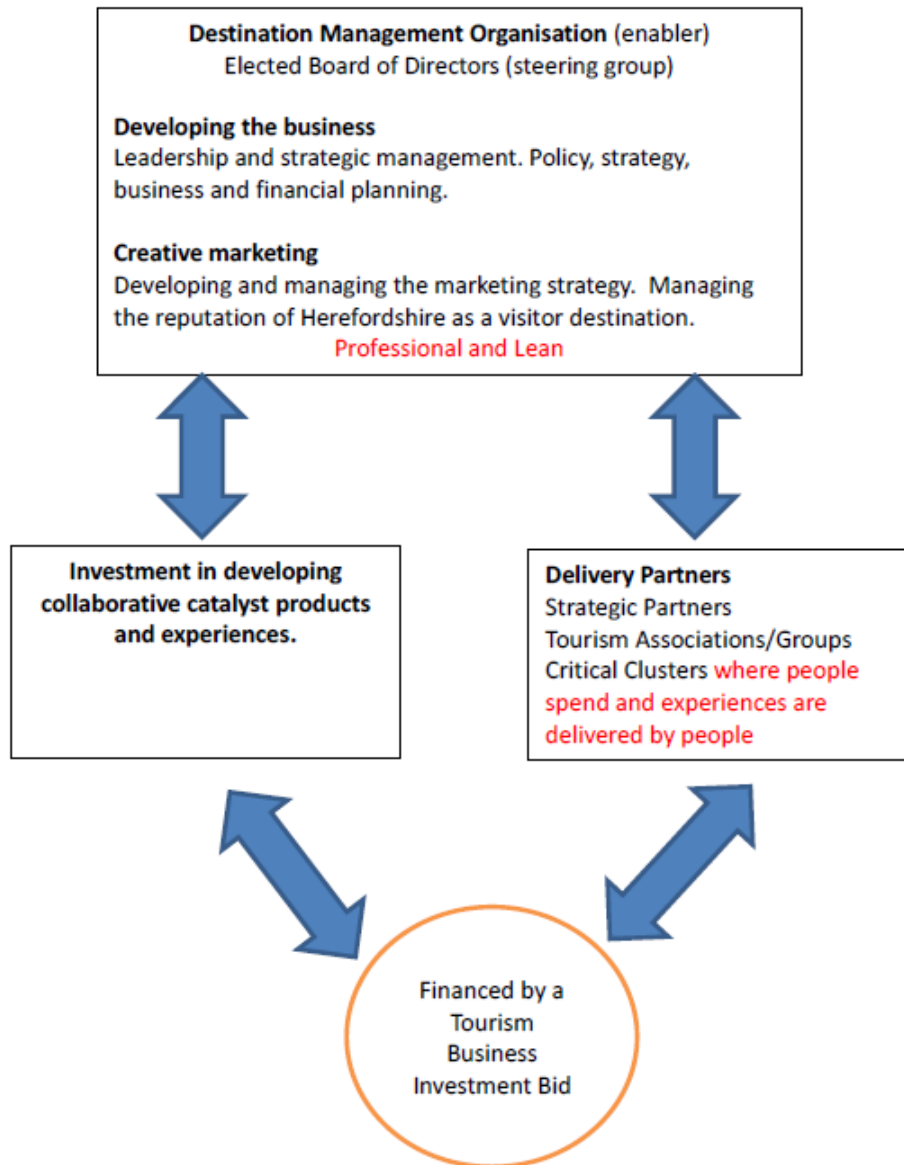
- The need for leadership, management, central co-ordination, central marketing and PR.
- Source public funding to financially sustain Destination Herefordshire
- Businesses at ease with marketing themselves but felt that there is a strong need for 'they' (undefined) to be responsible for raising the profile and growing the visitor economy of Herefordshire through strategic marketing.
- Create a marketing strategy for Herefordshire based on – quantifying its DNA/uniqueness – getting people to Herefordshire – reality of rurality – quality of food and produce/countryside/rivers/natural environment/cultural heritage. Demonstrate the outcomes for businesses adopting and promoting the plan.
- ID USP of Herefordshire and why different. ID what competitors are offering.
- Beautiful area in the middle of the country. At the axis of the north/south A49 and east west A44. Within 2 hours drive from major urban conurbations.
- Geographically raise awareness – drive times from 'gateway' airports, major cities. Anecdotal evidence of coaches of inbound tourists passing through Herefordshire en route to Wales and using supermarkets on the periphery of Hereford city or large retail outlets for toilet and refreshment facilities.
- Build a digital library of new Images of the county.
- Create an on-line depository of information.
- For consistent brand values. Revisit and grow 'here you can' and how more organisations can adopt a shared BRAND.
- Central Depository of information resources.
- Self-supporting viable businesses.
- Central website – accessibility – current and up to date.
- Funded by direct business contribution.
- Improved infrastructure – use cycle networks/rights of way from town to country side.
- Improve signage and signposting
- Low population but produce great food and drink.
- Raise awareness between the farmed landscape and what we eat.
- Good digital responses required.
- Authentic experiences – 'Quintessential'.
- Encourage new younger talent.
- Signposting – themed digital curating – physical sign posting for countryside access – verbal signposting with ambassadors.
- Segment the experiences for different 'groups' – age – activity levels – life stage. Arts and creativity – food and drink – nature and outdoor activity – heritage and building - health and well being
- Blue Badge Guide Training to encourage more visitors to use a trusted guide.
- Review and utilise rural projects with tourism potential originally developed by public realm and voluntary partners in isolation from the tourism/visitor sector.
- Potential collaborative project ideas - Digital Imagery Library. Green Routes – old railway tracks, drover's ways, rivers, horse trails, cycling. Heritage, landscape, woodlands and wildlife. Fishing in wild rivers. Food and Rural Heritage Centre (with permanent farmers market and restaurant). Farming - Food and Drink. Outdoor Activities/Extreme Sports/ Country Pursuits. Plynlimon – Chepstow Wye Co-operation Project. The need for leadership, management, central co-ordination, central marketing and PR
- National Advertising – to include prime time television, increase national newspaper and periodicals coverage
- Encourage new, younger talent

- Promote Hereford as a rural city - retail, food and drink, independent quarter but also with green spaces and natural river asset
- Explore better solutions for coach parking and park and ride schemes to encourage visitors.
- Improve public toilet facilities and city centre signage
- Make the city a hub of new events based activities to attract both visitors and local people.

## 5) Destination Management Organisation

### a) Proposed Model

Shared visions, central co-ordination and ultimate flexibility managing the reputation of the visitor experience for Herefordshire.



### b) Links to information about Tourism BIDS

- British BIDS
- Visit Britain
  - [https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/intro\\_to\\_tbids.pdf](https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/intro_to_tbids.pdf)
  - [https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/establishing\\_tbids\\_in\\_uk.pdf](https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/establishing_tbids_in_uk.pdf)

## 6) Development and Implementation Plan

### a) Priority One - Grow Herefordshire as a visitor destination

Action	Originator	Funding	Measurement	Finish Date
Transition period & framework for TBID process	HSFTP + Task/Finish Group		Transition group formed	Jan 2018
Apply for TBID	Transition Group		TBID info received	Feb 2018
TBID Development & Implementation	Transition Group	British BIDs	Generation of income to develop/sustain the new concept	April 2019
Destination Management Partnership Organisation (DMO) in place	TBID	TBID income	DMO in place	June 2019
Develop & Implement TBID for 2023-2028	DMO	DMO	Succession TBID in place	2023

### b) Priority Two- Grow Herefordshire's share of visitor markets

Action	Originator	Funding	Measurement	Finish Date
Develop & implement a creative marketing strategy	Transition Group/DMO	RDPE TBID income Stakeholders	Annual Review STEAM REPORT Increased marketing activity	2018-2022
Digital Image Library creation	Transition Group/ Great Place project	DMO Resources Partners	On line digital image library available	2018 - 2022
Support creative industries	Transition Group/ Rural Media/ Cultural Partnership	DMO Resources Partners	Number of TV & film productions attracted	2018-2022
Develop marketing campaigns for SME's & corporate business development	DMO	DMO Resources Stakeholders	Increased business sector income	2019- 2022
Liaison with Visit Britain	DMO/Transition Group	DMO/Transition Group	Monitor campaigns	2018

### c) Priority Three – Developing Great Experiences and Memories

Action	Originator	Funding	Measurement	Finish Date
Identify new sustainable visitor experiences & products	DMO/ Transition Group	DMO Resources Partners Stakeholders	Number of new products/experiences s STEAM Report	2018-2022
Add value to low & mid-season tourism	Market Towns	Resources Partners Stakeholders	Visitor Surveys	2018-2022
Research to increase visitor satisfaction & extend value of stay	DMO	DMO Resources	Visitor Surveys	2019- 2022
Local participation/engagement	DMO/Partners Stakeholders		Survey	2018-2022

### d) Priority Four – Developing People

Action	Originator	Funding	Measurement	Finish Date
Encourage advocacy for Herefordshire from businesses, employees, local residents, communities & champions	DMO Transition Group Partners Stakeholders		Transition group formed	2018-2022
Promote tourism as a first choice career	DMO Partners Stakeholders Schools Colleges Training Agencies Job Centres People First	DMO Resources	National Employment & Skills Statistics Herefordshire Council	2018-2022

## 7) Development and Implementation Plan – Gantt chart

Herefordshire Destination Plan 2018 - 2022 Development And Implementation Plan								
Priority One - Growing Herefordshire as a visitor destination								
Action	Originator	Completion Date					Funding	Measurement
		2018	2019	2020	2021	2022		
<b>Ongoing</b>								<b>Economic Growth and Jobs</b>
Create the framework for a transition period during the TBID process	HSFTP + Task/Finish Group		Mid					Transition Group Formed Jan-18
Apply for a Tourism Business Improvement Bid	Transition Group		Feb					
TBID Development and Implementation	Transition Group Herefordshire Council		April			British BIDs		Generation of Income to develop and sustain Destination Herefordshire
Put in place a Destination Management Partnership Organisation (DMO)	TBID		June			TBID Income		DMO in place
Develop and implement TBID for 2023 -2028	DMO							Succession TBID in place
Encourage sustainable accessibility and public amenities compatible with visitor need	HSFTP Partners Stakeholders							On going
Develop a Sustainable Tourism Charter	HSFTP					Partner Investment		Charter Developed
Support key developments	DMO							Number supported
Priority Two - Growing Herefordshire as a visitor destination Growing Herefordshire's share of the visitor market								
Action	Originator	Completion Date					Funding	Measurement
		2018	2019	2020	2021	2022		
<b>Ongoing</b>								<b>Economic Growth and Jobs</b>

Develop and implement a creative Marketing Strategy incorporating bullet points 1 - 10 in Priority 2	Transition Group DMO						RDPE Programme Herefordshire Council	Annually review STEAM Report 2018 2020 2022 Increase in campaigns
Development of a digital library of new and creative images	Transition Group Herefordshire's a Great place Project						DMO Resources Partners	On line Digital Images Library
Support creative industries	Transition Group Cultural Partnership Rural Media						DMO Resources Partners	Number of TV and film productions attracted
Develop marketing campaigns to support small-scale business and corporate business development	DMO						DMO Resources Stakeholders	Increase in business sector income
Work closely with Visit Britain	Transition Group DMO							
<b>Priority Three - Developing great experiences and memories</b>								
Action	Originator	Completion Date					Funding	Measurement
		2018	2019	2020	2021	2022		
<b>Ongoing</b>								<b>Economic Growth and Jobs</b>
Evaluate experience and contribution to visitor economy of evergreen products	DMO						DMO Resources	
Identify new sustainable visitor products and experiences	Transition Group DMO						DMO Resources Partners Stakeholders	Number of new products STEAM Report 2018, 2020, 2022
Invest in authentic rural products and experiences delivered by people	Wye Valley AONB Local Nature Partnership CLA NFU							
Add value to medium and low season tourism	Market Towns Herefordshire Council							
Research to 'drive' additional experiences to extend the value of a visitor trip	DMO						DMO Resources	



Encourage local people to participate	DMO Partners Stakeholders								Visitor Survey
<b>Priority Four – Developing People</b>									
Action	Originator	Completion Date					Funding	Measurement	
		2018	2019	2020	2021	2022			
<b>Ongoing</b>								<b>Economic Growth and Jobs</b>	
Encourage businesses, employees local residents and communities to act as advocates for Herefordshire	Transition Group DMO Partners Stakeholders							Survey	
Promote tourism as a first-choice career	DMO Stakeholders Schools Colleges Training Agencies Job Centre People First						DMO Resources	National Employment and Skills Statistics Herefordshire Council	
Encourage partners and businesses to take part in World Host	DMO						TBID Marches LEP Business investment	No's participating	

\*Please note: the DMO will be funded through income from the TBID for the year 2023.

# References

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- [British BIDS](#)
  - [Business Register & Employment Survey \(ONS\)](#)
  - Consultations (see Appendix 3 and Appendix 4)
  - [Destination Hereford - Choose How You Move \(Herefordshire Council\)](#)
  - [EAFRD Growth Programme](#)
  - [ESIF Strategic Activity 3 for Tourism](#)
  - [Herefordshire Brand](#)
  - [Herefordshire Council - Hereford Area Plan \(HAP\)](#)
  - [Herefordshire Council - Invest Herefordshire – An Economic Vision](#)
  - [Herefordshire Council Core Strategy and Local Plan](#)
  - [Herefordshire Cultural Partnership \(HCP\)](#)
  - [HLF Grants & Creative Industries Economic Estimates \(both DCMS\)](#)
  - [Local Development Strategy for Herefordshire Leader 2014-2020](#)
  - [STEAM Report 2010-2015](#)
  - [The Characterisation of the Historic Townscape of Central Hereford 2010](#)
  - [The Marches LEP European Structural & Investment Funds Strategy 2014-2020](#)
  - [Tourism Strategy for Herefordshire 2010-2015](#)
  - [Visit Britain and more](#)
- 
- [The Herefordshire Sustainable Rural Destination Plan 2018-2022](#)
  - [The Hereford City Destination Plan 2018-2022](#)