

SCARBOROUGH BOROUGH
TOURISM STRATEGY
(Draft)

2011 – 2014

| | Page |
|--|-------------|
| 1. Vision and Strategy | 3 |
| 2. Tourism and the Local Economy – Where are we now | 4 |
| 3. Partnerships | 8 |
| 4. Strategy Priorities and Objectives | 10 |
| 5. How will the Strategy be Implemented | 13 |
| 6. How will the Strategy be delivered | 16 |
| 7. Reporting Progress and Plans | 17 |

1. OUR VISION AND STRATEGY

1.1 Why we need a Strategy

- 1.1.1 Throughout the five years of the Borough's previous tourism strategy (2005 – 2010), significant strides forward were made in the face of changing market demand and increasing competition. The previous strategy highlighted the need to be aware of the changing markets and the need to improve the tourism product offer in order to meet new market demands. The renaissance programme provided the perfect vehicle for this to be achieved with major improvements being made to the Scarborough Spa, Whitby Marina, Scarborough Harbour and the Scarborough Sand's phase one development.
- 1.1.2 The massive investment in both public and private sector tourism businesses has enabled the Borough to continue to be marketed as a world class tourism destination and has resulted in encouraging additional inward investment.
- 1.1.3 In 2009 Scarborough won the coveted title of Europe's Most Enterprising Place and in 2010 The Academy of Urbanism awarded Scarborough winner in the category of 'The Great Town'.
- 1.1.4 Tourism in the UK's overall economy is often underestimated. It's the Country's third highest export earner behind Chemicals and Financial Services and it's the 5th or 6th biggest sector of the economy, behind manufacturing and retail but ahead of construction. It generates £97bn of direct business for the economy each year, contributes £115bn to Gross Domestic Product when you include the supply chain and £52bn directly and is one of the Country's biggest employers, with over 200,000 businesses providing 1.36 million jobs or 4.4% of all employment.
- 1.1.5 Tourism is a key component of the region's economy currently supporting over 21.7% of jobs in Scarborough. Bold Vision, Bright Future the current Yorkshire and Humber Regional tourism strategy, highlights the key contribution that the tourism sector plays in boosting the region's prosperity. Given the inter-relationships between the different elements of the tourism economy in Yorkshire (which range from heritage to hospitality) the only way that we will strengthen the sector is if the private and public partners continue to work very closely together. To achieve this we need a strategy and action plans to guide these efforts.
- 1.1.6 The strategy has been formulated in partnership with many of the local public and private sector organisations including Scarborough Hospitality Association, Whitby Hospitality Association, Filey and District Tourism Association, Captain Cook Tourism Association and the Forum for Tourism. The purpose of the strategy is to deliver the vision, which is:

“To develop a sustainable year round tourism product with broad market led appeal generating high levels of expenditure and increasing business performance within the sector.”

- 1.1.7 Together the Strategy and the annual Action Plans will:
- Provide closer working between the private associations and businesses and the public sector, Welcome to Yorkshire and neighboring Authorities and local Destination Management Organisations
 - Increase awareness of the Coastal product
 - Define priorities for public action and public and private investment
 - Make a clear commitment to promoting the expansion of tourism whilst safeguarding and enhancing our natural environment and built heritage
 - Show how investment in tourism enhances the quality of life on the Yorkshire Coast through creating more jobs and improving facilities

2.0 TOURISM AND THE LOCAL ECONOMY – WHERE ARE WE NOW

2.1 Scarborough Borough Council’s Corporate Plan

Scarborough Borough Council’s Corporate Vision is ‘to achieve renaissance of the North Yorkshire Coast by 2020’.

The Borough Council’s Corporate plan 2011-2016 “To be the best” sets out how the vision will be achieved over the next five years. The plan focuses on delivering against four key aims

1. Safe and Healthy
2. Prosperous
3. Inclusive and Vibrant
4. Quality Environments

The key aims in which Tourism will contribute are building a **Prosperous** community, through the development of a strong and diverse economy and delivering Sustainable Tourism initiatives. The second aim in which Tourism will play an important part is **Inclusive and Vibrant** through the development and participation in culture, sports and the arts and delivering accessible services.

- 2.2 In Scarborough the tourism contribution to the local economy is worth around £294 million (Yorkshire Economic Impact Model 2010) and supports, directly, in the region of eight thousand jobs. In 2010 Scarborough was identified as **the third** most important destination in England for domestic leisure staying visitors behind London and Blackpool (Visit England UK Tourism Stats) but ahead of Great

Yarmouth, Torquay and Bournemouth. Across the Yorkshire region Scarborough Borough hosts the highest proportion of staying visitors, accommodating 22% of all overnight visitors.

- 2.3 Scarborough Borough's high levels of repeat visitors indicate a strong core market who are attracted to the natural beauty of the area including the North York Moors National Park, the Borough's Heritage Coastline, traditional seaside towns and the area's large caravan parks. The Borough is also developing new markets and is becoming increasingly well regarded for its surfing and youth culture and its festivals and events and these combinations of products attract a younger, newer audience who are beginning to change the overall perception of the area. Whitby continues to achieve national and international acclaim for its unique combination of maritime, literary, ecclesiastical and geological heritage, combined with contemporary cultural offerings and excellent dining experiences as well as the quaint and quirky shopping experience which is becoming a key part of Whitby's attractiveness during all seasons. In this way the town represents an experience that is hard to come by elsewhere. Filey continues to provide a distinct and attractive tourism product within the area with its strengths focusing on classic Victorian Promenade, heritage and nature.
- 2.4 In spite of its success in recent years the Borough, because of its high demand during the peak summer season still experiences a seasonality factor.
- 2.5 During the renaissance activity started in 2002 at a well attended and successful community planning event, those consulted felt strongly that the area should move away from its previously seasonal image to a 365 day a year town and also to move upmarket. This came together in a "Vision for Scarborough".
- 2.6 In recent years the Borough has experienced high levels of public and private sector investment and has been successful in developing new infrastructure to support both tourism and the wider cultural economy.
- 2.7 The private investment in high quality products such as restaurants, hotels, bed and breakfasts and holiday cottages has helped go some way to deliver the vision.
- 2.8 The encouragement and facilitation of this sort of inward investment is something the Authority should be involved in. Encouraging, explaining, introducing and energising investors is a key role for the Council's investment team who very much need to be part of the delivery of this strategy.
- 2.9 The economic development of the sector is a key part of delivering the prosperous community allowing a wide range of new enterprises access to a growing market and encouraging entrepreneurship.

- 2.10 The desire to go up market encourages inward investment from certain operators keen to identify existing and encourage the growth in this area broadening the overall offer.
- 2.11 Scarborough Borough cannot operate its tourism strategy in isolation it needs to continue to work closely with Welcome to Yorkshire the regional tourism agency, neighbouring Authorities of the North York Moors National Park Authority, Ryedale District Council, Visit York and East Riding of Yorkshire Council as well as its private sector members. Welcome to Yorkshire has implemented an aggressive media strategy to drive up visitor numbers and increase expenditure per visit, and working with the latest figures (2010) shows that tourism in Yorkshire is now worth £7billion to the economy annually, and employs around 250,000 people.
- 2.12 The “Welcome to Yorkshire” destination brand is a strong asset in today’s leisure tourism market, where a customer’s perception of the brand can be as important as the physical tourism offer itself.
- 2.13 Yorkshire is fortunate in having a strong regional brand and a number of key destinations with a high level of awareness and understanding among target markets, Scarborough, Whitby and Filey being but three of these.
- 2.14 In the business tourism market the strong city destination brands will be a key asset in growing Yorkshire’s share of this lucrative sector and our role will be to entice them to the coast, collaborative partnership working with confotel and the larger hotels in the Borough will be essential to ensure that the area provides an attractive offer.
- 2.15 To maximise on the strength of the Welcome to Yorkshire brand and the continued investment in hard hitting effective TV and media activity, Scarborough Borough must position itself as a sub brand or affiliated brand to Welcome to Yorkshire. To achieve this we believe it is right to brand the regional activity for the Scarborough Borough Tourism offer as “Welcome to Yorkshire Coast” highlighting the key destination brands of Scarborough, Whitby and Filey whilst at the same time develop specific coastal campaigns to promote the wider coastal and rural villages. Marketing themes should include heritage and history as well as being town specific.

This will: -

- Build on the strength of the Yorkshire brand, developing and positioning the Scarborough, Whitby and Filey brands to appeal to our target visitors
- Build on the awareness of our destinations, developing a set of compelling brands for our destinations that have the potential to meet the demands of the market.
- Use the strength of the Yorkshire brand as an umbrella under

which the east coast destinations can grow and develop.

- 2.16 In addition to working with our partners at Welcome to Yorkshire to develop the Welcome to Yorkshire “Yorkshire Coast” marketing campaigns additional local destination marketing will also be required to maximise promotion of the Coast.
- 2.17 The existing and well established successful discoveryyorkshirecoast.com web-site and Scarborough, Whitby, and Filey Discover Yorkshire Coast holiday guide will continue to be developed and be taken forward to complement the Welcome to Yorkshire “Yorkshire Coast” activity and branding.
- 2.18 It is essential that the development of campaigns at both the regional and local level are driven in partnership with all tourism sectors and in particular accommodation providers of all levels.
- 2.19 2010 – Source regional visitor survey results (Questions Answered)
- The 2010 the regional visitor survey included over 671 surveys within the Scarborough Borough. Headline results from these surveys show that:
 - The average length of stay by staying visitors is **4.8 nights** with **50%** of visitors staying 4 nights or more.
 - **53%** of visitors to the area come from within the Yorkshire region with **10%** from the east midlands and **10%** from the North East and **7%** North West regions.
 - **45%** of visitors surveyed were travelling with their spouse or partner and **51%** were with family members.
 - **40%** of the Borough’s visitors book their accommodation online, **12%** (out of total visitors) booking directly through their accommodation provider’s website.
 - **54%** of staying visitors are unaware of the quality assurance rating of their accommodation.
 - Average spend per person per night on accommodation is **£22.3** which is below the regional average of **£28.2**.
 - The most popular words chosen to describe the area were: -

relaxing, friendly, traditional and breathtaking
- 2.20 Visitor survey results show that typically the area enjoys high levels of repeat visitors who stay for relatively long stays and spend a relatively

modest amount of money. From a strategic point of view therefore it seems advisable to concentrate on less represented market segments, particularly short break visitors coming in the off season in higher spending segments. These markets may eventually be converted into main season visitors as markets change over time.

- 2.21 But in order to harness the value of the region's rural tourism assets, we will have to overcome several major challenges.

3.0 PARTNERSHIPS

We Work in partnership with a number of other organisations and this strategy complements other partners and central government policies and strategies

3.1 Government Tourism Policy

The Governments recently released Tourism Policy (Department of Culture Media and Sport (DCMS) March 2011) set out three key aims

• Fund the most ambitious marketing campaign ever to attract visitors to the UK in the years following 2012. The £100m campaign, co-funded by the government and the private sector, aimed to attract 4 million extra visitors to Britain over the next 4 years. That equates to £2bn more spend in our economy, and 50,000 new jobs.

• Increase the proportion of UK residents who holiday in the UK to match those who holiday abroad each year. For longer stays (4 nights or more) this would mean 29% of travellers holidaying in Britain rather than just 20% today (creating 4.5m extra domestic trips each year, £1.3bn more spend and 26,000 new jobs). And if we can replicate this scale of improvement for shorter stays as well, we will create a further £750m of spend and 11,000 new jobs.

• Improve the sector's productivity to become one of the top 5 most efficient and competitive visitor economies in the world.

The Governments strategy focuses on a number of objectives

- a) Harnessing 2012 – capitalising on the potential for 2012 which is expected to attract in the region of 4 million extra visitors
- b) Modifying the existing and long-established Tourist Boards to become smaller, highly focused, industry-led partnerships between tourism firms and government. Funded through long-term partnership marketing campaigns.
- c) Broaden the tourism offer by creating alternative destinations which match London to capture spare tourism capacity.
- d) Potential for Increasing domestic tourism – consulting on moving the first Bank Holiday in May to March or October and improvement of brown signs to increase awareness and encourage additional visits.
- e) Improve staff and management skills across the industry

- f) Support the industry in preparing for technological changes, providing tourist information in suitable formats for mobile applications.
- g) Improve tourists experience by making application for visas far simpler and faster.
- h) Improve tourists first experience of UK by reducing waiting times at passport control and publishing consumer data on airport delays and waiting times, so travellers can see whether they're performing well or badly and make informed choices about which ones to use in future.

3.2 Visit England Strategy 2011 - 2014

Visit England have recently released their Tourism Strategy "A Strategic Framework for England (2010-2020) which sets out the Strategic Direction and objectives for the newly structured organisation and how it will contribute to the Governments Policy Aspirations.

Visit England's Corporate priorities over the next four years include

- *To drive forward the implementation of the Strategic Framework for Tourism in England and deliver the actions for which Visit England is responsible.*
- *To develop and implement a national brand and marketing approach for England which leverages England's best assets and encourages a range of industry partners to benefit from collaborative activities to achieve a step change in domestic holiday taking and contribute to the 5% annual growth including inflation*
- *To establish Visit England as the primary source of expertise on English tourism and its visitor economy and to make this expertise and intelligence widely accessible to our partners.*
- *To develop Visit England as a modern, forward looking lead body by operating to a business model that provides England's tourism sector with a more robust and sustainable national tourism organisation for the longer term and which is effectively engaged with a wider range of partners at the national and local level, whilst reducing its overheads in accordance with its Funding Agreement with DCMS.*
- *To support Government to achieve its policy aspirations.*

Visit England will achieve these objectives through effective working in partnership with public and private sector bodies.

3.3 North York Moors National Park Authority Draft Management Plan

The Authority's draft Management Plan focuses on addressing the decline in the number of visitors, the number of days they spend in the Park and the decline in visitor spend in the local economy seen between 2007 and 2010. The Authority wants to promote understanding and enjoyment of the National Park while helping to support the social and economic wellbeing of those who live and work in the Park.

The draft Management Plan outlines a number of challenges including:

- Attracting more tourists to the Park in line with the principles of 'wise growth' which recognises that increases in tourism activity can be achieved alongside protection and enhancement of the natural and cultural environment
- Increasing the value of tourist spend whilst in the Park, taking account of Visit England's target for 5% year on year growth to the tourism economy including inflation.
- Attracting people into the Park in the 'shoulder' seasons (autumn and spring)
- Increase awareness of the North York Moors National Park brand

The National Park is looking to address the decline in visitor volume and value by

- a) Promoting overnight tourism in the Park
- b) Improving the quality of tourism and recreational facilities and accommodation
- c) Promote the park outside of traditional peak period
- d) Increase the potential for income generation in the Park

It is clear that the policies of the National Park Authority are in line with this draft Strategy and therefore provides the opportunity for partnership working.

4.0 **STRATEGY PRIORITIES AND OBJECTIVES**

The central aims of this strategy are:

to increase visitor volume and value and this is supported by five key aims,

- a) to attract new first time visitors
- b) to develop a year round tourism product.
- c) to develop new products to meet market demands
- d) to increase the yield of tourism providers
- e) to maintain and expand the tourism sector to become sustainable

to maintain visitor satisfaction levels

- 4.1 We will judge our actions by the progress that we make towards achieving the following objectives during the period of this strategy (source of base is Yorkshire Regional Visitor Survey unless otherwise stated).

4.2 Assets

4.2.1 The Yorkshire Coast has a diverse range of experiences to offer visitors across coastal locations especially Scarborough, Whitby and Filey, countryside, and nearby historic market towns. The landscape is outstanding, with a large proportion of the region having protected landscape status: a National Park and Areas of Outstanding Natural Beauty. The Borough also boasts over 45 miles of Heritage Coastline offering a superb range of established niche coastal resorts.

4.2.2 There are nearly 1,000 accommodation establishments inspected under the national quality assurance schemes, and superb range of visitor attractions, including a wealth of creative, heritage, and sporting attractions particularly sea based water sports and facilities. On offer is high quality dining and cultural experiences coupled with a vibrant night time offer of pubs, clubs and bars as well as diverse range of theatre and entertainment complexes. Quirky unique and traditional retail outlets and within easy reach of cities such as York for days out.

4.2.3 Research amongst target markets highlights that the following elements of the regions tourism experience are regarded as particular strengths:

- Coastline
- Interesting beautiful and unspoilt countryside
- Visitor attractions
- Villages and market towns to visit
- Quality serviced and self catering accommodation
- Opportunity to explore and enjoy the ambience of several locations by car
- Interesting cities to visit from the coast

4.3 Objectives

- 1) Look to increase the value of the visitor economy by at least 5% per annum reaching £357 million by 2014 (base set against Yorkshire Economic Impact model figures)
- 2) Increase the proportion of first time/new visitors by 5% from current 10% over the four years
- 3) Increase average staying visitor spend from £34.60 per person per day to £42.06 over the four years

- 4) Increase average day visitor spend from £16.24 per person per day to £19.74 over the four years
- 5) Establish number of number of visits occurring outside the main holiday season and increase by 3% over the four years
- 6) Increase WTY/Local Area membership by 10% in year one, 8% year two and 5% year three.
- 7) Increase annual average bed occupancy figures from 48.48% to 52% (Yorkshire Bed Occupancy Stats 2010)
- 8) Increase annual average bed occupancy during the period Oct to March 36.98 to 40% (Yorkshire Bed Occupancy Stats 2010)
- 9) Remain within top five UK destinations for domestic overnight stays (UK Tourism Survey)
- 10) Maintain level of visitor satisfaction at 98%
- 11) Invest in a statistical system that will provide data to inform tourism management and measure performance
- 12) Improve the communication between County and Local Authority services which impact on Tourism to ensure effective destination management
- 13) Develop a sustainable business model for the promotion of marketing activity and delivery of tourism services
- 14) Increase business tourism activity from 3% to 5%
- 15) Improve access to business support through one stop shop approach

4.3.1 We propose the following **principles** to guide the efforts of the Borough's public and private sectors in meeting these objectives:

- Through effective international and domestic marketing, in conjunction with our regional tourism partner Welcome to Yorkshire and North York Moors National Park, we will develop the appeal of the tourism experiences our resorts have to offer, ensuring that the promotion of the key destination brands of Scarborough, Whitby and Filey and the boroughs other coastal villages are optimised.
- We will develop and communicate our tourism plans through the tourism advisory board, for the area regularly, preparing detailed annual action plans to support this strategy.
- We will strengthen and integrate the area's information and booking services for the benefit of visitors and the industry
- We will develop both qualitative and quantitative research to support the delivery of this strategy for the benefit of the whole industry in partnership with Welcome to Yorkshire.
- We will continue to encourage the public and private sectors to work in partnership to expand the tourism sector in the region
- We will expand our tourism industry without putting our natural environment and built heritage at risk and in a way that contributes positively to the sustainable development of the Yorkshire Coast

- We will promote excellence in the quality of the Yorkshire Coast tourism product to meet the high quality of services and facilities that visitors demand
- We recognise that tourism will continue to play an important role in enhancing local pride, community cohesion and inward investment. We will ensure that the measures outlined in this strategy complement other relevant regional and pan-regional strategies.

5.0 HOW WILL THE STRATEGY BE IMPLEMENTED

We must:

- Spend our marketing resources more effectively to make these assets more visible to visitors from elsewhere in the UK and overseas
- Develop a multi-channel retail strategy for tourism allowing potential visitors and operators to use the most efficient/profitable ways to plan and book their visit.
- Encourage tourism businesses to work in partnership to promote combined offers in terms of accommodation, attractions and events – creating benefits and adding value for customers and operators.
- Promote and develop existing, new festivals and events to develop an all year round economy, ensuring that the events are spread throughout the year, targeting the sectors in this strategy, encourage visitors to spend money in the borough. Creating the need is key to encouraging future visits.
- Ensure the accommodation and facilities, including youth hostels and campsites, along the national cycling and walking routes, which cross the region and the ever-growing surfing community are properly catered for and marketed
- Support the maintenance and improvement of basic infrastructure (toilets, car parks, signage, paths etc) which is vital to enable visitors to enjoy the coastal and countryside attractions
- Continuously support and encourage investment in refreshing and updating the tourism offer and encourage new investment into the resorts to encourage repeat visits and attract new audiences. Priority being given to new indoor venues, that provide all year round, all day / night entertainment and that cater for the majority of visitors and prospective visitors to the town. Ensuring the overarching theme of creating the environment and a destination where people want to spend money and know that they have got Value For Money.
- Work in partnership with SBC Regeneration team, Renaissance and the Local Enterprise Partnership's to ensure that the best environment for the right investment in the tourism product in the Borough is created.
- Ensure that residents of the Borough understand the importance of tourism and the role they can play in it's future.

- Encourage shops, cafes, restaurants and attractions to open when visitors expect them to be open, in the evenings, throughout the week and throughout the year by proactively marketing early evening night time economy and events/festivals.
- Encourage new retailers to the area ensuring that they understand and develop products that will benefit/enhance the tourism offer.
- Encourage and develop better transport connectivity to the Borough and within the Borough and its towns
- Review parking provision within the Borough
- Change the perception of the industry as a career choice, provide training opportunities, and establish an ever increasing skilled workforce. Working with the local education sector to ensure that tourism needs are met at the earliest opportunity, through schools, further and higher education.
- Provide business support through the provision of training, networking and sharing of best practice and quality.
- Improve signage and information provision so that they are easily understandable to all, including overseas visitors
- Most importantly, it is vital that we recognise that the unspoilt nature of our rural areas is essential to our long-term ability to attract visitors. We must continue to protect our valued countryside whilst attracting more visitors.
- Improve communication and share information across the Tourism Sector to ensure maximum promotional opportunities and raise awareness of the importance of tourism through other groups and organisations in the Borough
- Embrace new technologies to support the dissemination of Tourist Information, rationalise and improve the Tourist Information Service to support marketing activity and visitor demand.
- Maximise on the opportunities that the 2012 Olympics can bring through participating in promotional and pr opportunities
- Work with neighbouring authorities/organisations to increase the variability of the tourism product.

5.1 Whilst supporting our existing core markets, to ensure long-term sustainability it is important for the Borough to support the regional aspiration and to tap into growing markets with the potential to deliver a strong share of the revenue growth required. For the area as a whole this will mean focusing on high value segments. Target markets have been identified based on both their ability to deliver against the growth objective and in relation to Yorkshire & Humber's ability to deliver the required tourism experience. Business tourism and international tourism are two high value markets that require a greater emphasis and concentration of resources. In addition, it will be necessary to continue with and strengthen the current strategy of targeting high spending domestic segments from within and outside the Yorkshire region. It is essential that the region focus its efforts on a balanced portfolio of visitor segments to ensure long-term sustainability. Marketing investment should be balanced across segments, to maximise short and long term revenue potential.

- The following, specific target markets have been identified by Welcome to Yorkshire

5.2 Domestic Leisure Markets

Staying visitors

- Affluent short-break takers from outside Yorkshire & Humber, particularly focusing on the London, South East, East Midlands, Lancashire, Cleveland and North East areas.
- Affluent short-break takers from within the region or within a two hour drive time
- Special interest markets – wherever there is potential to generate a high return on investment.
- Target additional existing markets

Day visitors

This is the primary market and important source of income for many of the region's destinations and attractions. A high proportion of day visitors are family groups from within Yorkshire & Humber or within a two hour drive time. Day visitors represent a loyal market and are attractive in terms of their potential to take repeat visits and even convert to overnight stays.

5.3 International Leisure Markets

- Short-break takers 1–3 days, from European markets, specifically Germany, Italy, Spain, Irish Republic, Netherlands, Belgium and Scandinavia.
- Short holidays 4–7 days, predominantly short haul from European and Nordic markets, specifically Netherlands, Belgium, Germany, Spain, and Italy.
- Longer staying visitors, from USA, Canada, and Australasia. Emerging markets such as Asia, the Far East and Eastern Europe will also be assessed.

5.4 Business Tourism Markets

- National associations, prioritising residential conferences of between 250–800 attendees focusing on fields which match key industry clusters in bio science, advanced engineering and digital industries, food and drink, health care and environmental technologies plus additional particularly high-spend sectors including medicine, science, technology, finance and law.
- Corporate organisations, particularly where there is a strong match with key local areas of economic activity, again in line with key industry clusters.
- Conference and meeting intermediaries, especially professional conference organisers and event management companies which specialise in conferences of between 250–800 attendees and intermediaries which organise smaller high value events on a

- regular basis.
- Local Business organisations – many are looking for corporate hospitality, staff incentives, accommodation for visitors.

5.5. Group Travel –

Coach Tourism is an extremely important market and is estimated to account for just over 4% of total UK domestic market.

- Target high end coach operators
- Target institutes, leisure associations and clubs who use coach travel
- Link in with local coach building industry to maximise the opportunity to promote the borough's destinations

6. HOW WILL THE STRATEGY BE DELIVERED

There are a number of key strategic thrusts for the Yorkshire Coast that are all centered on getting more visitor income details of which are below

- 6.1.1 Create a strong destination brand Welcome to Yorkshire “Yorkshire Coast” highlighting the key resorts of Scarborough, Whitby and Filey, that sits within the Welcome to Yorkshire brand umbrella and pulls new visitors to Yorkshire, over to the East coast.
- 6.1.2 Leverage the profile, traffic and brand strength that “Welcome to Yorkshire” has created over the last two years and is continuing to invest in.
- 6.1.3 Transfer the awareness and interest in the Yorkshire Coast into bookings by making it as easy as possible to book accommodation and visitor packages be it on-line, telephone or e-mail.
- 6.1.4 Create a year round calendar of events and destination activities to increase visitor numbers and expenditure especially during the November to March period. Create special interest events that will draw in the higher spending target audiences.
- 6.1.5 Capitalise on the newly refurbished Spa as the focus for business tourism and optimise the return on marketing investment across the conference resources on the Yorkshire coast and promote all the Council's assets to support longer term sustainability.

- 6.1.6 Maximise the opportunities for stimulating increased spend amongst the daily and short stay visitors and encourage visitors to extend their stay with exciting product propositions.
- 6.1.7 Develop new more focused marketing theme campaigns that really promote the unique selling points of what the coast has to offer such as arts and culture, heritage, nature tourism and outdoor activities.
- 6.1.8 Put in place and incentivise the use of measurement systems that will provide useful market intelligence that can be used to shape future tourism strategies.
- 6.1.9 The development of targeted promotional plans in partnership with Welcome to Yorkshire, neighboring authorities and the private sector will address these strategic aims moving forward.
- 6.1.10 Develop further the Discover Yorkshire Coast brand through additional marketing activity and working in partnership with local businesses and associations to maximize brand opportunity.

7.0 REPORTING PROGRESS

- 7.1.1 The following action plan sets out the activity required to deliver a four year work programme and will be constantly reviewed to ensure that it continues to address new challenges, new opportunities and changing priorities.
- 7.1.2 Welcome to Yorkshire along with other public bodies and strategic tourism partners will provide support for the delivery of the action plan activities.
- 7.1.3 Progress on the actions contained in the attached action plan will be reported upon at regular intervals to the Councils committees and partner organisations.

Sources: DCMS – Tourism Policy (2011)
 Visit England – A Strategic Framework for Tourism (2010-2020)
 Yorkshire Forward – Yorkshire and Humber Visitor Economy Strategy (2008-2013)
 Regional Occupancy Survey (2010)
 Yorkshire Economic Impact Model
 Yorkshire Regional Visitor Survey

7.3 Strategic Key Action Plan – 2011 to 2014

| Action | Milestones | Lead Responsibility | Partners | Objectives | Timescale |
|---|----------------------------------|---------------------|--|-------------------|-----------|
| Develop annual Local destination Marketing plans to support and complement regional activity – aligning branding wherever possible using local brand “discoveryorkshirecoast” | December 2011 (annual review) | SBC Tourism | Advisory Board Local Tourism Associations/ Groups Attractions Group Town Councils | 1,2,3,4,5,6,7,8,9 | 1-4 |
| Develop Regional Marketing campaign and promotional plans for domestic and international markets – using “Yorkshire Coast” brand (focusing on resorts USP’s and developing appropriate themed campaigns both in and out of season) | December 2011 (annual review) | SBC Tourism/WTY | Advisory Board Local Associations Neighboring Authorities/DMO’s Specialist interest organisations Town Councils Renaissance | 1,2,3,4,5,6,7,8,9 | 1-4 |

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| <p>Develop a plan to promote existing festivals and optimise opportunities for development of further events and festivals outside of the main season</p> | <p>January 2011 (annual Review)</p> | <p>SBC Tourism</p> | <p>Welcome to Yorkshire Yorkshire Coast Festivals Association Local Hospitality Associations Cultural Agencies Neighbouring Authorities/DMO's</p> | <p>1,2,3,4,5,7,8 9</p> | <p>1-4</p> |
| <p>Establish an effective partnership structure for the delivery of tourism marketing activity</p> | <p>April 2011 (review March 2012)</p> | <p>SBC Tourism/WTY</p> | <p>Advisory Board Neighbouring Authorities Local Associations LEP's Renaissance</p> | <p>13</p> | <p>1-2</p> |
| <p>Establish a plan to maximise the promotion of tourism facilities to support increasing visitor spend – including sectors working closer together. Developing both on and off line opportunities</p> | <p>April 2012</p> | <p>SBC Tourism</p> | <p>Attractions Group Advisory Board Entertainment venues Chamber of trade</p> | <p>1,3,4,5,6,7,8,9</p> | <p>1-4</p> |

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| | | | Renaissance Local Associations Local Authorities Welcome to Yorkshire | | |
| Review existing systems and develop new systems for managing market intelligence, visitor numbers and customer satisfaction | December 2011 Ongoing | SBC Tourism/WTY | Parking Services Regeneration North Yorkshire County Council Event organisers Tourism Businesses Welcome to Yorkshire Private sector volume and value monitoring systems SBC IT Services SBC Customer Services | 10,11 | 1-4 |

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| | | | Chamber of Trade Transport Operators Yorkshire Coast Enterprise Partnership | | |
| Develop annual Business Tourism Activity Plan | November 2011 (review 2012) | SBC Tourism/Welcome to Yorkshire/Visit York | Confotel Scarborough Business Association Advisory Board Welcome to Yorkshire Neighboring Authorities Professional Membership Organisation (ed medial/educational) | 1,2,3,5,7,9, 14 | 1-4 |

| | | | | | |
|--|--|------------------------|--|---|------------|
| <p>Develop a multi channel retail strategy to improve visitor information (review Tourist Information Service and digital information provision) pre-during and post visit.</p> | <p>March 2012 (review December 2012)</p> | <p>SBC Tourism/WTY</p> | <p>SBC IT services Destination Management System provider SBC Customer Services Advisory Board Local Associations Renaissance Action Groups</p> | <p>1, 2, 3, 4, 5, 6, 7, 8, 10, 13, 14</p> | <p>1-4</p> |
| <p>Develop an accessibility and inclusivity plan “Access for All”</p> | <p>March 2012</p> | <p>SBC – Tourism</p> | <p>Disablement Action Group Welcome to Yorkshire SBC Customer Services</p> | <p>1,2,3,4,5,10</p> | <p>1-2</p> |
| <p>Develop and implement a scheme which will address the reviewed approach to quality assessment programmes in England</p> | <p>July 2011 (review December 2012)</p> | <p>WTY/SBC</p> | <p>Local Associations Advisory Board Attractions Group</p> | <p>1,2,3,4,6,7,8,10</p> | <p>1-2</p> |

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| Develop and implement initiatives which will support improving the visitor experience and civic pride, to include customer service training, ambassador scheme, Yorkshire Passion scheme. | December 2011 (ongoing) | SBC Tourism | Welcome to Yorkshire Neighboring Local Authorities Local Associations SBC Customer Services Civic Pride Renaissance | 10,15 | 1-4 |
| Review and implement an effective communication and information plan which will provide support for tourism SME's and future inward investment | December 2012 | SBC Tourism/ Regeneration | Business Link SBC Services Welcome to Yorkshire Renaissance Advisory Board Ambassadors | 6,10,15 | |
| Develop a system for advising on planning projects | February 2012 (ongoing) | SBC/NYCC | All SBC operational Services | 12 | |

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| <p>and delivery of key services with partners to ensure the tourism strategy objectives are met</p> | | | <p>NYCC operational services</p> <p>Private Sector industry businesses</p> <p>Local Enterprise Partnership</p> <p>Renaissance</p> <p>Yorkshire Coast Enterprise Partnership</p> <p>Advisory Board</p> | | |
| <p>Develop an inward investment strategy for the borough to encourage large operators and new enterprises, to ensure the tourism strategy objectives are met.</p> | <p>February 2012</p> | <p>SBC Regeneration</p> | <p>SBC Tourism</p> <p>Welcome to Yorkshire</p> <p>Advisory Board</p> <p>Tourism Groups</p> <p>Scarborough Business Ambassadors</p> <p>Educational Establishments</p> | <p>1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 14</p> | |

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