

STRATEGIC DESTINATION PLAN
FOR THE
NORTH YORK MOORS NATIONAL PARK

MAY 2017



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INTRODUCTION: A STRATEGIC DESTINATION PLAN FOR THE NORTH YORK MOORS NATIONAL PARK

The North York Moors National Park (NYMNP) is the recognised destination management and marketing organisation for the National Park and its fringes, working with over 500 businesses through the North York Moors Tourism Network (NYMTN). This Destination Plan is intended as the strategic blueprint for its activities over the next three years.

This industry-led, action-oriented plan builds on earlier work by the North York Moors National Park Authority (NYMNPA) and partners, including the Promoting the Park Plan, a Destination Roadmap, the North York Moors Rural CCT's Economic Plan, and consultation with the area's tourism businesses through the NYMTN.

The overarching strategy is to increase the number of visitors in appropriate locations, extend the length of stay, encourage out-of-season visits and increase visitor spend.

This will be achieved by:

- Increasing awareness of the National Park (NP) and its special qualities;
- Developing and enhancing the National Park's product strengths;
- Showcasing the quality and depth of the product offering;
- Supporting the tourism industry to do all the above;
- Acting as a catalyst & offering information and inspiration about the National Park through all forms of digital marketing, PR, print and word of mouth for onward promotion by other partners and passionate persuaders.

Area covered by this Destination Plan

In all its tourism marketing activity, the NYMNPA covers the whole of the National Park and the "wider North York Moors area", recognising that the North York Moors tourism economy includes the market towns and attractions on the fringes of the National Park as well as within the boundary. The North York Moors Tourism Network includes businesses within this area of influence, as well as from within the Howardian Hills Area of Outstanding Natural Beauty.

Who this Destination Plan is for

This Destination Plan is intended as a blueprint for NYMNPA, the NYMTN and for all the tourism businesses in and around the NYMNP, working together over the next three years.

Timescale

It is intended that most of the activities within this Plan should be completed within three years.

Progress and targets

Based on STEAM 2015 data, in the three years to 2015, the value of tourism (reflecting price inflation) in the North York Moors National Park rose by almost nine percent to £608m and the number of visitors rose by 13 percent to 7.6m. During the same period, full-time employment increased by almost six percent, to 10,650 jobs.

The aim of this Destination Plan is to contribute to a 3.5% year-on-year increase in the value of the tourism economy.

Key activities

Most of the activities within the Plan fall within these four categories:

- Product audits, information gathering and collating to present key themes and selling points for the NYNMP;
- Provision of information, key messages, and content for use by third parties. These will largely be partners such as Welcome to Yorkshire, VisitBritain and local authorities, local businesses, and passionate persuaders. NYMNPA will act as strategic lead in all activities since it is guardian of the key brand shown by market research to be the most recognised among visitors: the North York Moors (NYM), and the North York Moors National Park;
- Acting as a catalyst to stimulate more product development, partnerships and collaborative promotional activities within the National Park;
- Providing appropriate, specialist and targeted business support to enable local businesses to take advantages of opportunities developed by NYMNPA, to develop more collaborations, enhance their businesses. Businesses will be able to undertake more successful, time and cost-effective marketing, benefitting from their location in and around the North York Moors National Park.

Brand recognition

The NYMNPA's 2016 Visitor Survey showed that visitor awareness of being in a National Park has increased to 84% of respondents compared to 73% in 2011. The North York Moors status as a 'National Park' was an important reason to visit for 50% of visitors.

When asked (unprompted) to name National Parks in the north of England, 92% named the North York Moors compared to just 34% in 2011. This is a remarkable turnaround, coinciding with the start of the North York Moors National Park's change in focus five years ago to proactively concentrate on its profile, and to work directly with tourism businesses for the first time.

Consultation

The recommendations in this Plan draw on previous experience and consultation including:

- Location and topic-specific focus groups on outdoor activities and nature tourism, cycling, premium accommodation, arts & crafts, and dark skies
- Industry consultation event for North York Moors National Park Authority's Business Plan development (April 2016)
- Online business survey (July 2016)
- Feedback from pilot activities e.g. Dark Skies Festival
- Consultation during development of the North York Moors Rural CCT's Economic Plan
- An independent evaluation of the CCF Round 3 project "Sea Life, See Life"
- Ongoing direct consultation with members of the North York Moors Tourism Network, most recently an industry event in Helmsley at the NYMNPA offices
- North York Moors Visitor Survey 2016, undertaken every five years and involving 649 face-to-face survey of visitors in the North York Moors National Park
- Trajectory & VisitEngland: "Domestic Leisure Tourism Trends for the Next Decade"
- Bauer Media's Millennial Generation research
- National Coastal Tourism Academy various reports
- Digital Tourism Think Tank: DMO blogs & videos
- BDRC: Off Peak Coastal Tourism: Potential for growth in the Empty Nesters Market
- BDRC: Holiday Trends 2016
- Peak + Skift's report "The Rise of Experiential Travel"

KEY MARKETS

The NYMNP benefits from a high proportion of repeat visitors. The challenge is now to attract more first time visitors and those who have not visited for some time, and to target more aspirational, higher spending, longer staying visitors.

Previous work identified three key markets, and several important niches which are still valid:

Primary markets		
Market: Family Time	Market: Timeless Relaxation	Market: Fun & Celebrations
These could be extended families; families with pre-school children; and families with school age children looking for a sense of freedom and escape and chances for adventure & trying something new.	Couples and small groups of friends, possibly retired, enjoying time away from the busy outside world, attracted by the sense of tradition, country pubs, heritage and chances to step back from everyday life.	Friends and relatives using the NYMNP as a central location to meet up and enjoy time together or a special celebration such as a big birthday. Many of them will be first time visitors to the NYMNP.
Messages:	Messages:	Messages:
Enjoy time together with all your family; Ideas for family time together including new experiences; Enjoy the sense of space and freedom together, excellent places to stay.	Enjoy the essence of traditional England in the NYMNP. Escape the busy world, enjoy time in a relaxing, unchanging setting.	Great base for fun and celebrations, plenty of large spaces for gatherings of friends and family. Ideas for activities, try something new together.
Additional niches:		
Nature tourism, birdwatchers and wildlife spotters: market will range from those with general to special interest, novice spotters to experienced visitors to lesser known wildlife watching sites		
Outdoor activities & challenges: small groups of active visitors, coming to enjoy a range of outdoor activities and challenges, as part of overall social activity including lunch together and possibly accommodation		
Cyclists: main promotional efforts will be focused on developing NYMNP's strength in mountain biking and family cycling		

Domestic markets

The key geographic markets for NYM are currently:

- North East
- Yorkshire & Humber
- Midlands

A high proportion of visitors are drawn from urban areas. It is likely that visitors will continue to be drawn largely from these areas, although social media, PR and web marketing will also target visitors from Southern England and elsewhere.

Overseas markets

EAFRD funding means there is an opportunity to develop the near Northern European markets. Activity will align with VisitEngland's Northern Tourism Growth Fund's key target markets to attract more international visitors. Work undertaken as part of this Plan has identified that the strongest target markets for the NYMNPA will be Germany, Netherlands, France and Australia.

NB: there is considerable overlap between some of the markets, increasing their propensity to visit the North York Moors National Park.

KEY MESSAGES

In addition to themed promotional activity (see below), ensure these key messages are actively promoted through all NYMNPA channels:

- Sense of calm, space, serenity and places to avoid the bustle of daily life
- Lots of natural attractions to visit, close to pubs, cafés and other spending opportunities
- Increasing number of premium products, such as accommodation, and fine dining
- Hands-on learning opportunities and chances to try to new skills
- Drier climate than might be expected, with indoor attractions and activities, cosy cafes and great pubs.

Key messages
<i>Ensure these messages are conveyed at every opportunity</i>
1. Make sure the key messages are conveyed in words and images on the NYMNP's website.
2. Use the key messages as the basis for regular social media activity.
3. Make sure all tourism businesses are aware of these messages.

CHALLENGES AND SOLUTIONS

Challenges and solutions	
<i>The following challenges have been raised during consultation with businesses. Some solutions are recommended, with further consideration of these challenges necessary</i>	
Challenge:	Solution:
Negative perceptions of the effect of new potash mine and fracking	PR and marketing activities to counteract this, specific activities under the Section 106 agreement with Sirius
Need to attract more off-peak business	Target markets (e.g. celebrations and younger families) who are willing to visit out of season, themed activities and events which give specific reasons to visit, support for businesses to demonstrate ways of attracting off-peak business
Availability of public transport	Provide as much information as possible to show available transport options
Need to attract overseas visitors	Specific activity to achieve this
Accommodation providers want to encourage more direct bookings	More promotional activity and business support to help them achieve this
Need more cycling and walking trails and varied product	Highlight what is available, support to develop, signpost to funding options
Information for businesses to encourage collaboration	Creation of clusters focusing on specific interests and themes to aid this
Perceptions of weather, and need for indoor attractions and wet weather options	PR, social media, images and make wet weather options more apparent

SPECIAL QUALITIES

Special qualities
<i>It is important to raise the profile of the NYMNP's special qualities to differentiate it from other areas, attract visitors, develop local pride and provide specific reasons to visit the area. There is a need to make the special qualities more evident, by highlighting ways to enjoy them, and by ensuring local businesses are aware and using them.</i>
<ol style="list-style-type: none"> 1. Create Top Ten style features and information for the website featuring accessible ways to enjoy the National Park's special qualities, showing some of the most iconic ways to experience the National Park.
<ol style="list-style-type: none"> 2. Ensure imagery is available to the media and businesses to support promotional of these iconic experiences.
<ol style="list-style-type: none"> 3. Encourage use of the refreshed NYMNPA logo, with options such as "designed in", "made in", "exploring the".
<ol style="list-style-type: none"> 4. Encourage the development and promotion of sustainable souvenirs.
Consider:
<ol style="list-style-type: none"> 1. Workshops and information to convey the special qualities to businesses in the network and how to use this to attract more business, or refresh the toolkits developed as part of the previous LEADER-funded project.
<ol style="list-style-type: none"> 2. More prominent promotion of businesses on the NYMNP's website when they have completed a brief online quiz to test their local knowledge and included key information, such as a concise description of the NP on their website, using the correct area name.

THEMED ACTIVITIES

Family friendly
<i>No other area of Yorkshire has such a strong range of products and tourism experiences which can appeal to families. There is an opportunity to promote the NYMNP as Yorkshire's most family friendly destination.</i>
1. Audit and map all the family-friendly products within the NYMNP.
2. Ensure family-friendly images, descriptions and ideas are prominently promoted on northyorksmoors.org.uk.
3. Create a family-friendly niche network of attractions, accommodation providers to create and share marketing ideas.
4. Develop ideas and inspiration to appeal to each sub-sector of the family market etc., mountain biking to be active together, rock pool safaris for those who want to learn and discover.
5. Create "Good for... activity suggestions for the network to share e.g. Good for grandparents and children to do together, Good for exhausting the children, Good for older families.
6. Identify PR opportunities to promote family time together and create a media plan, to which those interested in the family market can contribute.
7. Identify specialist media, family correspondents of broad sheets, family bloggers, website and social media influencers.
Consider:
1. Creation of specific family-friendly post-arrival print containing ideas, offers and ideas.

Heritage and traditions – timeless relaxation
<i>Heritage is a useful theme to attract more traditional and overseas visitors, and to demonstrate a range of wet-weather activities. Rather than rely on heritage buildings, it is proposed to use a broader approach to create a sense of timeless heritage and quintessential tradition which make up the "Essence of England".</i>
1. Undertake a heritage product audit in its broadest sense, including museums, abbeys, historic houses, trains, heritage buildings/interesting architecture, events, traditions, talks & walks, literary and famous figures.
2. Plot each of these features and attractions on a map to show the range of offering, and to encourage visitors to explore the whole of the National Park.
3. Create a bucket-list of the elements that make up the England of our imagination, such as quintessential village greens, timeless villages, cream teas, cosy traditional pubs, games of cricket, ancient abbeys, steam trains, historic houses and castles,

rockpooling etc.
4. Develop comprehensive web-based information on all of the above, and include in specific promotional activity such as the “Essence of England” for overseas’ visitors.
5. Create a library of appropriate story-telling heritage images.
6. Work with Blue Badge Guides and tour companies to identify routes and ways to promote the NYM heritage product to first-time visitors, special interest groups and overseas visitors.
7. Develop new and more interactive ways to enjoy heritage, for example on photographic workshops, or architecture sketching tours.
8. Use Captain Cook as a key theme to promote exploration of the NYM in 2018.
Consider:
1. Development of a literary & film locations trail.

Gatherings and Celebrations
<i>This is a fast-growing market that has three key advantages: it can help attract first time visitors who by the nature of the event tend to have a very positive experience; these events usually take place out of season; these groups tend to have a higher spend on accommodation, food and drink, activities and local products. They are likely to be attracted by direct promotion as well as through other themes.</i>
1. Bring together ideas for activities that appeal to this group, encouraging groups of families and friends to mark life events in accommodation and venues, helping them to arrange activities, food and drink, art and craft gifts.
2. Develop specific information about capacities of places available for large gatherings of friends and family for use on websites/social media etc.
3. Develop a library of appropriate images that reflect these target markets.
4. Equip businesses to use appropriate language and sales messages to appeal to them.
5. Support through information and training, the development of products, experiences and packages which appeal to these markets.

Outdoor activities and challenges
<i>Walkers are already attracted to the NYMNP. This activity focuses on attracting higher spending walkers, with a propensity to eat in a pub or restaurant, and stay longer as they also socialise with friends, and those who want to participate in active challenges such as endurance running.</i>
1. Explore opportunities to work with other partners to promote social walks and active challenges preferably for staying visitors.

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| 2. Highlight longer walks and trails which necessitate staying visits - these could be trails such as Cleveland Way or shorter round walks, signposting and showcasing settlements and places to eat and stay. |
| 3. Highlight appropriate providers and support services such as luggage transfer, bike hire etc. |
| 4. Map routes and outdoor activities with accommodation, food and drink etc. to make it easier for visitors to stay longer and enjoy other activities. |

Nature and wildlife

Nature and wildlife tourism are growth areas, with an opportunity to capitalise on interest generated through television programmes. It's a useful theme to help develop an appreciation of the National Park's special qualities and to attract higher spending visitors with time-specific nature-spotting activities.

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| 1. Continue to highlight the nature calendar and encourage businesses to link to it in their marketing activities to encourage all-year-round visits. |
| 2. Develop ways to help visitors enjoy nature and wildlife-spotting, for example by showcasing safari and photographic tour opportunities. |
| 3. Develop a cluster of businesses who are interested in wildlife and nature tourism, putting accommodation providers in touch with specialists, and highlighting those accommodation businesses that provide spotting info, support and equipment such as binoculars and guides, picnics & flasks for dawn-chorus forays etc. on the northyorkmoors.org.uk website. Include farm tours and other related experiences. |
| 4. Use PR to give more prominence to whale-watching and other iconic experiences. |

Consider:

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| 1. Educational programmes for accommodation providers to increase awareness. |
| 2. Attending events such as British Bird Watching Fair (with partners to reduce costs). |
| 3. How to offer different "entry points" and experiences for each level of interest/knowledge. |
| 4. Using an individual animal or bird as a type of mascot to raise the profile of the National Park's nature e.g. Puffins are associated with Lundy Island. |

Cycling

The main emphasis will be on encouraging off-road cycling to promote NYMNP product strength and reputation, and to encourage family cycling.

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| 1. Ensure information about the different types of cycling facilities are available with an appropriate bank of images. |
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2. Encourage accommodation providers to signpost to appropriate facilities, stressing the off-road and traffic free options.
3. Incorporate off-road cycling information in PR about outdoor activities in the NYM, particularly stressing availability.
4. Develop self-guided routes and activities.
5. Create a network of cycling-friendly business and accommodation providers and encourage collaboration between them.
6. Work with businesses to help make them more cycle friendly, encouraging the development of high quality cycle storage and associated facilities.
7. Provide accommodation providers with tailored route information for their location.
8. Develop a bank of high quality imagery and video.
9. Update websites to take account of new routes and opportunities, and offer suitable content for other influencers in this sector.
10. Encourage communities to act as hub sites, working with local businesses to develop staying visits with a range of different rides.
11. Make the availability of electric bikes to hire more apparent.
12. Develop network of new charge points, using participating local food outlets to increase cyclists spend.

Food and drink tourism
<i>Food and drink can be used to increase visitor spend, as well as a magnet to draw in new visitors.</i>
1. Audit and map all food and drink producers in the area to ascertain feasibility of a food trail.
2. Promote the quality of food and drink in the NYMNP through the website, social media and PR, working with established reviewers such as Squidbeak, showcasing food and drink festivals and events.
3. Encourage food producers to really “tell their story” with enhanced information in their promotional activities and use some of their stories.
4. Work with accommodation providers, particularly cottages and campsites to promote local food and drink, and places to eat.
5. Reinvigorate the Capital of Cake campaign, migrating and updating information to the main northyorkmoors.org.uk website, with appropriate social media promotion.
6. Create digital food and drink trails, linking producers and outlets to other routes for cyclists, walkers etc.
7. Encourage food producers to develop visitor-facing services, possibly creating visitor attractions.

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| 8. Consider development of more practical and hands-on food experiences. These could be at two levels: gastro-experiences such as those offered by Yorkshire Food Finder and nibblers who want to simply sample. |
| 9. Consider the development of a Made in the North York Moors National Park brand and how that could be used, possibly working in conjunction with NYCC Environmental Health Officers (they have expressed an interest in helping to develop such a scheme). |

Arts and crafts

The promotion of locally inspired and made arts and crafts will help to increase visitor spend, and deepen recognition and appreciation of the NP's special qualities.

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| 1. Highlight galleries, events and places to buy high quality local art and craft. |
| 2. Highlight participative arts and crafts activity. Encourage creative entrepreneurs to offer more workshops and learning opportunities, collaborating with accommodation providers where possible. |
| 3. Ask artists and craftspeople to highlight their sources of inspiration for use in web features linking landscapes to creative activity. |
| 4. Make it easier for accommodation providers to showcase and recommend local artists. Education and information is necessary. |

Consider:

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| 1. Development of a new off-peak event: a festival of making to include food, drink, arts, crafts with demonstrations, sampling sessions and creative workshops. This would be used to bring the area to life, and raise the profile of the many different activity and participation options. |
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Dark Skies

The first two Dark Skies festivals have been very popular, providing a firm foundation for future activity.

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| 1. Continue to develop and run the Dark Skies Festival in partnership with the Yorkshire Dales National Park. |
| 2. Undertake more activities to promote dark skies during the rest of the year. |
| 3. Link with other activities such as food and drink, accommodation providers. |
| 4. Run workshops to help businesses take advantage of their location in a dark skies area and include tips on what to buy in terms of equipment to make businesses 'dark sky' ready. |
| 5. Work with partners to consider the development of International Dark Sky Reserve Status or equivalent, and demonstrate that the NYM has amazing night skies, to encourage more overnight stays. |

6. Introduce new elements to promote dark skies to extend the season, such as bug and bat hunts, moonlight swims, night vision wildlife walks, night time runs/walks and train rides.
7. Create library of images and videos to promote dark skies.

ATTRACTING OVERSEAS VISITORS

The NYMNPA has an opportunity to attract overseas visitors using the gateways of Newcastle and Leeds-Bradford Airport, and the P&O ferry terminal in Hull. Some overseas activities can be undertaken directly, with others undertaken in partnership with Make it York (as York is a known and attractive brand for heritage-seeking overseas visitors) and VisitBritain. There may be further opportunities if there is a successful outcome to the current bids by England’s National Parks, National Trails and National Coastal Tourism Academy to the Discover England Fund, which the NYMNP is supporting.

Key target markets will be Germany and the Netherlands. They are near markets, and accessible, and interested in countryside experiences, heritage, food and drink, participative activities such as art and craft, outdoor activities and characterful accommodation so there is a good product match. Both markets are looking for authentic experiences that give them an insight into real English life.

Another important market to target is the Australian market, particularly as they have a longer length of stay, and are likely to be already visiting friends and relatives. The Captain Cook theme will be an important one for this market, particularly with the anniversary in 2018.

Although China is an attractive market, it is not yet sufficiently well-developed to warrant direct promotion. The French market is sizeable and relatively easy to target but is currently a secondary overseas market.

Overseas visitors
<i>There is an opportunity to attract more overseas visitors, particularly with the availability of EAFRD funding. Overseas visitors are an attractive market because they tend to be higher spending and longer staying than domestic visitors. Many of the activities listed in earlier sections (e.g. promoting the Essence of England) will appeal to overseas visitors. The following are additional activities designed to specifically appeal to them.</i>
<ol style="list-style-type: none"> 1. Identify iconic and actionable experiences to appeal to overseas markets that are the Essence of England. For example: Top 10 English Experiences in the NYMNP – make a sandcastle on a beach, eat rock and fish & chips; whale-watching and fossil-hunting; afternoon tea in a quintessentially English café; enjoy Yorkshire Pudding in a countryside pub; step back in time to visit Ryedale Folk Museum or a medieval ruined Abbey; take a ride on a steam train; explore Castle Howard; walk along the English coast, see the sea from the tallest cliffs; spot wildlife and heather; make felt from local sheep; sleep in a country cottage or right by the sea.
<ol style="list-style-type: none"> 2. Translate key sections of the northyorkmoors.org.uk website to appeal to overseas visitors.

3. Using VisitBritain's industry insights make sure we understand the needs and interests of key target markets: Netherlands, Germany, Australia.
4. Match market segments with products e.g. Devoted Discoverers in Germany and the Energetic Matured in the Netherlands love wildlife and nature.
5. Develop relationships with tour and coach operators in Germany and the Netherlands as a more sustainable way of attracting overseas visitors.
6. Help appropriate tourism providers to understand the needs of overseas' visitors and how to target them.
7. Develop stronger links with P&O Ferries, perhaps working with VHEY/East Riding and the Wolds.
8. Identify joint opportunities with Make It York and VisitBritain such as participation in Global European Market Place, and Explore GB 2018.

DEVELOPING MORE PREMIUM PRODUCTS

Premium products
<i>There is an increasing number of “premium products” in the North York Moors area, and public perception of the North York Moors may no longer reflect the current product, so it would be helpful to educate and update visitors on these developments.</i>
Recommendation: include accommodation within the NYMNP website, using preset criteria. This can also help extend the length of stay.
<ol style="list-style-type: none"> 1. Audit and continue to develop information on premium products, and ensure this is reflected on the website. 2. Undertake proactive outreach to develop relationships with key players and premium providers, and support the development of premium accommodation. 3. Convey premium product message on key websites, PR, social media with “treat yourself” messages. 4. Highlight opportunities to enjoy iconic experiences such as walking the Cleveland Way together with enjoying spa and luxury accommodation.

SUPPORTING NORTH YORK MOORS' MARKET TOWNS AND VILLAGES

<p>Market towns and villages</p>
<p><i>The market towns and villages have retained their own identities and have a strong sense of community, but it is not always obvious to outsiders exactly what they offer. Each location is different but has similar issues, wanting to increase spend and maintain its identity. Instead of each one constantly "reinventing the wheel", it would be better to present them with options and ideas which are already known to work, and ideas on how to adapt them for each location.</i></p>
<ol style="list-style-type: none"> 1. Identify local champions and influencers who can pass on appropriate information to others in their area.
<ol style="list-style-type: none"> 2. Develop examples and ideas that can be adapted for each market town and village including how to describe the place, and what <i>not</i> to say, ways to enthuse locals and enlist them as champions and ambassadors, how to make selling points for each destination as apparent and distinctive as possible, examples of actionable experiences to focus on spend opportunities.
<ol style="list-style-type: none"> 3. Create a poster with prominent NYMNP branding to demonstrate broader value of shopping and eating locally for use by all cafés, shops, pubs, and promote through social media and local PR.
<ol style="list-style-type: none"> 4. Work with business associations where appropriate, and invite local authorities and town/parish councils to also benefit from the use of the strong NYMNP brand in their promotional activities.
<p>Consider:</p>
<ol style="list-style-type: none"> 1. Run destination marketing workshops in each location covering collaboration opportunities, their own existing activities, images, what makes each one special/different, specific and newsworthy reasons to visit, recommendations for places to eat, anything different that visitors can do in that location? Create statements, information, make it easier for accommodation providers to pass on information to visitors.
<ol style="list-style-type: none"> 2. What might be missing in each market town and village? How could those gaps be filled – referring to sources of funding for appropriate product development.

TACKLING SEASONALITY

Tackling seasonality

Numerous activities described in earlier sections will help to increase off-peak business, in addition to the following activities.

1. Identify reasons to visit in every month of the year to create a calendar of promotional angles.
2. Ensure the above reasons are reflected through the NYMNP website.
3. Provide appropriate copy and imagery to tourism providers, for example attractive and enticing indoor images showing indoor attractions, pubs and places to shelter from bad weather.
4. Develop and deliver workshops to guide tourism providers through the process of marketing their off-season, helping them to identify key points at which visitors can be influenced.
5. Support product development that appeals in all-weathers e.g. a company making chocolate could offer workshops and have-a-go sessions.

CCF FUNDED ACTIVITY

The NYMNP has recently been successful in its application to the Coastal Communities Fund Stage 4 on behalf of the North York Moors Rural Coastal Communities Team. The activities below were all included in the application, and will be incorporated into the Destination Plan.

Trods, Trails and Tracks
Sea the Sheep
<ol style="list-style-type: none"> Using a similar approach to Lost Sheep in Pink Jumpers, work with local businesses, schools and artists to create at least 50 decorated sheep models, using a sea theme. Locate the sheep along the Trods, Trails and Tracks leading to the coast, making the link between the moors and coast. Encourage visitors to spot the sheep and promote using PR, social media, postcards and web marketing.
Outdoor activities
<i>Theme short sections of the trails, tracks and trods to attract newer walking markets and the family market.</i>
<ol style="list-style-type: none"> Smugglers’ routes for families and young adventurers, with suggested activities en route to encourage children to walk further. Mindful meanders for millennials, taking time to cover a short distance and notice every small detail. Honeymoon hikes, with celebration food packages along the way.
Signage
<ol style="list-style-type: none"> Ensure physical and virtual signs highlight settlements and services to increase the economic benefits from walkers. Consider the use of existing apps such as Traces, collaborating with local businesses to create virtual trails around villages. Work with accommodation providers to offer more specific local information to enhance collaboration and promote key trails, trods and tracks.
Capitalise on the growth market for celebrations
<ol style="list-style-type: none"> Research and develop information about available celebration venues and service providers in the NYMNP. Bring celebration providers together to explore how they can collaborate and position this area as a suitable location for celebrations. Develop appropriate information and promotional angles for this lucrative market.

Nurture niche off-season breaks

Consider the potential to develop niche off-season breaks in markets such as faith, literary, heritage, and creative tourism.

Support Coastal Collaborators

1. Extend the Coastal network geographically, working with the businesses on the fringes of the CCF-allocated area, who are on/close to the arrival points of the trods, tracks and trails.
2. Undertake proactive face-to-face recruitment activities along the coast to ensure all coastal businesses are included and fill any gaps.
3. Work with a broader range of businesses, for example: venues, food and drink outlets, more retailers, and event organisers.
4. Create niche clusters within the Coastal Network, for example: astro tourism, faith tourism, and nature tourism.
5. Develop a special programme for the most active members of the Coastal Network - “Coastal Collaborators” who want to work together and create new activities, focusing on niche markets.

VISITOR MANAGEMENT

There is a need to balance the needs of residents with those of visitors and ensure that the visitor economy does not have an adverse effect on the special qualities of the National Park. Tourism development activities will aim to support independent businesses, avoid damage to the National Park's biodiversity, and avoid honeypots and sensitive locations. Activities within this Plan are aimed at increasing visitor spend and length of stay to ensure a greater economic contribution to the local economy and reduce travel into and out of the National Park.

Appreciation of the National Park's special qualities

Many of the activities within this plan are aimed at enhancing visitors' appreciation and enjoyment of the NYMNP's special qualities, such as the nature calendar. This is something we need to continue to develop.

Accessibility

The NYMNP recognises its duty to make the National Park as accessible as possible to as many people as possible. It is currently reviewing the way accessibility information is displayed.

There is a need to ensure businesses are aware of their responsibilities, and the business opportunities in this area (for example, there is high demand for accessible, ground-floor bedrooms). Signposting to the National Accessible Scheme and work done on Access for All at VisitEngland would be helpful.

PROMOTIONAL ACTIVITIES

PR & social media
1. Create an annual programme of social media and PR activity, using the themes within this plan.
2. Obtain destination marketing and PR plans from Welcome to Yorkshire, Make it York and other partners to look at how destination PR for the NYM can be strengthened.
3. Ensure VisitBritain, VisitEngland and Welcome to Yorkshire are all aware that NYM welcomes visits from journalists and is ready to help host visits.
4. Make the media plan available to members of the NYMTN so they can piggyback where appropriate. Ensure tourism businesses understand how they can participate in media activities, and undertake their own, to strengthen the common message.
5. Consider attendance at a VisitBritain North Europe Meet the Media event.
Web marketing
1. Check key messages outlined above are reflected within northyorkmoors.org.uk .
2. Add sections, content and promotional messages from each theme described below to the website.
3. Encourage all businesses in the area to link to northyorkmoors.org.uk .
4. Work with TripAdvisor as a Premium Destination Partnership to create targeted content for use on the North York Moors National Park pages on TripAdvisor.
Direct mail
1. Segment and further develop the visitor mailing list according to key markets and themes.
2. Develop a monthly mailing programme, taking on board marketing messages identified in this Plan.
3. Make businesses aware of the mailing list so they can suggest information for inclusion (they may pay to be a special feature within the newsletter).
4. Encourage businesses to link to the mailing list and encourage their visitors to sign up.
National Park Centres, hubs and information points
1. As part of the overall promotional calendar (above) identify promotional angles for the National Park Centres.
2. Ask Centre staff to collect details from visitors for the NYMNP mailings.

BUSINESS SUPPORT AND TRAINING

<p>Business support</p>
<p><i>After the earlier work made possible through LEADER and CCF funding, there is now a need for differentiated business support i.e. recognising the varied needs of different sectors, the different needs of new, developing, and enhanced businesses. Previous business support has been relatively ad hoc. There is now a need for a more planned programme of support which selected businesses can follow step-by-step from start to finish.</i></p>
<p>Continue to build the North York Moors Tourism Network</p>
<p>Proactive industry engagement and outreach particularly:</p> <ul style="list-style-type: none"> • around the fringes of the NP • premium products • tourism providers within the key themes • new businesses
<p>1. Create the niche networks/clusters as identified in this Plan.</p>
<p>2. Help businesses to collaborate by making direct connections between them.</p>
<p>Developed improved business communications</p>
<p>3. Develop a timetable of planned mailings and support activities for NYMTN, encouraging the use of key messages, resources and participation in business support activities.</p>
<p>4. Share details of target markets and the Destination Plan with all NYMNTN members – with advice on how they can benefit. Outline the key messages and what information we all need to convey.</p>
<p>5. Create more tailored online resources and encourage businesses to access them.</p>
<p>Provide targeted and specialist information</p>
<p>6. Provide trends information and guidance to enable businesses to develop and take advantage of market opportunities: how the market is developing and how visitors' needs are changing; how consumer behaviour is changing and the likely trends - technology, social, economic - that will affect the tourism industry; what to actually do; product development opportunities and activities; where to go for additional support.</p>
<p>7. Develop a programme to improve and promote accommodation to increase the length of stay. This will include: promoting examples of best practice; advice on how to attract more direct bookings; collaborative programme of selling points and social media stories; promotion of premium and specialist accommodation on northyorkmoors.org.uk website.</p>

Training and support for businesses

Training and business support can be broken down into five categories:

- *Marketing and business planning – getting the foundations right*
- *Development of specific skills e.g. social media*
- *Problem-solving e.g. attracting off-peak and direct booking, avoiding discounts*
- *Tools and tactics to increase collaboration, promotion of the NP's special qualities*
- *One-to-one mentoring to help individual business solve specific issues*

8. Develop a planned programme of business support by email, in person, and online.

9. Create an annual programme of messages and sales stories for businesses to follow.

Consider:

1. Creation of a new "Know Your Place" programme of familiarisation visits, tips, and training for accommodation providers, so they can pass on key messages about the areas, enthuse about what it has to offer and be even stronger advocates.

PRODUCT DEVELOPMENT

We need to continue to develop and improve the NYMNP product to ensure it matches market demands. Some product development angles are included within the themes above. There is a need for more product development and industry guidance to make this happen.

With a more positive economic climate, the NYMNPA now has an opportunity to create a vision of the National Park, laying out the opportunities and likely market demands for the next 10 years. No other organisation has the local knowledge and expertise to secure the National Park's economic future. Local businesses need guidance to enable them to make the right investments.

There are a growing number of individuals and companies wishing to invest in the area. In many cases they choose to develop tried and tested formulas such as forest lodges and glamping but these markets will soon be saturated, to the detriment of other options.

There is a need for a visionary Product Development Plan that identifies:

- a) what tomorrow's visitors are likely to be looking for;
- b) what are the gaps in the current NYMNP tourism product range;
- c) what are the opportunities for the future and what products and services should be created?

Product Development
<i>There is a need for a practical vision to take account of market demand and trend-setting developments from elsewhere, audit of current gaps and identification of new opportunities.</i>
<ol style="list-style-type: none"> 1. Consider the creation of a "Portfolio of Possibility", with examples of product development opportunities, including physical new product ideas; talks & walks; products to appeal to specific niches.
<ol style="list-style-type: none"> 2. Publicise the Portfolio of Possibility and make it widely available, to encourage businesses and entrepreneurs to pick up a "possibility" and explore and develop it.

FUNDING

The NYMNPA will continue to bid for funding where appropriate and to signpost businesses to relevant sources of funding to support product development, for example through the NYMNPA's own Local Distinctiveness & Tourism Grant Fund, LEADER or funding opportunities through the York, North Yorkshire and East Riding LEP.

The commencement of construction work at the Woodsmith mine means that a Section 106 agreement has been put in place, which means additional funding is now available for the promotion of the North York Moors in conjunction with strategic partners such as VisitBritain and Welcome to Yorkshire.

The Section 106 agreement requires significant new activity to mitigate the impacts of the development of the mine at Doves Nest Farm upon the tourism industry. To deliver the agreement and aim to avoid negative impact, the following actions now need to be taken by the Authority:

- Negotiate and agree a service level agreement each year with Welcome to Yorkshire, securing £200,000 activity to promote the North York Moors.
- Negotiate and agree a service level agreement each year with VisitBritain/VisitEngland, securing £100,000 activity to promote the North York Moors.
- Monitor delivery of SLAs and ensure compliance with requirements of the S106.
- Deliver a £100,000 programme of activities to promote the North York Moors each year.
- Deliver £50,000 scheme of support to local businesses (grant scheme) each year.
- Deliver a £400,000 scheme of signing of the North York Moors from major roads.

NB: All figures above are index linked and will be revised to reflect the 2017 RPI.

MONITORING AND EVALUATION

Continue to monitor and evaluate progress using appropriate research. There is an ongoing need to make businesses aware of existing research findings and what they need to do as a result.