

North Warwickshire and Hinckley & Bosworth Destination Management Plan 2017-2022



prepared for

North Warwickshire Borough Council
Hinckley & Bosworth Borough Council

September 2017



ACK Tourism

Mill Field House, Mill Fields
Bassingham, Lincoln LN5 9NP

Tel: 01522 789702

Email: ack.tourism@btinternet.com

Contents

1.	Introduction	1
1.1	The Purpose of the Destination Management Plan	1
1.2	The Basis of the DMP	1
2.	Context & Background	2
2.1	The Economic Importance of Tourism to the Two Boroughs	2
2.2	Organisational Structures, Policies, Strategies and Major Projects.....	4
3.	National Tourism Market Trends and Forecasts	6
4.	Visitor Product, Demand and Markets	6
4.1	Places	6
4.2	Attractions	8
4.3	Accommodation	10
4.4	Conference, Corporate Activity and Wedding Venues.....	15
4.5	Events and Festivals	16
5.	Visitor Information and Destination Marketing Review	17
6.	Other Issues.....	18
6.1.	Staff Recruitment.....	18
6.2.	Tourism Business Networking	18
6.3.	Wider Partnership Working	18
7.	SWOT Analysis.....	19
8.	Future Potential, Opportunities and Priorities	20
8.1.	The Potential for Tourism Growth	20
8.2.	Priorities for Achieving Tourism Growth	21
8.3.	Hotel and Visitor Accommodation Development Opportunities	23
8.4.	The Potential Scale of Tourism Growth	24
9.	Destination Management Plan 2017-2022	25
9.1.	Purpose	25
9.2.	Action Programmes.....	26
9.3.	Delivery	39

Appendices (in separate document)

1. Individuals, Organisations & Businesses Consulted
2. Tourism Economic Impact Figures 2015
3. Organisational Structures, Policies, Strategies, Plans & Projects Review
4. National Tourism Market Trends & Forecasts
5. Survey of Small Accommodation Businesses
6. Visitor Market Analysis
7. Conference Venue Supply
8. Destination Marketing Review
9. Rural Tourist Accommodation Development Trends in the UK
10. Public Sector Funding of Hotel Projects

1. Introduction

1.1 The Purpose of the Destination Management Plan

The North Warwickshire and Hinckley & Bosworth Destination Management Plan (DMP) seeks to provide a framework to guide the future development and growth of tourism across the two boroughs of North Warwickshire and Hinckley & Bosworth over the next 5 years (2017-2022).

The purpose of the DMP is to:

- Set the strategic direction for a range of stakeholders involved in destination management, marketing and development across the two local authority areas;
- Provide a robust base of evidence on which to base future decisions;
- Reduce duplication and make better use of available funding and staff resources;
- Inform private sector investment decisions in terms of the expansion and development of existing tourism businesses and the establishment of new ones to capitalise on market growth opportunities and plug gaps in current provision;
- Inform public sector interventions to support tourism growth;
- Create an effective delivery structure that will harness and maintain stakeholder commitment;
- Guide the assessment of tourism applications that come forward for funding under the 'England's Rural Heart' LEADER Programme that covers the two council areas.

1.2 The Basis of the DMP

The DMP is based on a comprehensive programme of research and consultations conducted by consultants ACK Tourism between January and April 2017, including:

- An audit of the current visitor product of the two boroughs, how it has been changing, and how it is set to change in the future in terms of pipeline attraction, accommodation and other tourism product development proposals;
- Reviews of all relevant strategy and policy documents and available research;
- An assessment of potential sources of funding for tourism projects;
- An assessment of current destination marketing materials and activity covering the two boroughs;
- A review of relevant national tourism market trends and forecasts;
- Consultations with all relevant public sector stakeholders and partner organisations;
- A telephone survey of small accommodation businesses in the two boroughs;
- In depth discussions with the managers of key visitor attractions, hotels, other large accommodation businesses and event organisers;
- The preparation of estimates of the economic impact of tourism in the two boroughs, using the Cambridge Model.
- A number of brainstorming workshops with stakeholders and tourism businesses.

A full list of individuals, organisations and businesses consulted as part of the process of producing the DMP is given at Appendix 1.

2. Context & Background

2.1 The Economic Importance of Tourism to the Two Boroughs

The Research Solution was commissioned by ACK Tourism to produce estimates of the economic contribution of tourism in North Warwickshire and Hinckley & Bosworth, using the Cambridge Model¹. The detailed outputs from the model for the two boroughs are provided at Appendix 1. They show that tourism makes a significant contribution to the economies of North Warwickshire and Hinckley & Bosworth and supports considerable employment in the two boroughs.

In 2015, almost 4 million people visited the two boroughs and spent just under £200m in the local economy. An estimated 3.5 million people came to North Warwickshire and Hinckley & Bosworth for the day - around 89% of all visitors. The two boroughs played host to just over 430,000 domestic and overseas staying visitors, who spent nearly 1.3 million nights and over £90m in North Warwickshire and Hinckley & Bosworth in 2015. While staying visitors are less significant in volume terms, in value terms they spent almost as much as day visitors.

Hinckley & Bosworth and North Warwickshire Tourism Volume and Value 2015			
	Hinckley & Bosworth	North Warwickshire	Total
Visits ('000s)			
Staying	234	197	431
Day	2273	1266	3539
Total	2507	1463	3970
Visitor days ('000s)			
Staying	735	529	1264
Day	2272	1266	3538
Total	3007	1795	4802
Spend (£m)			
Staying	50.5	40.6	91.1
Day	66.9	41.7	108.6
Total	117.4	82.3	199.7

Source: Economic Impact of Tourism – North Warwickshire 2015
 Economic Impact of Tourism – Hinckley & Bosworth
 The Research Solution

If other spending and indirect and induced business turnover are added to the direct visitor spend estimates, the total value of tourism to the economies of North Warwickshire and Hinckley & Bosworth was just over £267m in 2015. In terms of employment, tourism supported just over 5,300 actual jobs in the two boroughs in 2015, and almost 4,000 FTE jobs.

¹ The Cambridge Model is an alternative tourism economic impact model to the STEAM model. It uses a different methodology to STEAM. The results from the two models are thus not directly comparable.

Hinckley & Bosworth and North Warwickshire Tourism Economic Impact 2015			
	Hinckley & Bosworth	North Warwickshire	Total
Direct Expenditure			
Visitor expenditure	£117.4m	£82.3m	£199.7m
Other spend (Second homes / spend by host friends/relatives)	£15.6m	£9.3m	£24.9m
Total	£133.0m	£91.6m	£224.6m
Tourism business turnover			
Direct Turnover derived from trip expenditure ¹	£124.8m	£86.7m	£211.5m
Indirect and induced turnover ²	£38.3m	£17.3m	£55.6m
Total Local Business turnover	£163.1m	£104.0m	£267.1m
Employment			
FTEs - direct ³	1731	1210	2941
FTEs – total ⁴	2441	1498	3939
Actual jobs – direct ⁵	2465	1739	4204
Actual jobs – total ⁴	3274	2067	5341

Source: Economic Impact of Tourism – North Warwickshire 2015
Economic Impact of Tourism – Hinckley & Bosworth
The Research Solution

Notes:

1. Business turnover broadly reflects direct expenditure but the model assumes that some expenditure relating to travel is accrued at origin of the trip (rather than destination) – hence the slightly lower figure
2. Spend by tourism businesses on the purchase of supplies and services locally (indirect turnover), and spending by employees of tourism businesses (induced turnover).
3. Full time job equivalents (FTEs) supported directly by tourism businesses
4. FTEs / Actual jobs supported by direct, indirect, and induced business turnover.

Actual jobs include part time and seasonal workers

2.2 Organisational Structures, Policies, Strategies and Major Projects

Appendix 2 sets out a review of the current organisational structures, policies, strategies, plans and major projects that are of relevance to the Destination Management Plan (DMP) and the future opportunities and priorities for tourism growth in North Warwickshire and Hinckley & Bosworth. Key points from this review are as follows:

- Key drivers of future growth in tourism in the two boroughs will be:
 - The regeneration of Hinckley Town Centre – The Crescent development and new leisure centre are attracting significantly more people from the surrounding towns, villages and rural areas to come into Hinckley for shopping, meals out, evening entertainment and leisure activities.
 - The plans for the expansion and development of Twycross Zoo will double the number of visitors to the zoo and provide opportunities to attract families to stay in the area for short breaks.
 - The development of MIRA Technology Park is set to provide a significant boost to business demand for hotel accommodation, and could provide a boost to residential conference business for the larger hotels in the area.
 - Population growth will result in growth in day visitor, visiting friends and relatives and wedding and family occasion demand.
- The Borough Councils, County Councils and LEPs all recognise the importance of tourism to the local economy, but have very limited budgets and staff resources to dedicate to capitalising on the opportunities to accelerate tourism growth. The focus currently is on the development and delivery of the Destination Management Plan and the implementation of the England's Rural Heart LEADER Programme and EAFRD programmes in the two LEP areas. Resources to implement the DMP are very limited (a consultant working 2 days a week for a year, with a minimal budget), and longer-term funding and staff resource has as yet not been identified or secured.
- The approaches to destination marketing and tourism co-ordination are different in each borough, but weakly resourced in both. Hinckley & Bosworth Borough Council produces a biannual printed visitor guide and has a service level agreement in place with Leicestershire Promotions for an enhanced Hinckley & Bosworth presence on the Go Leicestershire website. North Warwickshire Borough Council does not undertake or fund any destination marketing activity. This is left to Northern Warwickshire Tourism. In destination marketing terms, Hinckley & Bosworth is positioned as part of Leicestershire, while North Warwickshire is positioned alongside Nuneaton & Bedworth as part of Northern Warwickshire.
- North Warwickshire Borough Council tourism-related interventions have historically been project-driven, as funding has been secured. Many projects have not been sustained once the funding has come to an end.
- The two Borough Councils are working in a Cross Border Partnership with Nuneaton & Bedworth Borough Council in relation to economic development, focused particularly on the MIRA Technology Park.

- The policy focus of the two County Councils is largely on supporting market town regeneration and the development of the rural economy. Leicestershire County Council's role and resources for tourism are currently under review. Leicestershire Promotions will continue as a commercially funded destination marketing organisation.
- There are a number of energetic volunteer-run tourism business, retailer and heritage groups in the two boroughs (Northern Warwickshire Tourism, Love Coleshill, Atherstone Town Partnership, Polesworth Tourism Subgroup, NW Heritage Forum, Market Bosworth Tourism Subgroup, Hinckley & District Past and Present, Hinckley Past & Present, and Friends of Atherstone Heritage), most of which have limited manpower capacity to develop their activities, and are looking for some sort of dedicated staff resource to help them move forward and attract more members. The main exception is Hinckley BID, which is well supported, funded and resourced through the BID levy, and doing a good job in terms of promoting Hinckley as a place to come for shopping, eating out, leisure, and evening entertainment, and organising a good year-round programme of events.
- While there are a number of tourism strategies, action plans and studies in place (Hinckley & Bosworth Tourism Blueprint; Polesworth and Atherstone Visitor Audits and Action Plans; Tourism Development in Coleshill study; Two Battles, One Place Feasibility Study), budgets and staff resources to implement them have been limited and only slow or no progress has been made on taking them forward and acting on recommendations. The exception is the Bosworth 1485 Legacy project, which is moving forward through Arts Council funding.

This analysis suggests the following requirements going forward:

- A need for increased and sustained budgets and dedicated staff resource to implement the DMP;
- A need for a dedicated staff resource to help build the capacity of the various volunteer run tourism business, retailer and heritage groups;
- A focus on acting on the recommendations of the tourism studies and plans that have been completed;
- A focus on sustainable activity, rather than projects that can be funded in the short-term but not sustained on an ongoing basis;
- Scope to look at broadening the Cross Border Partnership to put in place a shared staff resource to support tourism growth in each of the partner boroughs.

3. National Tourism Market Trends and Forecasts

Appendix 3 provides a detailed analysis of current tourism market trends and forecasts in the UK. The key implications of these trends for North Warwickshire and Hinckley & Bosworth are as follows:

- Key growth markets for the two boroughs are likely to be the VFR market, visits to attractions and short breaks.
- The changes in the ways that people are researching, planning and booking short breaks and days out point to a different role for destination guides and websites in the future, with a greater emphasis on in-destination visitor information and orientation to encourage exploration.

4. Visitor Product, Demand and Markets

The following sections provide an assessment of the current visitor product of North Warwickshire and Hinckley & Bosworth in terms of the places; attractions; accommodation provision; conference, corporate activity and wedding venues; and events and festivals that make up the visitor offer of the two boroughs, and the levels of demand and markets for them. Appendix 6 provides an analysis of the visitor markets for the two boroughs.

4.1 Places

Hinckley & Bosworth

Bosworth (the rural part of Hinckley & Bosworth Borough) has a strong visitor product that offers plenty of opportunities for a day out and to attract people for weekend breaks. People are likely to have heard of, and have positive associations with Bosworth, even if they do not necessarily know where it is and what it has to offer as a place to visit. Market Bosworth is an attractive town with a good range of gift shops, boutiques, cafes, pubs and restaurants, heritage buildings, and markets. The floral displays in the summer are a key draw. Bosworth Battlefield Heritage Centre and Country Park is a key attraction, with the Richard III story attracting national and international interest. Twycross Zoo is a major attraction that acts as a full day out in itself. The area also has a good range of smaller visitor attractions - the Battlefield Line, Bosworth Country Park, Bosworth Water Park, Whitemoors Antiques Centre, Woodlands Garden Centre, Station Glass, Oak Farm Park, and Tropical Birdland. The Bosworth countryside is attractive and offers excellent opportunities for walking and cycling. The Ashby Canal is a key feature of the landscape, with visitor facilities focused at Sutton Cheney Wharf, Stoke Golding and Bosworth Marina, where there are significant leisure moorings for canal boats. There are a number of other attractive villages (Dadlington, Sutton Cheney and Stoke Golding), with village pubs and churches. The Bosworth area has a base of visitor accommodation and a programme of events and festivals. All of these elements combine to make Bosworth a compelling place to visit for the day or a short break.

Hinckley attracts people from surrounding towns, villages and rural areas for shopping, eating out, evening entertainment and leisure. The numbers of people coming into the town for these purposes have increased substantially since the opening of The Crescent and the new Hinckley Leisure Centre in 2016. Hinckley BID is doing a good job at promoting the town and puts on a year-round programme of events to attract people. Hinckley & District Museum attracts people that are interested in their local history. Hinckley Marina offers significant leisure moorings and attracts canal boaters stopping off for grocery shopping, and perhaps venturing into Hinckley for a meal or evening out. The soon to be opened Triumph Motorcycles Visitor Centre on the edge of town will draw visitors from further afield including international visitors.

North Warwickshire

Atherstone offers opportunities for shopping, eating out, local heritage interest and events, which primarily draw local people to the town. Canal boaters on the Coventry Canal moor up at Atherstone to stock up on provisions and perhaps for a meal out. The town has the potential to be a stronger visitor destination, given the attractive historic fabric and 'feel' of the town, but is currently lacking in terms of its retail and catering offer, and things to do and see in the town. The masterplan currently being prepared for Atherstone Town Centre will seek to address these issues, and could transform the town as a place to visit. The Atherstone Visitor Audit produced in 2016 identifies a number requirements for improving the interpretation of Atherstone's heritage and more proactive promotion of the town's retail offer and events. St Mary's Church is now talking about opening more frequently for visitors and installing some heritage displays, and Atherstone Heritage Centre is in the process of relocating to a retail unit on Long Street. A partnership of retailers and event organisers has been established to improve the promotion of the town.

Polesworth Abbey is the main visitor draw in **Polesworth**. It attracts mainly local visitors, together with some special interest visitors. Polesworth Poets Trail is of visitor interest but requires revitalisation and better promotion. Pooley Country Park is another visitor draw, primarily attracting local people for recreational activities. Passing canal boaters moor up at Polesworth to come into the village. The Polesworth Visitor Audit produced in 2016 identified a series of actions for improving the interpretation and promotion of the village. A Tourism Subgroup has been established to progress these actions, focusing initially on interpretation, signage, and car parking, alongside reinvigorating the Poets Trail, possibly through a LEADER funding application. Polesworth Abbey is looking at ways of attracting canal boaters and towpath walkers to visit the Abbey.

Coleshill attracts local people to come into the town for shopping, meals out, markets, events and local heritage interest. Love Coleshill is a consortium of local traders that promotes the town. A tourism study for Coleshill completed in 2013 recommended a series of actions in terms of improved promotion of the town, building the membership and capacity of Love Coleshill, and the development of events in the town, which have not so far been progressed.

Rural North Warwickshire offers attractive countryside for walking and cycling; a number of country parks and small attractions; a good choice of village pubs; historic churches; and various sites providing opportunities for outdoor activities such as golf and fishing. The Coventry Canal is a key landscape feature, offering opportunities for canal boating, angling, canoeing and towpath walking and cycling. Hartshill Wharf has the potential to become a focal point of visitor interest and activity on the canal. The Canal & River Trust is interested in looking at the potential to develop the site. Mancetter is a potential visitor focus, given its Roman history and reputed location of Boudica's last battle. The Two Battles, Once Place feasibility study completed in 2016 suggested a number of options for interpreting these stories at Mancetter. A Roman heritage exhibition in St Peter's Church looks the most likely of these to proceed at present. Merevale Abbey is another potential focus of visitor interest, given its role as the place where Henry Tudor and his army camped on the night before the Battle of Bosworth. The Two Battles, One Place feasibility study also suggested a number of options for interpreting this story at Merevale. The lack of interest from Merevale Estate remains a barrier to progress here however.

4.2 Attractions

Twycross Zoo stands out as the most significant visitor attraction in the two boroughs. It attracts over 500,000 visitors per year. A 20-year investment strategy for the zoo was unveiled in 2015, which aims to increase visitor numbers to a million. Family day visitors from the local area and surrounding region are the zoo's core market. The zoo is a full day out: its visitors are unlikely to have time to explore the surrounding area, although might possibly stop off for an evening meal before heading home. Secondary visitor markets for the zoo are group visits, school groups, weddings and conferences. The zoo also motivates some family break business for the area's hotels and accommodation businesses, in particular Sketchley Grange and Jury's Inn Hinckley Island that attract Twycross Zoo-focused family break stays through Leicestershire Promotions' 'Stay, Play, Explore' Family Fun Short Breaks programme. The zoo also provides a number of accommodation businesses with discounted tickets that they can use to attract family break business.

The area's other major attraction is **Kingsbury Water Park**. It attracts over 360,000 day visitors per year, primarily families from the local area and surrounding towns and cities (Birmingham, Sutton Coldfield, Solihull, Coventry and Tamworth). It is also a popular place for anglers.

Bosworth Battlefield Heritage Centre and Country Park is another key attraction. It attracts local and regional day visitors, primarily older people, and families during school holidays. Secondary markets are group visits and school groups. The site's connections to Richard III motivate some national and international tourist stays. Visits to the heritage centre increased to 45,000 between 2013 and 2015, as a result of the discovery and reburial of the skeleton of Richard III, but dropped back to 37,500 in 2016. The country park attracts around 85,000 visitors per year. Leicestershire County Council is looking at plans to develop the site over the next 3-5 years, possibly including the interpretation of its Medieval and Roman heritage.

The two boroughs have a number of **smaller attractions** including smaller country parks (Hartshill Hayes, Pooley and Bosworth); farm parks; Tropical Birdland at Desford; Bosworth Water Park; the Battlefield Line steam railway in Bosworth; retail attractions (Whitemoor Antiques Centre, Hoar Park Shopping & Craft Village); garden centres, including two with additional visitor attractions - Plantasia and Maze World at Atherstone Dobbies Garden Centre and Planters Sky Trail Adventure; historic properties (Middleton Hall and Polesworth Abbey); and countryside sites (e.g. Thornton and Shustoke Reservoirs). They primarily attract local people for part-day visits, perhaps as part of a full day out incorporating other activities. Some (e.g. Polesworth Abbey and the Battlefield Line) attract special interest visitors. School visits are a further market for some. A number of attractions are looking at making improvements to their visitor offer, including some that are in the process of making applications for LEADER funding.

Hinckley & District Museum and Atherstone Heritage Centre each attract around 3,000 visitors per year to Hinckley and Atherstone, primarily local people, that are interested in local heritage. Hinckley & District Museum is planning an extension, which will house Hinckley & Bosworth Borough Council's Hansom Cab. Atherstone Heritage Centre is in the process of relocating to a retail unit on Long Street, which offers a more prominent location and space for expansion.

In terms of planned **new attractions**. Triumph is opening a new visitor centre and factory tour experience in 2017 at its factory in Hinckley.

Beyond the two boroughs there are a number of **major visitor attractions in surrounding areas**. The most notable is Drayton Manor Theme Park and Thomas Land. It generates family break business for some hotels and accommodation businesses in the two boroughs. This business has however reduced since the Drayton Manor Hotel opened at the theme park in 2011. Other major attractions in the surrounding areas that drive some family break stays for accommodation businesses in the two boroughs are the Snowdome in Tamworth, Conkers in The National Forest, and the National Space Centre in Leicester. The National Arboretum at Alrewas in Staffordshire also motivates some leisure break stays in the two boroughs.

Plans are currently being progressed for a £20m adventure attraction at the NEC, dubbed 'Project Thor'. The plans include a skydiving experience, high ropes course and a range of other indoor and outdoor activities. It will have the capacity for up to 2,000 visitors per day, and could provide a new driver for leisure break stays in North Warwickshire.

4.3 Accommodation

Current Accommodation Supply

There are currently 102 commercial visitor accommodation businesses in North Warwickshire and Hinckley & Bosworth, with just over 2,600 bedrooms, units and pitches, and around 5,750 bedspaces, providing a total annual capacity for just over 2 million overnight stays in the two boroughs.

**North Warwickshire and Hinckley & Bosworth
Current Visitor Accommodation Supply – April 2017**

Type of Accommodation	North Warwickshire		Hinckley & Bosworth	
	Estabs	Rooms/Units/ Pitches	Estabs	Rooms/Units/ Pitches
Hotel	9	831	10	927
Inn	3	34	5	22
Guest House/B&B	18	103	17	77
Restaurant with Rooms	1	10	1	3
Wedding venue with accommodation			1	6
Self-catering	12	27	11	38
Caravan & camping	6	346	5	152
Glamping	1	3	2	11
Total	50	1354	52	1258

The two boroughs have very similar accommodation supplies. Hotels dominate in both cases. Each borough has a number of 4 star hotels with extensive conference and leisure facilities. This includes two of England's leading golf hotels (The Belfry and Marriott Forest of Arden); Jurys Inn Hinckley Island (one of the largest provincial hotels in England outside of a major city); Sketchley Grange Hotel at Hinckley, Lea Marston Hotel and Bosworth Hall Hotel at Market Bosworth.

The next most significant type of accommodation in terms of total capacity is touring caravan and camping sites. There are two large caravan sites in North Warwickshire – Marston Caravan Park and the Kingsbury Waterpark Camping and Caravanning Club site. Bosworth has 5 small and medium-sized touring caravan and camping sites.

Both boroughs have a reasonable stock of B&Bs and guest houses, but relatively few inns. They each have several self-catering businesses, including a number of barn conversion self-catering complexes with multiple units; the purpose-built chalets and lodges at The Gatehouse at Market Bosworth; the new Goose Meadow Holiday Park at Barton-in-the-Beans, which is currently marketing 6 timber lodges for holiday ownership; and the Ashby Boat Company canal boat holiday hire operation at Stoke Golding. There are two glamping operations in Bosworth, including the award-winning Dandelion Hideaway, and one glamping site in North Warwickshire.

In addition to these forms of commercial accommodation, Trinity Marina in Hinckley provides leisure moorings for 140 privately owned canal boats and Bosworth Marina has space for 150 private canal boats.

Recent Investment

Recent investments in the accommodation stock of the two boroughs have been as follows:

- Jurys Inn Hinckley Island has undergone a £15m refurbishment over the last 2 years;
- Sketchley Grange Hotel added 7 new bedrooms and refurbished its existing bedroom stock, leisure club and bar area in 2016;
- The Hinckley Premier Inn added 18 bedrooms in 2015 and a further 19 bedrooms in 2016;
- Bosworth Marina opened in 2013;
- A number of self-catering businesses have added new letting units;
- Some guest houses have added bedrooms;
- Old Ivy House B&B opened in Congerstone in 2013.
- The Mythe Barn wedding venue has added 8 luxury B&B bedrooms for wedding guests (Mythe Farm B&B).

Accommodation Development Proposals

Significant visitor accommodation development proposals in Hinckley & Bosworth are as follows:

- A hotel is included in the consented outline scheme for MIRA Technology Park;
- Permission was granted in 2014 for a development of 12 holiday lodges around a lake at Carlton House Farm at Market Bosworth;
- Permission was granted in February 2016 for the development of Etties Field at Westlands Farm at Ratcliffe Culey for a luxury caravan site with 29 pitches, to include airstream caravans and gypsy caravans;
- Mallory Meadows at Kirkby Mallory is due to start letting 4 cedar lodges from the summer of 2017.

There are additionally a number of proposals and LEADER funding applications coming forward in the two boroughs for smaller-scale accommodation developments in terms of the expansion and refurbishment of B&Bs, self-catering barn conversions, log cabins and glamping operations.

Current Accommodation Demand

Average annual room occupancies for hotels in North Warwickshire and Hinckley & Bosworth ranged between 60% and 75% in 2016. Midweek occupancies are generally strong, with hotels consistently filling and turning business away on Tuesday and Wednesday nights. Monday occupancies are also strong. Thursday demand is lower and more variable, and dependant on residential conference trade for some hotels. Saturday occupancies are high between April and October, when hotels are often full and turn business away on Saturday nights. Saturday occupancies are not as strong in the winter however. Friday, and in particular Sunday occupancies are very low. Demand can be stronger on Friday nights in the summer. Sunday demand is weak all year round.

Appendix 5 provides the results of the CATI² survey of small accommodation businesses. This was supplemented by in-depth interviews with other B&B owners and self-catering operators. Occupancy levels for B&Bs and guest houses in the two boroughs are reasonably good, broadly in line with England averages, although vary according to the business objectives and personal circumstances of owners. Occupancy patterns are similar to hotels. Demand is strong during the week, and there are frequent midweek shortages of B&B and guest house accommodation, especially during the summer. Saturday demand is high: B&Bs and guest houses consistently fill and turn business away on Saturday nights for much of the year. Friday and Sunday occupancies are lower.

Occupancies are strong for self-catering businesses. There are frequent shortages of self-catering accommodation for much of the year, particularly during the week, but also at weekends.

Weekend demand for touring caravan and camping and glamping sites is very strong between April and September; most sites are usually full and turn business away at weekends in the summer. Midweek occupancies are lower.

Demand for leisure moorings for canal boats is high, with moorings at both Trinity Marina at Hinckley and Bosworth Marina virtually fully occupied.

² Computer Assisted Telephone Interviews

Accommodation Markets

The markets for commercial accommodation businesses can be split into non-discretionary markets (which come for a specific purpose and have little or no discretion on destination choice), and discretionary (or footloose) markets (which have complete freedom on destination choice).

Non-Discretionary Markets

Non-discretionary markets for accommodation businesses in North Warwickshire and Hinckley & Bosworth are as follows:

- **Business customers** visiting local companies are the key midweek market for hotels, inns, guest houses, B&Bs, and some self-catering businesses. This market is set to grow strongly as MIRA Technology Park develops.
- **Contractors** working on construction, infrastructure and other development projects are a key midweek market for budget hotels, lower grade hotels, pub accommodation businesses, guest houses, B&Bs and some self-catering businesses and caravan sites.
- Hotels, guest houses, B&Bs and self-catering businesses attract some demand from **exhibitors** exhibiting at trade shows, conferences and consumer shows at the NEC and Ricoh Arena.
- **People attending weddings** and other family occasions are the main weekend market for hotels, inns, guest houses and B&Bs. Demand should grow as the local population increases.
- **People visiting friends and relatives** are a further weekend market for hotels, inns, guest houses and B&Bs. This is a non-discretionary market in terms of the choice of destination, but semi discretionary in terms of the timing and frequency of visits, and to some extent also in terms of visitor activity during the stay e.g. with regard to visiting attractions or meals out.

Discretionary Markets

Discretionary markets are as follows:

- Twycross Zoo, and to a lesser extent Drayton Manor Theme Park, Leicester's National Space Centre, and Tamworth's SnowDome, motivate some **family breaks** business for hotels, self-catering businesses and caravan and camping sites. Jurys Inn Hinckley Island and Sketchley Grange drive this business through Leicestershire Promotions' 'Stay, Play, Explore' programme. Twycross Zoo provides discounted tickets to a number of local accommodation businesses to help them in attracting family break stays. Some hotels promote family break packages through deal sites such as Groupon and Travelzoo. There is scope for hotels and attractions to work more closely together to develop this market. The development of the 'Project Thor' adventure attraction at the NEC could provide a new opportunity for hotels and accommodation businesses in the two boroughs to attract family break stays.

- Rural B&Bs, high quality inns, self-catering businesses and glamping sites attract strong weekend demand from people living in surrounding towns and cities that want **weekend escapes** to the countryside for a relaxing break. Some high quality rural accommodation businesses attract weekenders from London and the South East.
- The main 4 star hotels with spas (The Belfry, Marriott Forest of Arden, Sketchley Grange, Jurys Inn Hinckley Island, and Lea Marston Hotel) attract demand for **spa breaks**.
- The Belfry and Marriott Forest of Arden attract **golf break stays**. There is opportunity to develop **sports tourism** linked to events within and neighbouring the area.
- **Events** in and around the two boroughs generate some overnight stays. These include major events at the NEC (Crufts, Spring Fair) and Ricoh Arena (concerts, sports events, consumer shows); special interest events (e.g. The Women's Tour cycle race departing from Atherstone, Bosworth Battle Re-enactments, events at the Battlefield Line that attract steam railway enthusiasts and the Blowout bagpipe festival at Polesworth); motor racing at Mallory Park; football competitions; fishing matches; and golf tournaments. The market is primarily influenced by the marketing undertaken for these events.
- Bosworth Battlefield motivates overnight stays by people that are interested in **Richard III**. This includes both national and international visitors, in particular US tourists. This market increased between 2013 and 2015, with the discovery and reburial of the skeleton of Richard III, but reduced in 2016.
- **Family and friend get togethers** and celebration weekends are a key market for self-catering complexes and glamping sites that have the capacity to cater for large groups. This market includes milestone birthday and anniversary celebrations, family and friend get togethers and reunions, and hen parties and 'girly' weekends. North Warwickshire and Hinckley & Bosworth have good potential in this market due to their central location and ease of access, presenting opportunities for the development of accommodation businesses that can cater for group bookings. Demand is primarily driven through a number of specialist group accommodation and house party venue websites.
- **Coach group breaks** are the core market for Bosworth Hall Hotel. A number of national coach holiday operators use the hotel as base for excursions to the Peak District, Stratford-upon-Avon, the Cotswolds, Rutland and Cambridge. Other hotels take some weekend coach break business and coach tour stopovers to help boost weekend occupancies. This is low rated business for hotels. Demand is growing as the UK population ages.
- Caravan and camping sites attract strong, regular weekend demand from **local caravanners** living in surrounding towns and cities that want to come away for the weekend in their caravans but do not want to tow them too far. They also attract some business from **touring caravanners** stopping off for a night or two en-route to other destinations. This market typically searches for caravan and camping sites through specialist caravan and camping websites and guidebooks - it makes relatively little use of destination websites and guides but there may be an opportunity to influence visitor activity in-destination. Demand is seasonal but the season is gradually extending. These markets offer good growth potential given the forecast growth in UK domestic tourism and growth in touring caravan and motorhome ownership. Demand for camping is also growing.

- **Residential conferences** are the core midweek market for Jurys Inn Hinckley Island, and likely to be a key midweek market for The Belfry, Sketchley Grange and Marriott Forest of Arden, given the central location and extensive conference and meeting facilities of these hotels. This is a minor market for some of the other hotels in the two boroughs.
- Some hotels and conference and event venues with accommodation attract overnight stays for **corporate team building events**.
- Another discretionary market is **canal boaters** and canal holiday boat hirers using the Ashby and Coventry Canals for a short break or as part of a longer canal boat holiday. This market will stop off at various points along the canals to stock up on provisions, eat out, visit an attraction or explore a town or village. Canal boat holidays and short breaks are primarily purchased through canal boat holiday companies or directly from holiday hire boat operators.
- A minor market for some accommodation businesses is **people tracing their roots**. This can include overseas visitors.

4.4 Conference, Corporate Activity and Wedding Venues

North Warwickshire and Hinckley & Bosworth have a total of 21 conference venues with capacities for conferences of up to 20-650 delegates (listed at Appendix 7). The majority are hotels. The Belfry, Marriott Forest of Arden, Jurys Inn Hinckley Island, Bosworth Hall Hotel and Sketchley Grange Hotel all have extensive conference facilities. Residential conferences are a key midweek market for some of these hotels. They also attract day conferences and meetings. The two boroughs also have a number of non-residential conference and business centres, most notably the Heart of England Conference and Events Centre at Fillongley. Twycross Zoo and a number of golf clubs also have conference facilities.

There are four corporate activity centres in North Warwickshire and Hinckley & Bosworth – Garlands Leisure at Sheepy Magna, Fradley Croft Corporate Events at Middleton, the Heart of England Conference and Events Centre, and Packington Estate.

Most of the 3 and 4 star hotels in the two boroughs cater for weddings. There are also two popular wedding barns – Mythe Barn at Sheepy Magna and Shustoke Farm Barns. Twycross Zoo and Middleton Hall also cater for weddings.

4.5 Events and Festivals

Major events in the two boroughs that attract local and regional audiences include the Bosworth Battle Re-enactment/ Bosworth Medieval Festival, Market Bosworth Festival, Market Bosworth Country Show, Shackerstone Family Festival, and motor racing at Mallory Park. The Women's Tour cycle race departure from Atherstone also attracts national, and perhaps even international visitors.

Most of the attractions in the two boroughs have programmes of events throughout the year. They mainly attract a local audience. Some events at attractions e.g. the Blowout bagpipe festival at Polesworth Abbey and steam train events on the Battlefield Line, attract special interest visitors, including some that stay overnight.

Hinckley BID puts on a regular programme of events in Hinckley town centre. Events and markets are also held in Atherstone, Coleshill and Market Bosworth. These primarily attract very local audiences. Some, e.g. Hinckley Classic Motorshow and Atherstone Motorshow, attract people from further afield.

5. Visitor Information and Destination Marketing Review

Appendix 5 provides a review of currently available visitor information publications and websites, destination marketing activity and coverage in third party tourist guides and websites for North Warwickshire and Hinckley & Bosworth. The key findings of this review are as follows:

- Hinckley & Bosworth is currently positioned as part of Leicestershire. North Warwickshire is positioned as part of Northern Warwickshire, alongside Nuneaton & Bedworth.
- Visitor information provision and destination marketing activity is focused on printed visitor guides and websites for Hinckley & Bosworth (a microsite on the Go Leicestershire website and a printed visitor guide) and Northern Warwickshire (produced and managed by Northern Warwickshire Tourism), with some social media activity undertaken by Northern Warwickshire Tourism. Hinckley & Bosworth Borough Council and Northern Warwickshire Tourism have no budget or staff resources to undertake other destination marketing activity in terms of advertising, PR, search engine optimisation, e-marketing, or work with third party tourist publications and online search and booking sites. North Warwickshire Borough Council has no budget or staff resource to support visitor information provision or destination marketing on an ongoing basis, but has been successful in the past in securing external funding for one-off publications.
- The Hinckley & Bosworth microsite on Go Leicestershire is attracting good traffic.
- There is anecdotal evidence from accommodation businesses of demand from their guests for information on what they can see and do in the area.
- The printed guides do not appear to be widely available to pick up at attractions, hotels and caravan parks in the two boroughs: they were not displayed at many of the tourism businesses that ACK Tourism visited during the field work for the DMP. NWT has no budget for paid distribution and display of the Visit Northern Warwickshire guide: it is distributed solely through NWT members.
- Hinckley BID actively promotes the shops, places to eat and drink, entertainment venues and events in Hinckley Town Centre through printed guides and leaflets, the BID website, and touchscreen information kiosks in the town centre.
- Town leaflets and heritage trails are available for Market Bosworth and Atherstone, but are variable in terms of their content, usefulness to uninformed visitors, currency, and distribution and promotion.
- The Love Coleshill website provides information on shops, services and places to eat and drink in Coleshill, but is not particularly focused on attracting visitors to the town, or curated in a way that would be useful for uninformed visitors to Coleshill.
- There are a number of websites and publications for specific aspects of the visitor offer of the two boroughs (heritage, churches, cycle routes, walks). These are also variable in terms of their content, usefulness to visitors, currency, and distribution and promotion.

On the whole current visitor information provision and destination marketing is working as effectively as it can, given the limited budgets and staff resources that are available.

6. Other Issues

6.1. Staff Recruitment

Hospitality and catering businesses in North Warwickshire and Hinckley & Bosworth are likely to be facing problems in recruiting staff due to a number of factors:

- The high levels of employment in the area, with most sectors paying higher wages than the hospitality and catering sector;
- The lack of potential recruits with the interpersonal skills that the hospitality industry requires;
- A general lack of interest in working in hotels and restaurants.

Hotels often rely on migrant workers, often from the EU. Brexit poses a potential threat to this source of labour for the sector.

These issues are not specific to North Warwickshire and Hinckley & Bosworth, and it is difficult to see what action local authorities can usefully take. Work to raise awareness in local secondary schools about the career opportunities in the hospitality and catering sector, in partnership with local hotels and tourism businesses, is the most obvious way in which councils might intervene. Supporting wider initiatives to promote hospitality and tourism careers and improve college provision for the sector, perhaps promoted by the LEPs could be another option.

6.2. Tourism Business Networking

Northern Warwickshire Tourism provides networking opportunities for tourism businesses in North Warwickshire. While not all tourism businesses are engaged with NWT, those that are value the networking role that it plays.

The Hinckley & Bosworth Tourism Partnership provides a mechanism for communication and co-ordination on tourism matters in Hinckley & Bosworth. Very few tourism businesses are actively engaged with the Partnership however.

6.3. Wider Partnership Working

In terms of wider partnership working on tourism, Hinckley & Bosworth sits very much as part of Leicestershire, with the Borough Council engaged with Leicestershire Promotions in terms of destination marketing. County level tourism arrangements are currently in a state of flux in Leicestershire, with the County Council seeking to play a more strategic role, and no longer putting funding into Leicestershire Promotions.

There is no equivalent county level destination marketing activity in Warwickshire that North Warwickshire Borough Council can engage in.

7. SWOT Analysis

Key tourism strengths and weaknesses with future opportunities and threats.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Central location and ease of access by road • Twycross Zoo – as a major visitor attraction • Bosworth – an attractive area with a strong visitor offer • Bosworth Battlefield - and its connections with Richard III • Kingsbury Water Park – as a popular country park • A number of major 4 star hotels • A good stock of other hotels, guest houses and B&Bs • A good stock of touring caravan and camping sites • A number of major events • Good programmes of events and markets in towns and villages • The Crescent retail, restaurant and cinema complex in Hinckley – and the boost it has given to the town • Major attractions on the doorstep – Drayton Manor Theme Park, National Space Centre, Tamworth SnowDome, The National Forest • Proximity to the NEC and Ricoh Arena • The Ashby and Coventry Canals • Northern Warwickshire Tourism – as a well-established tourism business network 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Atherstone, Coleshill and Polesworth have limited pulling power to attract visitors from further afield • No major attractions or clusters of attractions in North Warwickshire • Shortages of self-catering and caravanning and camping provision • Limited stock of high quality inns • Very small budgets and limited staff resource available for destination marketing, in-destination visitor information, and tourism development work • Tourism businesses are not engaged in the Hinckley & Bosworth Tourism Partnership • Public transport
Opportunities	Threats
<p>Opportunities</p> <ul style="list-style-type: none"> • The planned development of Twycross Zoo • 'Project Thor' at the NEC – providing opportunities for family break stays • The potential for the Triumph visitor centre to attract international visitors • The improvement and development of smaller attractions in the two boroughs • Hotel and visitor accommodation development • The development of MIRA Technology Park – and the boost that it will provide to business demand • Population growth – that will boost day visitor and VFR demand • The forecast growth in domestic tourism • LEADER and EAFRD funding for tourism projects • The potential for reciprocal marketing between tourism businesses • The opportunities that online marketing and booking channels provide for tourism business marketing • The progression of evolving heritage interpretation projects • Capitalising on the canals • Sports tourism linked to golf, Mallow Park, cycling and events at the NEC, Ricoh Arena and in Leicester 	<p>Threats</p> <ul style="list-style-type: none"> • The lack of local people that want to work in the hospitality sector • Voluntary capacity in existing and emerging tourism business, retailer, event, and heritage groups • Economic uncertainty due to Brexit, which could result in a reduction in business demand and residential conference business

8. Future Potential, Opportunities and Priorities

8.1. The Potential for Tourism Growth

The findings of ACK Tourism's research show potential for significant future growth in tourism in North Warwickshire and Hinckley & Bosworth in terms of:

- The planned development of Twycross Zoo, that will eventually double its visitor numbers and provide increased opportunities to attract family break stays.
- The new Triumph Motorcycles Visitor Centre in Hinckley and 'Project Thor' adventure attraction at the NEC, which could provide a new driver of family break business.
- The major plans for the development of The Belfry as a resort and the opportunities for sports tourism across the area.
- The projected growth in population in and around the two boroughs, which will fuel growth in demand for day visits, visits to friends and relatives, and demand related to weddings and family occasions.
- The strengthening demand for short breaks, growing interest in weekend escapes to the country, and increasing desire to go somewhere different.
- The development of MIRA Technology Park, and the significant boost that it will give to business demand.
- The potential for the two boroughs to capitalise on current tourist accommodation development trends (see Appendix 9).

Future tourism growth must however be in balance with the interests of local people and must comply with the local planning policy frameworks in the two boroughs.

8.2 Priorities for Achieving Tourism Growth

Key Priorities

From the assessments and analysis undertaken by ACK Tourism the key priorities for achieving tourism growth in North Warwickshire and Hinckley & Bosworth are as follows:

- The progression, and if possible acceleration, of the development plans for Twycross Zoo.
- The promotion and development of Bosworth³ as a distinct and compelling visitor destination.
- The regeneration of Atherstone, particularly in terms of upgrading its retail offer.
- The continuing regeneration of Hinckley town centre.
- Upgrading and expanding existing accommodation businesses.
- New hotels to service the growing business demand, especially from MIRA Technology Park.
- Additional rural accommodation to boost weekend capacity.
- Improving and developing existing attractions.
- The development of new attractions that can draw new visitor markets to the area.
- The development and promotion of existing events and festivals.
- The development of new events and festivals that can attract staying visitors and boost off-peak business.
- Strengthening Northern Warwickshire Tourism as a tourism business networking body.
- Stronger destination marketing and visitor information provision that is focused on encouraging exploration by local people and their visitors, and people already staying in the area for different purposes.
- Improving the marketing skills and knowledge of tourism business operators.
- Continuing to seek external funding to support and accelerate tourism growth, and maintain the commitment of the public and private sector partnership to develop the sector.

Other Contributory Actions

³ Defined as the rural parts of Hinckley & Bosworth Borough, with Market Bosworth and Bosworth Battlefield at its core,

Other actions that can contribute to tourism growth in the two boroughs are as follows:

- The continued promotion of Hinckley by Hinckley BID.
- The progression of the already researched and planned heritage and cultural projects and reinvigoration of lapsed projects:
 - The development of the relocated Atherstone Heritage Centre;
 - A heritage display in St Mary's Church, Atherstone;
 - The planned expansion of Hinckley Museum;
 - The development of Polesworth Abbey's visitor offer;
 - The revitalisation of Polesworth Poet's Trail;
 - The progression of the Bosworth 1485 Arts Trail;
 - A Roman Mancetter display in St Peter's Church in Mancetter;
 - The evolution of the Hinckley's major annual events programme;
 - Renewal of Hinckley BID's History Trail.
- Improving, developing and promoting town events and markets.
- Developing the walking and cycling product, primarily in terms of reinvigorating lapsed walking trail and cycle route projects but also with the National Forest:
 - North Arden Heritage Trail
 - Northern Warwickshire Cycleway
 - The Bosworth Cycle + Steam promoted cycle route
- Capitalising on the canals, including potentially:
 - The development of Hartshill Wharf as a focal point for visitor activity on the Coventry Canal;
 - A reinvigorated 'Stop & Shop' programme to encourage boaters to spend time and money in the towns and villages along the canals;
 - Waterways/ canal-based events and festivals, including floating markets;
 - An integrated product in Bosworth combining the Ashby Canal with the Battlefield Line and walking and cycling routes.

In terms of destination marketing, Bosworth and Hinckley should be marketed separately going forward. Hinckley BID is doing an excellent job of promoting Hinckley as a place to come for shopping, eating out, events and evening entertainment. Bosworth is a distinct destination in its own right, with a very different visitor offer and market potential to Hinckley, so requires separate promotion. There is no marketing logic to trying to promote Bosworth and North Warwickshire as a single destination, if for no other reason than what to call the combined area. Bosworth is a sufficiently strong destination to warrant its own marketing. In the absence of any sort of Warwickshire destination marketing activity, North Warwickshire should continue to be marketed as part of Northern Warwickshire.

Going forward, the focus for Bosworth and Northern Warwickshire destination marketing activity needs to be about encouraging exploration by local people and their visitors, and those that are staying in the area for various reasons. While both areas have the potential to attract leisure break stays, there are plenty of effective online marketing channels that accommodation businesses can use to attract this market. The priority for growing short break business is thus to ensure that accommodation businesses are using these channels effectively.

8.3. Hotel and Visitor Accommodation Development Opportunities

ACK Tourism's analysis of current visitor accommodation supply and demand in the two boroughs, assessment of the market potential for future growth in demand for accommodation, and review of national tourist accommodation development trends (Appendix 9), suggests potential opportunities for the development of the following types of hotel and visitor accommodation in North Warwickshire and Hinckley & Bosworth, subject to planning permission and adherence to Local and Neighbourhood Plans:

- A budget hotel in Hinckley town centre, once the local economy has expanded. Hinckley is a target location for Travelodge;
- A hotel potentially at MIRA Technology Park;
- Hotels on golf courses – and potentially golf lodges for ownership or rental;
- Country house hotels, given suitable properties for conversion.
- Rural pub accommodation and boutique inns;
- Restaurants with rooms;
- New guest houses and B&Bs to replace those that close, including some contemporary/ boutique B&Bs;
- Holiday cottages, including some boutique self-catering, 'super' cottages that can accommodate large parties, and 'Access Exceptional' cottages that are fully adapted for independent wheelchair users.
- Holiday lodge complexes and parks - for ownership or rental;
- Fishing lodges around fishing lakes;
- Eco lodges and eco lodge parks;
- Holiday lodges linked to equestrian centres;
- The expansion and upgrading of existing touring caravan and camping sites;
- Camping pods;
- Glamping sites;
- Children's activity holiday centres, give suitable properties (ideally residential institutions with extensive grounds)
- Wedding venues with accommodation;
- Accommodation at Twycross Zoo.

New supply is needed to boost weekend capacity. Care is however needed to avoid diluting midweek and winter demand. Incremental, rather than rapid, supply growth is needed, and high quality, distinctive and different types of accommodation that can bring new markets to the area.

8.4. The Potential Scale of Tourism Growth

While ACK Tourism has not prepared detailed forecasts for tourism growth in North Warwickshire and Hinckley & Bosworth, given good progress on addressing the above priorities for growth, it is not unreasonable to expect tourism to grow in the two boroughs by at least 20% over the next 5 years in both volume and value terms. This would see visitor numbers to Hinckley & Bosworth growing to around 3 million, and increasing to around 1.75 million in North Warwickshire, and visitor spending (at 2015 values) increasing to £140 million in Hinckley & Bosworth and almost £100 million in North Warwickshire. Visitor spending would be much higher in real terms. Such growth could create around 1,000 new jobs.

9. Destination Management Plan 2017-2022

9.1. Purpose

The purpose of the Destination Management Plan is to provide a strategic framework for:

- Supporting, co-ordinating and accelerating the various projects that will contribute to tourism growth in North Warwickshire and Hinckley & Bosworth over the next 5 years.
- Focusing interventions to support tourism growth in the two boroughs.
- The allocation of LEADER and EAFRD funding over the next two years.
- Building the case for additional funding and staff resource to accelerate progress.
- Applications for other external funding as opportunities arise.

The Destination Management Plan focuses on activity that is specifically focused on tourism growth. As such, it is intended to sit alongside other town and community development programmes that will also have a bearing on the visitor economy, in particular the work of Hinckley BID in promoting Hinckley as a place for shopping, meals out, evening entertainment and events; the regeneration of Atherstone through the implementation of the Town Centre Masterplan; and the work of Love Coleshill in promoting the businesses and events in Coleshill. It will also complement the emerging Heritage Strategy that is being developed by Hinckley & Bosworth Borough Council and the LEP's Sports Sector Growth Plan.

9.2. Action Programmes

The North Warwickshire and Hinckley & Bosworth Destination Management Plan 2017-2022 comprises 9 inter-related programmes of projects designed to address the identified priorities for achieving tourism growth in the two boroughs, and to support and accelerate projects that have already been worked up, or that are being actively talked about:

Programme 1: Attraction Development

Programme 2: Accommodation Development

Programme 3: Heritage and Culture

Programme 4: Events & Festivals

Programme 5: Capitalising on the Canals

Programme 6: Walking & Cycling

Programme 7: Bosworth Tourism Partnership

Programme 8: Strengthening Northern Warwickshire Tourism

Programme 9: Tourism Marketing Workshops

Programme outlines, setting out the objectives, rationale and scope of each programme follow. Indicative budgets have been included for some projects, but not for others. Projects have not been costed however, so any suggested budgets should be taken as indicative only at this stage. Further work will need to be undertaken to cost up projects as funding is identified.

A number of partners and lead agencies have also been identified within the programme and listed against specific projects. Again it should be noted that this is indicative only and does not commit the listed organisations to either any involvement in, or funding of, the projects themselves

Programme 1: Attraction Development

Objective

To encourage and support the development of the visitor attractions product of North Warwickshire and Hinckley & Bosworth

Rationale

A strong and compelling attractions offer is vital for future tourism growth in the two boroughs. Twycross Zoo has plans for major development that will double its visitor numbers to a million. These plans should be strongly supported and if possible accelerated. There is also a need and potential for other established attractions to improve and develop their offer. Given the huge catchment population in the surrounding areas, there could also be scope for the development of new attractions that can add to the current visitor offer and attract new visitors to the area. In the short term, LEADER, EAFRD, and Heritage Lottery Fund (for heritage attractions) funding can support the development of smaller attractions. In the longer term, other sources of funding may become available for successor programmes of support for attraction development.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
The Development of Twycross Zoo - this will be progressed by the Zoo, but can be supported and accelerated through public sector financial assistance.	Twycross Zoo	HBBC Leicester & Leicestershire LEP (LLLEP)	tba	Leicester & Leicestershire LEP (Government funding programmes)
Grants and Other Financial Assistance - to support the improvement and development of existing visitor attractions, and development of new attractions that will add to the visitor offer and attract new visitor markets.	NWBC/HBBC (LEADER for the next 2 years)	LLLEP Coventry & Warwickshire LEP (CWLEP)	tba	LEADER EAFRD HLF Future external funding – if opportunities arise
Attraction Development Consultancy Support – the provision of fully funded or subsidised consultancy support to assist existing and potential new attraction operators in formulating and progressing their investment plans	HBBC NWBC	LLLEP CWLEP Leicestershire County Council (LCC) Warwickshire County Council (WCC) National Forest Company (NFC)	£5k p.a.	LAs LEPs

Programme 2: Accommodation Development

Objective

To accelerate an increase in hotel and visitor accommodation provision in North Warwickshire and Hinckley & Bosworth

Rationale

The research undertaken for the DMP identifies a market need and potential for investment in existing accommodation businesses and the development of additional hotel and visitor accommodation in the two boroughs in order to:

- Meet weekend shortages;
- Satisfy the anticipated future growth in corporate demand for hotel accommodation that will arise as a result of the development of MIRA Technology Park;
- Exploit the potential to develop family break business as Twycross Zoo develops, and potentially as a result of the 'Project Thor' adventure attraction at the NEC;
- Capitalise on the growing demand for short breaks and weekend escapes to the countryside;
- Take advantage of current tourist accommodation development trends;
- Capitalise on the growth of caravanning, motorhoming and camping.

Hotel and visitor accommodation development is ultimately for the private sector to bring forward. Public sector agencies can however play a role in terms of:

- A supportive planning approach;
- Raising awareness of the opportunities;
- Identifying and promoting suitable sites e.g. for hotels or holiday lodge parks;
- Funding support through LEADER and EAFRD in the next two years, successor funding programmes in the future (if opportunities arise), and possibly direct local authority funding (see Appendix 10)

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Grants and Other Financial Assistance - to support the improvement and development of existing accommodation businesses, and the development of new high quality, distinctive accommodation to meet existing and future shortages and gaps in provision and help attract new visitor markets	NWBC/HBBC (LEADER for the next 2 years)	LLLEP CWLEP	tba	LEADER EAFRD Future external funding – if opportunities arise HBBC NWBC
Hotel & Visitor Accommodation Sites Promotion – a programme of work to identify, assess and promote suitable sites for hotel development in Hinckley and for larger-scale accommodation development projects, e.g. holiday lodge parks, touring caravan and camping sites, camping pod developments, in the rural parts of the two boroughs.	HBBC NWBC NFC	LLLEP CWLEP LCC WCC	£5k	HBBC NWBC LEPs NFC
Visitor Accommodation Development Opportunities Awareness Raising Programme – a series of periodic seminars, workshops and events to raise awareness of the opportunities for visitor accommodation development in the two boroughs, and provide access to specialist advice and support for those considering progressing accommodation development schemes	HBBC NWBC	LLLEP CWLEP LCC WCC NFC	£5k p.a.	LAs LEPs

Programme 3: Heritage & Culture

Objective

To progress live heritage and cultural projects and reinvigorate lapsed projects

Rationale

A number of voluntary groups in North Warwickshire and Hinckley & Bosworth are currently progressing projects to interpret and/or improve the interpretation of local heritage stories and/or the development of local cultural assets and/or reinvigorate lapsed heritage and cultural projects. It makes sense therefore to seek to bring these projects forward in order to develop these aspects of the visitor offer of the two boroughs.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Bosworth 1485 Legacy Arts Trail	Bosworth 1485 Legacy Project Group	HBBC LCC	tba	Arts Council LEADER HBBC
Expansion of Hinckley & District Museum	Hinckley & District Museum	HBBC	tba	HLF HBBC
Development of the relocated Atherstone Heritage Centre	Friends of Atherstone Heritage	NWBC WCC	tba	LEADER HLF
Roman Mancetter display, St Peter's Church, Mancetter	St Peter's Church/ Friends of Atherstone Heritage	NWBC WCC	tba	LEADER HLF WCC
Heritage display, St Mary's Church, Atherstone	St Mary's Church/ Friends of Atherstone Heritage	NWBC WCC	tba	LEADER HLF WCC
Development of the visitor offer of Polesworth Abbey	Polesworth Abbey	NWBC WCC	tba	LEADER HLF WCC
Reinvigoration of Polesworth Poets Trail	Polesworth Tourism Subgroup	NWBC WCC	tba	LEADER Arts Council WCC
Renewal of Hinckley BID's History Trail	Hinckley BID	HBBC	tba	HLF
Growth of the Hinckley Annual Heritage Weekend	Hinckley BID	HBBC Heritage gps	tba	HLF

Programme 4: Events & Festivals

Objective

To support the development of sustainable events and festivals that are capable of attracting sizeable audiences, staying visitors and/or off-peak demand.

Rationale

An interesting, year-round programme of events and festivals is an important element of the visitor offer of any destination. Events and festivals help to animate the destination, add interest for the visitor, attract visitors, encourage longer stays and return visits, and extend the season. There are already good programmes of events and a number of popular festivals in North Warwickshire and Hinckley & Bosworth, which can make an even greater contribution to tourism growth in the two boroughs, given further development and stronger promotion. There is also scope for the development of new events and festivals to attract different audiences and fill gaps in the current events calendar.

Events and festivals will be largely developed and promoted by voluntary groups or commercial event organisers. Public sector bodies can however play a role to support event and festival development through advice, contacts, marketing support and financial assistance.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
<p>Events & Festivals Support Programme – a programme of support for the development and promotion of existing and new events and festivals in terms of advice and contacts; marketing, PR and social media support; and financial assistance. This programme should ideally be delivered by a dedicated Events Officer with a reasonable working budget, if funding can be secured for such a post.</p>	<p>HBBC NWBC</p>	<p>WCC LCC</p>	<p>£50k p.a. (including the salary of an Events Officer)</p>	<p>HBBC NWBC WCC LCC LEADER Future external funding – if opportunities arise</p>

<p>The Development of Umbrella Festivals – to promote a series of small events under themed festivals e.g. an Arts Festival, Food & Drink Festival, Music Festival</p>	<p>HBBC NWBC</p>	<p>WCC LCC</p>	<p>£20k p.a.</p>	<p>HBBC NWBC WCC LCC LEADER Future external funding – if opportunities arise Arts Council Sponsorship</p>
---	----------------------	--------------------	------------------	---

Programme 5: Capitalising on the Canals

Objective

To capitalise on the tourism potential of the Ashby and Coventry Canals.

Rationale

The Ashby and Coventry Canals are key landscape features and tourism assets, providing opportunities for canal boating, canoeing, fishing, towpath walking and cycling, and canalside eating and drinking. There is potential to make more of the canals as visitor draws and scope for the towns and villages along the canals to secure greater spending by canal boaters that stop in them. Hartshill Wharf is a key site on the Coventry Canal that the Canal & River Trust would like to develop. There is good potential to develop the Ashby Canal Corridor as a visitor destination by combining walking and cycling routes with the canal and Battlefield Line to create an integrated visitor offer.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Hartshill Wharf Development – the development of the site as a visitor destination, potentially including the re-opening of the tea room, craft workshops, a boat trip operation, and improved access and parking (which will need to be resolved if the site is to become more of a visitor destination). A masterplan will be required.	Canal & River Trust (CRT)	NWBC	tba	Commercial EAFRD HLF
Ashby Canal Corridor Development Programme – a programme to develop a stronger, integrated visitor offer in the Canal Corridor through linked walks, cycle routes, boat trips and steam train journeys on the Battlefield Line	HBBC	CRT LCC Battlefield Line	25k	HBBC LCC
Stop Awhile Programme – a programme to encourage canal boaters to moor up and spend time and money in the towns and villages along the canals, to include town and village information leaflets for canal boaters, interpretation and signage at mooring points, and events e.g. floating markets.	HBBC NWBC	CRT WCC LCC	25k	HBBC NWBC LCC WCC

Programme 6: Walking & Cycling

Objective

To reinvigorate the Northern Warwickshire Cycleway and North Arden Heritage Trail and develop the Bosworth Cycle & Steam cycle route

Rationale

The Northern Warwickshire Cycleway is a fully signed 35-mile cycle route around North Warwickshire. It is not supported by any route information, directions or cycling infrastructure and is not proactively promoted as part of North Warwickshire's visitor offer. There is potential to make more of the cycle route as a visitor asset.

The North Arden Heritage Trail is a fully waymarked 25-mile heritage trail in North Warwickshire, with 12 waymarked circular parish walks. It is supported by a website with downloadable walks information, maps and directions. There is scope to refresh and promote the trail and parish walks as part of North Warwickshire's visitor offer.

The Bosworth Cycle + Steam cycle route is featured in the Hinckley & Bosworth Cycling Map, but does not appear to have been fully developed as a visitor product with signage, a route map with directions and information on places to stop en-route, and supporting cycling infrastructure e.g. cycle hire, cycle rescue services, and cycle parking. There is scope to develop the cycle route as a much stronger visitor product.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Northern Warwickshire Cycleway – a programme to develop the cycleway as a stronger visitor product, to include a review of route signage, the production of a route map, and the development of the cycling infrastructure along the route in terms of cycle parking, cycle hire and cycle repair and rescue services	NWBC	Sustrans	£30k	LEADER NWBC
North Arden Heritage Trail – a programme to refresh and promote the trail, to include a review and update of waymarking and in-situ interpretation, reprint of walks leaflets and more proactive marketing of the trail	NWBC		£20k	LEADER

<p>Bosworth Cycle + Steam Cycle Route – a programme to develop the cycle route as a visitor product in terms of route signage, a route map, and the development of the cycling infrastructure along the route in terms of cycle parking, cycle hire and cycle repair and rescue services.</p>	<p>HBBC</p>	<p>LCC</p>	<p>£40k</p>	<p>LEADER HBBC LCC</p>
--	-------------	------------	-------------	--------------------------------

Programme 7: Bosworth Tourism Partnership

Objective

To establish a viable tourism business networking and marketing group for Bosworth, with an active membership of 80 businesses and an annual budget of at least £25k

Rationale

Bosworth (the rural part of Hinckley & Bosworth Borough) is a strong destination that warrants separate promotion to Hinckley. There is a clear case for the establishment of a tourism partnership to lead on the marketing of Bosworth as a visitor destination and facilitate tourism business networking in the area. Subject to its resources and structures, it could also play a role on leading, supporting or co-ordinating some of the Bosworth product development initiatives that are identified under other DMP programmes e.g. the Bosworth 1485 Legacy Arts Trail, Ashby Canal Corridor, Bosworth Cycle & Steam cycle route projects, or the development of umbrella festivals in Bosworth.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Bosworth Tourism Partnership – the development of a business plan for the new partnership; membership recruitment drive; and a programme of business networking events, familiarisation tours of the area, e-newsletters and social media networking activity. The Partnership will require some form of dedicated staff resource to fulfil its potential as a tourism business networking and marketing body.	HBBC	Tourism businesses LCC Leicester & Leicestershire Promotions (LSP) Parish Councils	£10k.	Tourism businesses (membership subscriptions) HBBC LCC
Explore Bosworth Marketing Programme – to include the production and effective distribution of an Explore Bosworth visitor map, the development of an Explore Bosworth website, with regularly updated events information; a social media and PR programme; and Explore Bosworth content and images for use by member businesses in their own websites	Bosworth Tourism Partnership (BTP)	LSP	£15k p.a.	Tourism businesses (Advertising) MBPC HBBC LCC

Programme 8: Strengthening Northern Warwickshire Tourism

Objective

To strengthen Northern Warwickshire Tourism as a tourism business networking group and develop its role in encouraging visitor exploration of Northern Warwickshire

Rationale

Northern Warwickshire Tourism is well-established as a tourism business networking organisation and plays a role in encouraging visitor exploration of its area. As an entirely volunteer-run body, it requires a dedicated staff resource to help it to grow its membership, develop its networking role, and improve the effectiveness of its marketing activity.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Northern Warwickshire Tourism Recruitment Drive – a membership recruitment drive for NWT and implementation of a wider programme of business networking events, familiarisation tours of the area, e-newsletters and social media networking activity. NWT will require some form of dedicated staff resource to progress this activity.	NWT	NWBC	£5k	LEADER (2017/18) Tourism businesses (membership subscriptions) NWBC Nuneaton & Bedworth Borough Council (NBBC) WCC
Explore Northern Warwickshire Marketing Programme – to include the redevelopment of the Visit Northern Warwickshire guide as an Explore Northern Warwickshire visitor map; effective distribution of the visitor map in the area; relaunching the Visit Northern Warwickshire website as an Explore Northern Warwickshire website; a social media and PR programme; and Explore Northern Warwickshire content and images for use by member businesses in their own websites.	NWT	NWBC	£10k	Tourism businesses (Advertising) NWBC NBBC Sponsorship

Programme 9: Tourism Marketing Workshops

Objective

To ensure the effective marketing of tourism businesses in North Warwickshire and Hinckley & Bosworth

Rationale

There are now a multitude of digital marketing opportunities that tourism businesses can use to promote themselves to their target markets. Many tourism business operators require help however, to enable them to better understand how to make the best use of these opportunities. A programme of bite-sized tourism marketing workshops will help to improve the marketing knowledge and skills of tourism businesses in the two boroughs.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Tourism Marketing Workshops – a programme of bite-sized (2-hour) marketing workshops for tourism businesses, covering topics such as website design, search engine optimisation, working with OTAs and TripAdvisor; social media marketing, PR, and customer relationship marketing.	NWBC/ HBBC	NWT BTP LSP	£10k p.a.	LEADER (2017/18) NWBC HBBC LCC WCC

9.3. Delivery

a) Staff Resources

The DMP is based on an ambitious set of programmes, each comprising a series of projects. Some of the projects are already being progressed by the economic development teams of the two borough councils, particularly in terms of their joint work on the England's Rural Heart LEADER Programme, but also in terms of other projects that they are leading on. The county council economic development teams are also progressing a number of programmes that could incorporate some of the DMP projects, particularly in relation to town centre development. It is however clear that there will need to be some form of dedicated staff resource to progress many of the projects in the DMP.

The LEADER Programme is providing funding for a consultant to work two days a week on the implementation of the DMP for a year from May 2017. It is recommended that this consultant should take on the role of a **Tourism Link Officer** as a shared staff resource for North Warwickshire and Hinckley & Bosworth Borough Councils, and possibly also Nuneaton & Bedworth Borough Council (thus acting as a Tourism Link Officer for the Cross-Border Partnership) to progress three of the DMP programmes:

- Programme 7: the establishment of the Bosworth Tourism Partnership
- Programme 8: strengthening Northern Warwickshire Tourism
- Programme 9: Tourism Marketing Workshops

The objective then should be for this role to evolve into a full-time shared Tourism Link Officer for the Cross-Border Partnership, ideally from 2018/19, to progress other elements of the DMP and projects in Nuneaton & Bedworth.

If success can be demonstrated, the ambition should be to grow this Cross-Border Partnership tourism staff resource to a team of two or three, including the Tourism Link Officer, an Events Development Officer, and possibly a Tourism Development Officer.

In terms of delivery, the staff resource could be a team of local authority employed posts, perhaps also with some specialist consultancy support. The alternative would be to contract out delivery to a third-party tourism agency or consultancy. Harborough District Council has, for example, contracted with Leicester Shire Promotions to employ and manage a Tourism Development Officer on its behalf. Visit Kent is managing a contract to deliver a Destination Management Plan for Hertfordshire, while South Oxfordshire District Council employs consultants TEAM Tourism to deliver a Midsummer Murders tourism marketing programme on its behalf. Similar arrangements could be considered for the North Warwickshire and Hinckley & Bosworth DMP (or Cross Border Partnership DMP if it evolves into this).

b) Co-ordination

The DMP identifies a number of different lead agencies for projects within the DMP programmes, each of which may have different officers working on projects. The proposed Bosworth Tourism Partnership and Northern Warwickshire Tourism, and a number of tourism businesses, other organisations and voluntary groups will also have a role to play in project delivery. Other organisations, such as Hinckley BID, will also be interested in how the implementation of the DMP is progressing. It will be important therefore going forward to periodically bring these interested parties together to ensure that activity is effectively co-ordinated. This will be achieved through an annual DMP conference at which each organisation will be able to give an update on the progress of their projects. If needed, more frequent conferences, or sub-conferences can be organised.

c) Measuring Success

It will be important to measure the impact of the DMP on tourism growth through a set of key performance indicators that can easily and cost effectively be monitored. The following simple KPIs are envisaged:

- Visitor attraction development;
- Visitor attraction visitor numbers;
- Visitor accommodation supply growth.

A mechanism will need to be put in place to capture this information and provide a narrative of progress.

Surveys of accommodation businesses could also be undertaken to monitor accommodation business performance. These can be time consuming and costly to implement however, so may not be viable.

There is also merit in repeating the Cambridge Model runs for the two boroughs (and Nuneaton & Bedworth) every third year, to measure the overall change in tourism volume, value and employment.