**APPENDIX A 1: Visitor Economy Strategy (VES) – Action Plan Framework Year 1 (2019/20)**

This Action Plan Framework sets out the immediate and longer-term areas of focus necessary to deliver solid foundations. These will then be further developed into tangible activities and projects through investment, partner engagement and delivery to enable successful delivery of the VES targets

| | Theme | Action | Developing Option |
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| 1 | Member led Policy Development Group | Establish members priorities and leads<br><br>Agree governance, reporting and engagement<br><br>Ensure the VES delivers against the Council Plan and Place Strategy ambitions<br><br>Embed the group as a champion, lead and challenge for the Council's tourism growth targets | • Lobby government and funders for engagement and investment<br>• Work with tourism bodies to increase the reputation and profile of the county as a destination<br>• Work with proximate Local Authorities/offers to deliver tourism growth opportunities |
| 2 | Officer Steering Group | Drive and co-ordinate ambitious and challenging cross council delivery of the VES<br><br>Ensure all services benefit from and contribute to the VES targets<br><br>Challenge and support delivery | • Drive additionality from existing strategic partnerships and agreements<br>• Align tourism infrastructure needs/delivery – broadband, transport, highways investment and modelling<br>• Harness opportunities from NCCs statutory roles<br>• Build in use of new technology |
| 3 | Resourcing – budget and staff | Recruit appropriate skills/experienced staff<br><br>Deliver against existing external funding awards<br><br>Seek further external funding opportunities for future delivery | • Resource relationship management and animation, Marketing and PR and Visitor digital content creation and curation<br>• Make funding bids to support the county's response to the 2020 pilgrim anniversary<br>• Work with D2N2 LEP for investment opportunities and harness investment led delivery and development |
| 4 | Deliver a Tourism Summit | Agree a model of delivery and objectives | • Provide an opportunity to collaborate and develop tangible projects and product around this framework |
| 5 | Set the foundations/case for investment in the Nottinghamshire Visitor Economy | Collect a compelling evidence base to support investment in the Nottinghamshire visitor economy through:<br><br>The D2N2 Local Industrial Strategy<br>The D2N2 Skills Action Plan<br>Etc<br>Midlands Engine Investment Prospectus/Midlands Connect<br>Work on HS2<br><br>Purchase industry standard data to set | • Working with colleagues across the Council collect new and existing forms of evidence to drive positive investment decisions<br>• Create an Investment Prospectus for accommodation and attraction providers<br>• Create case studies of successful growth and innovation in the sector<br>• Work with the universities, Adept and Think Tanks to identify new and |

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| | | benchmarks and establish progress in line with VES targets | emerging ways to present the county as a place to invest and a place to innovate/pilot new ways of developing and attracting tourism investment.<br>• Purchase STEAM – tourism economic impact data and undertake work with universities to scope other measurement and performance data building on the work of Regeneris (VES) |
| | **Prioritised Sites** | **Action** | **Developing Options** |
| 1 | Sherwood Forest Visitor Centre and Country Park | 1. Continue to develop the RSPB Visitor Centre – use/build/connectivity<br>2. Deliver phase 2, consider phase 3<br>3. Review access/ car parking/flow<br>4. Determine how to raise the profile of Robin Hood as a "premium brand" for Nottinghamshire<br>5. Develop food, drink, retail offer and associated facilities<br>6. Consider potential additional leisure developments<br>7. Seek to support 2-way flow of visitors – Nottingham Castle to the Visitor Centre<br>8. Develop a Sherwood Season of events for delivery in future years | • Connectivity Hub – 5G technology for visitor management and information, interpretation, innovative delivery of offer and business development<br>• Embed with A614 investment/develop an Edwinstowe Hub – including accommodation<br>• Options to link in with Phase 3 development of Thorsby Colliery<br>• Review public transport services – dispersing visitors from the city to the county and digital availability of real time services<br>• Work with other VES hubs to move visitors between them |
| 2 | Holme Pierrepont | 1. Rebrand to grow everyday user numbers in addition to training/competitor users – be your own hero<br>2. Invest in facilities and complementary/innovative features to secure and grow the family market<br>3. Use the Trent as a leisure resource | • Develop new water and land-based activities<br>• Explore opportunities for more on-site accommodation and facilities<br>• Widen breadth of ambition to develop sporting focus for the county (football, cricket – participatory and spectator) – use such events/sporting venues to showcase Nottinghamshire food and drink offer<br>• Address public transport services (particularly school holidays) and access to real time information on services<br>• Work with other VES hubs to move visitors between them |
| 3 | Rufford Abbey | 1. Deliver a differentiated heritage experience – secondary but complementary to Sherwood | • Manage and improve parking and access issues<br>• Better connectivity and circulation of visitors to develop longer dwell time<br>• Sensitivity to designations and work with English Heritage<br>• Event development and investment in fabric Work with other VES hubs to move visitors between them |

| Prioritised Actions to animate the "offer" | | Action | Developing Options |
|---|---|---|---|
| 1 | Cross cutting themes | **Accommodation Offer**<br>1. Increases the range and diversity of the accommodation offer outside of the City<br>2. Pursue 3 sites to deliver an 370 additional bed spaces (to meet targeted growth/demand) | • More non-serviced capacity is needed in the countryside and more boutique hotels in towns required – scope and develop a portfolio of sites/premises that can be proactively offered to developers building on the D2N2 Accommodation Study model |
| | | **Marketing**<br>1. Marketing to link the sites to include signposting, digital marketing, linking routes and trails to present a cohesive offer – including discounted/joint ticketing options.<br>2. Develop more on line bookable product and seek to segment into themes and cohesive packages | • Develop themes around:<br>  • Green and Active<br>  • Be Your Own Hero<br>  • Free Thinking<br>  • Food and Drink (experiences and itineraries) and<br>  • Pilgrim 2020 events<br><br>  • Link products/experiences, attractions and accommodation<br>  • Support businesses with story toolkits/shared bank of information/branding and material.<br>  • Support businesses in marketing and reinforcing key destination messages<br>  • Develop a cost-effective website for visitors and a social media profile for Nottinghamshire |
| | | **Events Programme**<br>1. Programming to create seasons and links<br>2. Maximise the domestic/international appeal of 2020 Pilgrim Roots and legacy<br>3. Consider development of a Unique Festival – setting Nottinghamshire apart | • Explore a "Sherwood Season"<br>• Develop a signature event<br>• Maximise the profile of the County as a destination around the 2020 Pilgrim Roots Commemorative year |
| | | **People**<br>1. Skills Programming<br>2. Business Support and<br>3. Harness and support volunteers | • Improved skills and training programmes for the sector including Welcome for Excellence programmes, ambassador and volunteering programmes, tour guide training, digital skills development<br>• Support the sector through the D2N2 Growth Hub – driving sector specific offers |