



The warmest welcome,  
the brightest future.

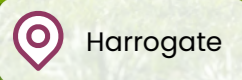


## A Destination Management Plan for North Yorkshire **2024–2034**


Reviewed and updated annually to reflect the changing economic, social and environmental landscape.

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 Peasholm Park, Scarborough

# FOREWORD

The visitor economy is a major driver of North Yorkshire's local economy. With an economic value of £4bn and responsibility for providing 38,500 jobs, it is a sector to be taken seriously. A vibrant visitor economy not only supports businesses directly within the tourism industry, but also supports in attracting investment and making North Yorkshire a truly great place to live.

This 10-year Destination Management Plan comes at a critical time for North Yorkshire, and one of the most exciting in its recent history. Having recently completed the local government reorganisation of seven district councils and one county council into a single unitary authority, the establishment of North Yorkshire Council presents a once in a generation opportunity.

Through this reorganisation, the Council has established a brand-new tourism service – Visit North Yorkshire – that will take the lead in the delivery of this Plan, working with public and private sector partners to promote, support and grow the visitor economy.

There will be a new approach to supporting the growth of the visitor economy of North Yorkshire – one which recognises the area's unique scale and character and reflects the diversity and distinctiveness of its component parts.

There will also be a new approach to working with our neighbouring destination, York, following the recent establishment of the VisitEngland accredited York & North Yorkshire Local Visitor Economy Partnership (Y&NY LVEP). This partnership will pave the way for a more strategic approach to managing our destinations, maximising shared opportunities and tackling shared challenges.

All of this change means there has never been a greater opportunity to fly the flag for days out, short breaks and longer stays in our magnificent county.

I look forward to working with the Visit North Yorkshire team and our public and private sector partners in celebrating all the magnificent reasons to visit, stay and return to North Yorkshire.

**Cllr Mark Crane**



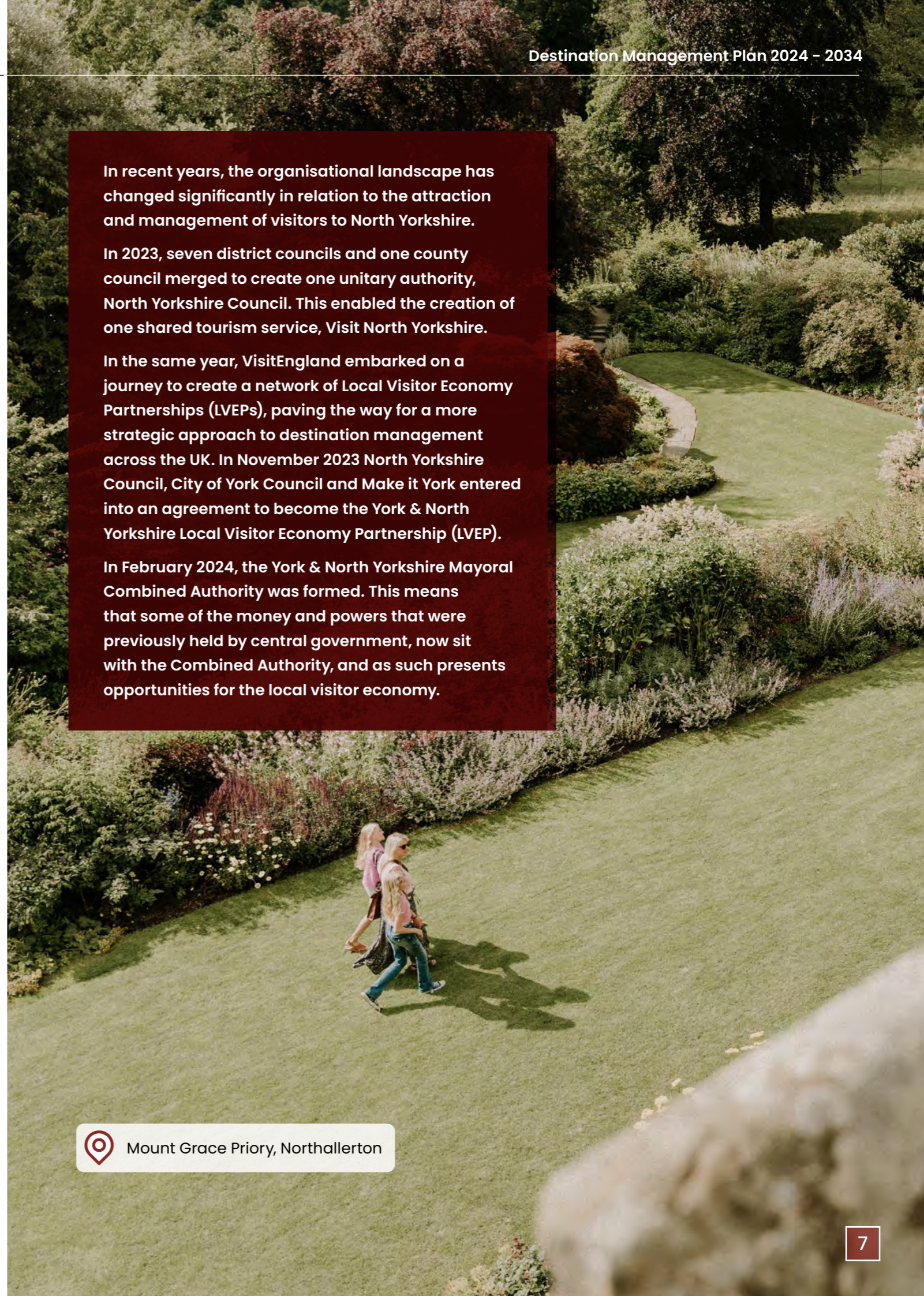
# ABOUT THIS PLAN

Destination Management is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor’s experience, taking account of the needs of visitors, local residents, businesses, and the environment.

A Destination Management Plan (DMP) joins all key stakeholders in a shared statement of intent to manage the destination over a stated period, articulating their individual roles and identifying clear actions.



Harrogate



In recent years, the organisational landscape has changed significantly in relation to the attraction and management of visitors to North Yorkshire.

In 2023, seven district councils and one county council merged to create one unitary authority, North Yorkshire Council. This enabled the creation of one shared tourism service, Visit North Yorkshire.

In the same year, VisitEngland embarked on a journey to create a network of Local Visitor Economy Partnerships (LVEPs), paving the way for a more strategic approach to destination management across the UK. In November 2023 North Yorkshire Council, City of York Council and Make it York entered into an agreement to become the York & North Yorkshire Local Visitor Economy Partnership (LVEP).

In February 2024, the York & North Yorkshire Mayoral Combined Authority was formed. This means that some of the money and powers that were previously held by central government, now sit with the Combined Authority, and as such presents opportunities for the local visitor economy.

Mount Grace Priory, Northallerton

# NORTH YORKSHIRE NOW



**£4.06**  
BILLION

Value of the visitor economy  
26% GDP (£4.06bn of £15.5bn)\*\*



**31.1** MILLION  
visits to North Yorkshire

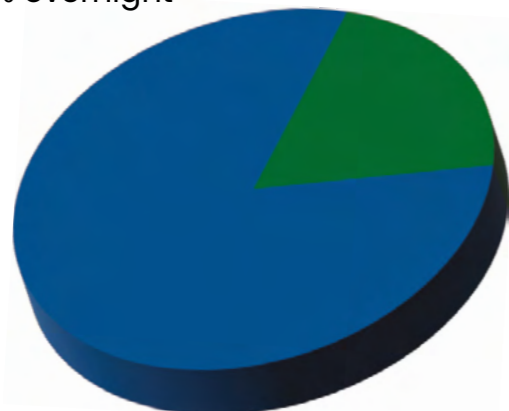


**38,486 jobs supported**

(approx 13% of North Yorkshire's employment)

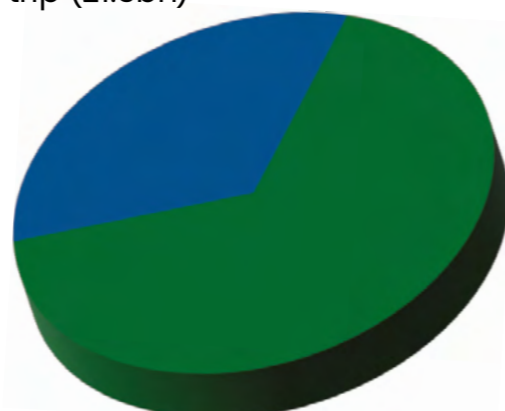
Visitor numbers by type of visitor\*

- 80% day trip
- 20% overnight



Economic impact by type of visitor\*

- 68% overnight (£2.77bn)
- 32% day trip (£1.3bn)



\*Source: STEAM a tourism economic impact modelling process. For more information about STEAM, please visit [biz.visitnorthyorkshire.com](http://biz.visitnorthyorkshire.com)

\*\*Source: North Yorkshire Council Economic Growth Strategy.



**4.0**  
DAYS

average length of stay\*



**146,000 beds\***



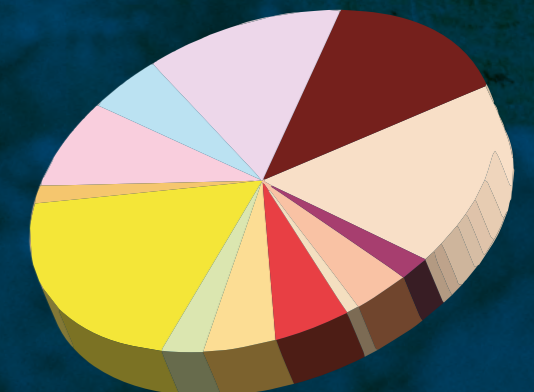
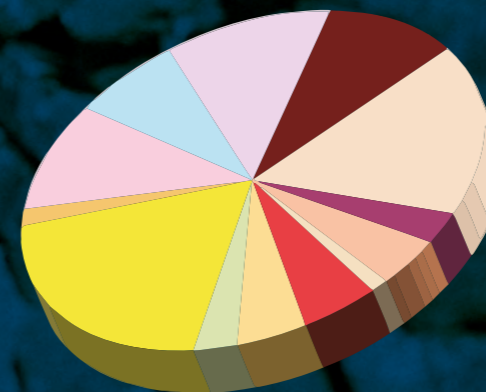
**17,800 hotel beds**  
(10+ room hotels)\*

Visitor numbers (000k)

Filey	1896	Ripon	584
Harrogate	3028	Scarborough	3814
Knaresborough	517	Selby	319
Malton	718	Skipton	1720
Masham	196	Thirsk	1222
Pickering	907	Whitby	1988
Richmond	811		

Economic impact (£M)

Filey	417.12	Ripon	81.89
Harrogate	452.04	Scarborough	561.61
Knaresborough	53.52	Selby	41.52
Malton	92.14	Skipton	207
Masham	23.92	Thirsk	128.86
Pickering	136.95	Whitby	353.79
Richmond	132.46		



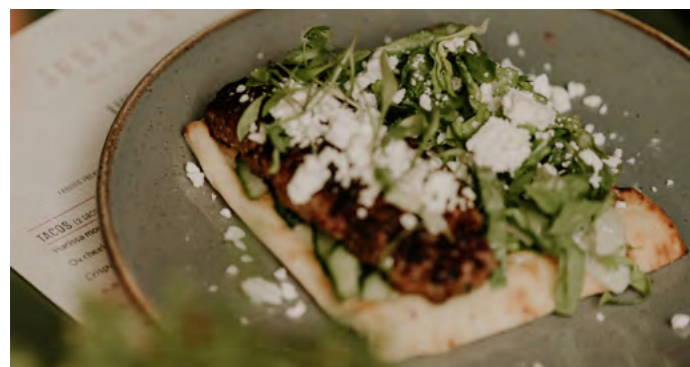
# NORTH YORKSHIRE'S OFFER

## OUR STRENGTHS IN THE VISITOR ECONOMY



### The Great Outdoors

The unrivalled natural beauty of North Yorkshire is no secret. With two National Parks, three National Landscapes, spectacular coastline, award-winning beaches, and many other stunning outdoor spaces and attractions it is no wonder that visitors flock to North Yorkshire year-on-year to embrace the great outdoors. With an offer that all ages and abilities can enjoy, the outdoors can be explored on foot with a gentle stroll or challenging hike, on two wheels with an abundance of cycle trails, on four wheels with an adrenaline fuelled 4x4 off roading adventure, underground via winding caves, or on the water sailing or surfing. The opportunities are endless and we will continue to raise awareness of the outdoor adventures on offer, encouraging more people to experience the fresh air and tranquility in North Yorkshire.



### A Foodie's Paradise

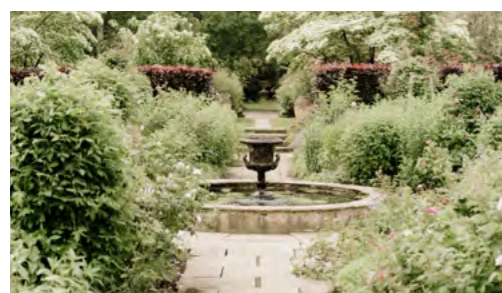
Food is a key ingredient to a great holiday experience and here in North Yorkshire we have a fabulous mix of culinary delights. Visitors are looking to taste something new, local and delicious, something that connects them to the place they are visiting. Our county is blessed with famous brands, fine dining, artisan makers, and an array of craft breweries and distilleries, that are helping to put the brand North Yorkshire on the culinary map. We have homegrown, fresh and seasonal food meaning that visitors can enjoy food that is grown and sourced locally. From classic dishes such as fish and chips at the Yorkshire Coast to afternoon tea at one of the many famous Bettys tea rooms to Michelin cuisine and great pub grub, food will be a key pillar within our promotional activity and partnership work.



### History and Heritage

The history and heritage of a destination plays an essential part in telling its story. In North Yorkshire we have a rich and varied heritage that is well known, loved and continues to be a popular reason to visit. There are historic market towns, a multitude of castles, stately homes, ancient ruins and abbeys, alongside heritage railway lines, spa heritage, museums and a UNESCO World Heritage Site, each giving a glimpse into the county's past.

Many of our heritage attractions have featured on the small and big screen, driving new visitors both domestically and internationally and creating a new audience for us to build upon and grow.



### Glorious Gardens

North Yorkshire is well known for its stunning natural landmarks and is home to some of the finest gardens in the UK. From formal gardens to the unique, all beautiful and many educational; the gardens across North Yorkshire provide many interesting reasons to visit. From the impressive Fountains Abbey & Studley Royal Water Garden to Helmsley Walled Garden, RHS Garden Harlow Carr and Stillingfleet Lodge Gardens and Nurseries, there is so much choice across the county. With statistics suggesting that one-third of visits to the UK include a visit to a garden or park, this is a key growth area for North Yorkshire.



### Culture & the Arts

North Yorkshire has a thriving cultural scene with something for theatre goers, music lovers, art fans and everyone in between. There are award-winning arts centres with immersive and engaging performances, galleries showcasing local and international art and a packed events calendar that features eclectic festivals celebrating music, food, literature and more. Each corner of the county has a varied programme of events, from Harrogate International Festivals and Scarborough Fair to international superstars heading to the Open Air Theatre in Scarborough, with these events and culturally significant experiences giving visitors a specific reason to visit. They animate a destination, build local pride, support local communities, and improve the overall offer of the destination together with being a key part of attracting visitors at quieter times of the year.



### Family Fun

Being a destination that attracts the family audience is key to the economic growth of the visitor economy, and North Yorkshire is a big playground of family days out. From a seaside experience, museums, farm attractions, wildlife experiences, indoor attractions and soft play, theme parks, outdoor adventure parks and more, there are so many reasons to welcome families with little kids and big kids to North Yorkshire. With a variety of accommodation to suit all families with varied budgets, the family pillar will be an important part of the marketing activity targeting local people alongside new and old visitors.



### As Seen on Screen

North Yorkshire continues to be a hero character on the small and large screen, in the spoken and written word and on stage. Screen tourism occurs when visitors travel to a particular location because of its connection to specific film or TV series. At its core, it is about providing the visitor with a personal experience of a place they're familiar with through film, TV, in books or on stage. North Yorkshire has already taken the spotlight in this space from the Herriot Country becoming the home of 'All Creatures Great and Small' to Fountains Abbey starring in the Netflix series 'The Witcher' to Goathland station on the North Yorkshire Moors Railway featuring in the Harry Potter films. Screen tourism is a well known reason why people travel to visit key locations and is only due to grow. This theme will be a key focus and a real driver for attracting new audiences to North Yorkshire.





### Indulgence, Health & Wellbeing


North Yorkshire is a place to escape to, to leave behind the stress of everyday life and to take a break. North Yorkshire offers a great welcome, fine food, fabulous places to visit and luxury accommodation. This pillar will explore the indulgent side of North Yorkshire, appealing to a slightly different audience and will celebrate the opportunity to take a break, enjoy being pampered and to reset. Drawing on our rich spa heritage we want to showcase our relaxing spas, how to get back to nature with alternative accommodation, share places to enjoy the fresh air and the countryside, showcase the shopping and retail offer, and show how to enjoy a premium break in beautiful surroundings.


# PROTECTED LANDSCAPES


North Yorkshire supports an amazing diversity of landscapes and wildlife, from ancient woodland and chalk hills to large expanses of open moorland and 26 miles of stunning coastline. North Yorkshire is also home to five protected landscapes:

 North York Moors National Park

 Howardian Hills National Landscape

 Yorkshire Dales National Park

 Nidderdale National Landscape

 Forest of Bowland National Landscape


Each has internationally important habitats and nationally important landscapes. This impressive nature makes North Yorkshire a highly attractive place for people to live, for businesses to locate, to encourage regenerative tourism and to provide much needed health and wellbeing benefits.

## Partnership and Collaboration

Protected Landscapes are home to communities that have lived there for generations, and tourism provides a vital economic lifeline to many small businesses. This DMP recognises the importance of ensuring sustainable growth within the visitor economy in these areas, as well as throughout wider North Yorkshire to mitigate the impact of increased numbers of visitors on the infrastructure and environment, aiming to balance the needs of each individual area, its people, landscape, wildlife and culture, with the needs of visitors who come to enjoy the area.

Through our strategic relationship with VisitBritain, the National Parks/National Landscapes (Protected Landscapes) and Natural England (with responsibility over the National Trails UK network), Visit North Yorkshire recognises and is supportive of each of the partner’s Management Plans and targets, and this Destination Management Plan will work in harmony with them. As a partner, North Yorkshire Council and the tourism service have a shared responsibility to support their delivery, the targets set out in these plans and are mindful of the Government’s Landscapes Review and Outcomes Framework which aims to protect the global goal of 30% of land for nature by 2030.



 Gordale Scar, Malham




# CONSULTATION

This plan was developed based on the views of a variety of stakeholders that have an influence on the visitor economy – from accommodation providers and visitor attractions, to the National Park Authorities and departments across North Yorkshire Council.

A stakeholder survey, one-to-one interviews and over 40 face-to-face and online workshops were conducted in 2023 and 2024 to gather the views of over 500 key stakeholders.

The key messages from this consultation have been summarised below.

 There is great sense of pride in place, with both residents and business owners	 Businesses and the Council recognise the value of tourism and there is an appetite to invest and grow the visitor economy	 The traditional seaside offer is an important foundation on which to build and embrace the new, emerging, contemporary offer
 Rural areas provide good areas for cycling and walking and other outdoor activities	 Iconic National Trails, including inland and coastal National Trails, present new opportunities	 The size of the county is both a challenge and an opportunity
 Market towns provide a good quality offer with varied independent businesses	 The area is geographically beautiful, with an authentic offer	 There are opportunities for growth in business meetings, conferences and events
 Local produce from the area has been termed 'The finest local stock'		 There is a need for a countywide approach to events

-  Comments about strengths or opportunities
-  Neutral comments
-  Comments about weaknesses and issues to address

 **40 consultation sessions held**

 **Over 500 stakeholders consulted**

 Consideration needs to be given to both collaboration and competition between the multiple destinations within North Yorkshire	 Public transport does not meet the needs of visitors – impacting on visitor experience and carbon impact	 There is a lack of consistency in economic modelling of the visitor economy
 Consideration needs to be given to the impact of additional visitors on infrastructure	 Residents don't always champion tourism – in some areas there is concern around 'over tourism'	 In some areas there are challenges around visitor behaviour in outdoor spaces
 Work is required to support the tourism industry to reduce its carbon impact	 The destination can be seen as old fashioned, reticent to change, with product offering limited to 'countryside'	 Accommodation stock is 'patchy' and there is no strategy for scoping or development currently
 Strong and consistent destination marketing is critical	 In some areas there is a lack of brown signs	 Car parking availability and signage is inconsistent
 Work is required to ensure the destination is accessible to all	 Recruiting and retaining staff is a challenge	 Planning Policy doesn't always take into consideration the needs of the visitor economy
 There is a need to extend the peak season	 There is a lack of coach parking	 Many rural areas suffer from poor digital connectivity
		 North Yorkshire is behind in collection and use of data



# HEADLINES FROM STAKEHOLDER SURVEY

The Stakeholder Survey focussed on current product and the need for product development. As expected from a destination as large and diverse as North Yorkshire, views among stakeholders were mixed. Key messages from the survey can be found below.



Current accommodation offer has an average rating for the quality of the offer standing at 7 out of 10. Stakeholder perception on the availability of accommodation was mixed, with 1 in 5 believing there wasn't enough accommodation and 1 in 6 believing there was too much.



Quality of visitor attractions was given an average score of 8 out of 10. 3 in 5 respondents felt there were enough attractions in the area and 1 in 4 felt there were too few.



Access and transport infrastructure were seen as a major challenge scoring an average of only 4.68 out of 10. 82% said transport options are not adequate and 89% felt improvements are required.



Food and drink provision was rated at 8 out of 10, however 1 in 4 felt there was not a diverse enough range of food and drink options. Over half felt there were opportunities for developing the food and drink offer.



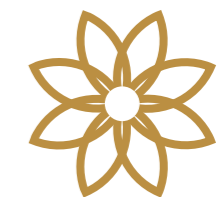
Heritage and culture received one of the highest scores with an average of 8.12 out of 10. 61% felt there is the right number of attractions and 46% believe that authentic heritage and culture sets North Yorkshire apart as a destination. 48% felt that there are still further ways of maximising the heritage and culture offer.



50% of respondents said there are not enough events and festivals in some areas of North Yorkshire. Only 1 in 5 said the mix of these events is right and well balanced. On a positive note, 41% did say that they felt some of the events and festivals were significant enough to attract out of region visitors.



The major strength is seen as landscapes and countryside with an overall score of 9.32 out of 10. Interestingly, 1 in 5 felt there was a need for more recreation experiences to maximise the use of these outdoor spaces. 75% felt the countryside offer of North Yorkshire is unique and 83% felt the landscapes and countryside can attract out of region visitors.



3 in 5 felt that facilities were not good enough for welcoming visitors with disabilities.

# VISITOR PERCEPTION

In addition to the Stakeholder Survey, it is vital to compare the views of stakeholders with the views of visitors and importantly, non-visitors. For this reason, in 2023, a perception survey was undertaken with external specialists, Emotional Logic.

The research looked at visitor profile, visitor behaviours, visitor satisfaction, destination analysis, awareness levels, brand values and perceptions and motivations to visit.

Key messages from the research can be found below.

To view the full report, head to [visitnorthyorkshire.com](https://visitnorthyorkshire.com).

## VISITORS



**69%** of visitors come from within a two-hour drivetime



**CURRENT VISITORS ARE SATISFIED AND LIKELY TO RETURN**

**89%** rate their visit good/very good and

**over 95%** want to return

**76%** of visitors travel by car



**33%** of visitors only realised they had visited North Yorkshire when shown a map



MOST POPULAR ACTIVITIES AMONG DAY VISITORS:

- Gentle walking (31%)
- Cafes & tea rooms (30%)
- Sightseeing/pottering (29%)



MOST POPULAR ACTIVITIES AMONG OVERNIGHT VISITORS:

- Going to pubs (37%)
- Visiting a town (36%)
- Eating in restaurants (35%)

# NON-VISITORS

**Only 3%**  
have never heard  
of North Yorkshire

**More than 60%**  
are open to visiting in the future



### MAIN BARRIERS TO VISITING:

**Lack of advertising (42%)**

**Difficult access by  
public transport (37%)  
and car (20%)**

WHEN CHOOSING A DESTINATION,  
NON-VISITORS ARE LOOKING FOR:



**Beautiful scenery**



**History & heritage**



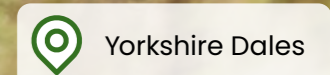
**Real and authentic**



**Peace & tranquillity**



**Ideal for families**



# VISION & TARGETS

**North Yorkshire. The warmest welcome, the brightest future.**

We will recognise, harness and embrace North Yorkshire’s strengths, while identifying sustainable growth opportunities, creating a place for all to be proud of – businesses, residents and visitors alike.


## Working together we will:

- Promote a wider and more varied offer, to encourage longer breaks, higher spend and more repeat visits
- Help businesses thrive, large and small
- Create and support jobs
- Attract investment, both into the visitor economy and other sectors
- Support North Yorkshire’s lifestyle

## How will we do it?

- We will tell the story of North Yorkshire, and the places within it, in an authentic, confident and creative way
- We will make decisions based on evidence
- We will commit to improving the quality of existing and new experiences we offer visitors
- We will continually look to improve the overall visitor experience in place, product and people
- We will recognise the needs of North Yorkshire’s residents
- We will support the growth of accessible tourism
- We will encourage our businesses and visitors to respect our natural environment and make responsible choices
- We will work together as a destination in partnership



 Carlton Towers, Selby

## GROWTH TARGETS

Growth targets for this Plan will focus on increasing the value of the visitor economy rather than the volume of visitors.

### Growth Target 1:


Value of the visitor economy:

 **20%** over the rate of inflation by 2034

### Growth Target 2:

Percentage of overnight visitors by 2034:

 **23%** Percentage of overnight visitors in 2023 was 20%

 Himalayan Garden & Sculpture Park, Ripon

# MARKETS

## MARKET TRENDS TO CONSIDER

There are a number of trends which are likely to have implications for North Yorkshire as a visitor destination, and as such should be considered in both the marketing strategy and product development.



**PRIORITISING VALUE FOR MONEY**




**ENVIRONMENTALLY CONSCIOUS TRAVEL**




**“SET JETTING”**  
visiting destinations based on their movie, TV or literary connection



**Business travellers blending leisure trips as part of their visit**



**OFF-GRID TRAVEL AND DIGITAL DETOXING**





**THE INCREASING USE OF AI**


## TARGET MARKETS

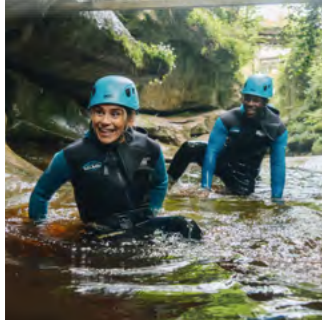
Visit North Yorkshire will use VisitEngland audience data to grow and sustain specific audience segmentations.


Our primary target markets shown below are visitors that are already visiting the area. They are the typical demographic that make up most of our existing visitors. These are markets that we want to sustain, encourage to stay longer, and explore more of North Yorkshire. They are familiar with the destination offer and can easily access the product and experiences they are interested in.

Sustain markets			
AUDIENCE	WHO ARE THEY?	WHAT ARE THEY LOOKING FOR?	WHAT'S THE OPPORTUNITY?
 <p><b>COUNTRY LOVING TRADITIONALIST</b></p>	<p>Empty nesters with traditional values, country-loving traditionalists have a moderate household income, but fewer family members to cater for when on holiday. This means that their budget stretches further. This segment skews older, particularly over the age of 50</p>	<p>Good quality, secure accommodation. Unspoilt countryside, a clean and tidy environment and opportunities to eat and drink local food and produce. They are likely to have recently taken a countryside break and keep up to date with UK tourism through websites such as English Heritage and the National Trust</p>	<p>This market is already likely to visit destinations such as Harrogate, the Yorkshire Coast and market towns within the North York Moors and Yorkshire Dales. We can use attractors such as National Trust and English Heritage properties alongside our unrivalled countryside and landscapes to encourage this market to explore wider and stay longer</p>
 <p><b>FUN IN THE SUN</b></p>	<p>In the 30-50 age group, those that are more likely to have family. The number of holidaymakers to be catered for on a moderate household income means that they are likely to take fewer breaks than other segments (two per year)</p>	<p>Families typically looking for sunshine or summer holidays where beaches play a starring role. They look for a good range of outdoor activities to fill their holiday. They seek cheaper, more 'social' alternatives to hotel accommodation, such as caravans or holiday camps</p>	<p>As this market is already likely to visit destinations such as the Yorkshire Coast, limited resource will be allocated to grow this market but engagement will be maintained through the website and social media channels</p>

Growth markets

AUDIENCE	WHO ARE THEY?	WHAT ARE THEY LOOKING FOR?	WHAT'S THE OPPORTUNITY?
 <p><b>ASPIRATIONAL FAMILY FUN</b></p>	<p>London and South East based high earners with children at home, usually aged between 30-50</p>	<p>This segment regularly takes city and short breaks where they can indulge in active, family-friendly pursuits, such as sporting events, a range of water-based/beach activities and cultural visits</p>	<p>They are information hungry, avidly consuming mainstream media, active on social media, and actively browsing holiday booking websites to evaluate and book their holiday accommodation This market may have overlooked North Yorkshire if predominantly looking for a city break. This is an important market to convert due to their propensity to spend on activities that keep the children entertained. As they are mainly based in London and the South East, they are more likely to stay overnight</p>

 <p><b>FREE AND EASY MINI BREAKERS</b></p>	<p>Likely to be young, free and single, free and easy mini-breakers have an average household income; however they are able to indulge in a wealth of activities when on holiday, possibly due to their lack of children</p>	<p>A destination that is easy to get to and around by public transport, which has festivals, music, sporting and cultural events as well as beautiful countryside and interesting towns and cities</p>	<p>We have much of the product that this market is interested in; the challenge is changing perception on what North Yorkshire has to offer, and demonstrating the ease of getting here. They are a key market for growth as they can travel in off-peak periods and this audience will be a key focus for campaigns encouraging travel during the shoulder seasons</p>
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AUDIENCE	WHO ARE THEY?	WHAT ARE THEY LOOKING FOR?	WHAT'S THE OPPORTUNITY?
 <p><b>NORTH YORKSHIRE RESIDENTS</b></p>	<p>Those that live within the county of North Yorkshire.  Majority: 25-44 primary 45+ secondary</p>	<p>Mainly day trips, things to do on their doorstep and local events</p>	<p>Residents have been identified as a key audience for Visit North Yorkshire. The scale of the county allows local people to enjoy shorts breaks and day trips across the county in a variety of different ways. Building awareness of what is available county wide as well as locally for this audience will encourage movement around the destination</p>

Markets by geography – Audiences more likely to stay overnight

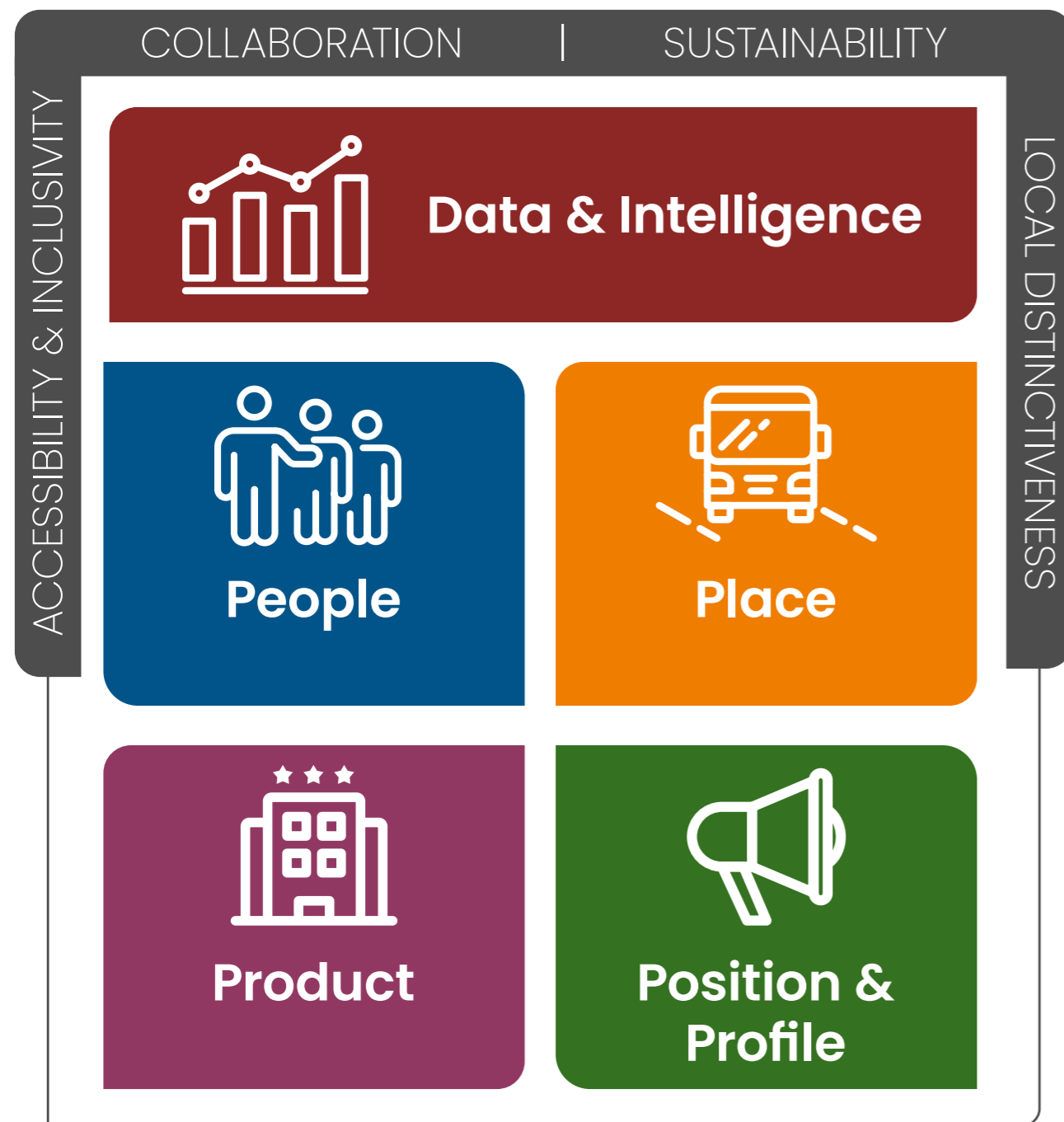
AUDIENCE	WHO ARE THEY?
<b>SUSTAIN</b>	<p>2 hour drive time of North Yorkshire – 69% of current visitors</p> <p>Wider Yorkshire</p> <p>North East England</p>
<b>GROW</b>	<p>London/Kings Cross commuter belt and South East England</p> <p>East Midlands</p> <p>Key international markets including Belgium, Germany and Holland.</p>



 Skipton

# PRIORITIES

We will achieve our vision and reach our target of a 20% increase in the value of the visitor economy by 2034 by focussing on five priority areas, underpinned by four cross-cutting principles.



# ACTION PLANS

Under each priority area an action plan has been developed in consultation with industry stakeholders. These action plans have been broken down into a number of themes and each action has been allocated an estimated timeframe for delivery and a delivery lead.

While Visit North Yorkshire is the lead in the development and overarching delivery of this Plan, to achieve real success, the actions will require delivery from a number of stakeholders from across the destination.

All actions aim to minimise any environmental and social impacts of tourism, while enhancing the economic and cultural benefits for visitors, businesses and residents.

These action plans will be under constant review, recognising the changing economic, social and environmental landscape.

Timescales- Short term: Within 1 year, Medium Term: 1-5 years, Long term: 5-10 years.



## DATA AND INTELLIGENCE

This priority area is about providing a foundation for evidence-based decision making for both Visit North Yorkshire and industry stakeholders. Visit North Yorkshire is committed to providing timely information that is easy to access and understand.

This will help us to truly understand the value of North Yorkshire’s visitor economy, its real time performance and its long-term trajectory. We will better understand the motivations and perceptions of North Yorkshire’s visitors, and importantly the perceptions of non-visitors and the barriers that are preventing them from choosing North Yorkshire for their next day trip or longer stay.

### Priority one: Data and intelligence

THEME	ACTIONS	TIMESCALE	LEAD	SUPPORTING PARTNERS
OVERARCHING DATA & INTELLIGENCE ACTIONS	Undertake an audit of current data available across North Yorkshire from multiple data sources and organisations.	Short term	Visit North Yorkshire	Industry Partners
	Develop and manage a shared repository for industry data, e.g. economic value, occupancy data, visitor perception.	Ongoing	Visit North Yorkshire	Industry Partners
	Align with the data and research theme of the developing VisitEngland Strategy to ensure York & North Yorkshire can gain greater insights through this coordinated national approach, enabling greater benchmarking, reporting and decision making.	Short Term	York & North Yorkshire Local Visitor Economy Partnership (Y&NY LVEP)	Visit North Yorkshire Make it York / City of York Council VisitEngland
	Align York and North Yorkshire LVEP KPIs with VisitEngland’s forthcoming standardised KPIs.	Short/ Medium Term (dependent on VE)	Y&NY LVEP	Visit North Yorkshire Make it York / City of York Council VisitEngland
	Consider opportunities to jointly commission research with VisitEngland and other destinations/LVEPs for greater economies of scale.	Medium term	Y&NY LVEP	Visit North Yorkshire Make it York / City of York Council VisitEngland Protected Landscapes
	Examine best practice data and intelligence initiatives among other LVEPs e.g. Peak District mobility data, Manchester booking data dashboard, West Midlands impact study on sports tourism etc.	Medium term	Y&NY LVEP	VisitEngland Protected Landscapes Other destinations/ LVEPs



**Priority one: Data and intelligence**

THEME	ACTIONS	TIMESCALE	LEAD	SUPPORTING PARTNERS
ECONOMIC VALUE	Create a 2023 baseline by utilising a consistent tourism economic assessment model (i.e. STEAM) for the whole of North Yorkshire as well as a range of individual localities.	Short term	Visit North Yorkshire	Accommodation Providers and Visitor Attractions National Park Authorities
	Consistently monitor the economic value of the visitor economy for North Yorkshire on an annual basis and in addition by locality every 3-5 years.	Medium term	Visit North Yorkshire	Accommodation Providers and Visitor Attractions
	Develop a toolkit to consistently measure the economic, social and environmental impact of events to guide decision making.	Medium term	Visit North Yorkshire	Event Organisers
VISITOR RESEARCH	Undertake regular (every 3-5 years) perception and visitor surveys identifying motivations and barriers to visiting, visitor journey mapping etc.	Medium term	Visit North Yorkshire	VisitEngland North Yorkshire Business Improvement Districts (BIDs)
REAL-TIME DATA AND PERFORMANCE	Identify a software solution to support real-time data gathering and dissemination to industry, i.e. occupancy, visits to attractions, footfall, car parking, passenger transport, digital marketing performance, impact of events, weather etc.	Short term	Visit North Yorkshire	Industry partners and North Yorkshire Council services NY BIDs



PLACE

This priority area is about making sure the infrastructure in North Yorkshire is supportive of the needs of visitors, enhancing visitor experience and likelihood to return and recommend. This work will look to address poor visitor experience and the negative perceptions of non-visitors by focussing on transport, place shaping, planning, visitor management and quality of place.

**Priority two: Place**

THEME	ACTIONS	TIMESCALE	LEAD	SUPPORTING PARTNERS
TRANSPORT	Advocate for the needs of the visitor economy in the development and delivery of wider transport strategies including Local Transport Plan, Active Travel Plan, EV Charging Strategy, Strategic Transport Plan, Bus Service Improvement Plan.	Ongoing	Visit North Yorkshire	North Yorkshire Council, York & North Yorkshire Mayoral Combined Authority (YNYMCA)
	Encourage use of sustainable transport options through improved marketing, public transport improvements, highway enhancements and improvements for walking, wheeling and cycling. Increase awareness for visitors and businesses/ employees/residents of public transport offer.	Ongoing	North Yorkshire Council	NY BIDs
	Improve the network of publicly accessible Electric Vehicle charging points. Promote sustainable transport in support of the zero-carbon strategy.	Medium Term	North Yorkshire Council	Charge Point Operators
	Review North Yorkshire's countywide approach to campervan management.	Medium Term	North Yorkshire Council	Visit North Yorkshire
	Review North Yorkshire's approach to coach management, including parking policy, to ensure a consistent experience.	Medium Term	Visit North Yorkshire	North Yorkshire Council NY BIDs
	Improve awareness of key events / attractions by closer working with bus and train operators. Consider targeted bus ticketing offers for events / attractions.	Medium Term	Visit North Yorkshire, North Yorkshire Council	Commercial bus operators/ Moorsbus/ Dalesbus/LNER/ Grand Central/ Northern/ TransPennine Express NY BIDs
	Use visitor research to provide evidence to advocate for improved transport links.	Ongoing	Visit North Yorkshire	North Yorkshire Council YNYMCA NY BIDs

Priority two: Place

THEME	ACTIONS	TIMESCALE	LEAD	SUPPORTING PARTNERS
PLACE SHAPING AND PLANNING	Advocate for the visitor economy by engaging with the development of key strategies and implementation plans, particularly Economic Growth Strategy, Housing Strategy and Local Plan. Ensure the new Local Plan considers and reflects, wherever possible and appropriate, the priorities of the Destination Management Plan.	Ongoing	Visit North Yorkshire	North Yorkshire Council YNYMCA NY BIDs
	Establish planning protocols that positively influence sustainable visitor economy growth and takes into consideration the need for businesses to diversify.	Medium term	North Yorkshire Council	North Yorkshire Council YNYMCA
	Develop and highlight best practice within locations and businesses which have managed to develop sustainably. e.g. Good Business Charter, B Corp Certification.	Short term	North Yorkshire Council	North Yorkshire Council YNYMCA NY BIDs
	Use development-related funding opportunities to deliver tourism benefits and grow the place where new developments are located.	Medium term Long term	North Yorkshire Council	
VISITOR MANAGEMENT AND QUALITY OF PLACE	Create and implement a tactical visitor management group to ensure council services effectively support the destination, particularly at peak periods/large events, in order to ensure a high-quality visitor experience throughout the year and minimise the negative impact on residents. Identify gaps in provision of facilities e.g. toilets/parking. Engage with Safety Advisory Group around event management.	Short term	Visit North Yorkshire	North Yorkshire Council, BIDs Town Councils private sector providers
	Explore opportunities for improved wayfinding and signage, with a consistent style and design across North Yorkshire. Boundary/Welcome signs need to be considered and a consistent approach to brown signs.	Medium term	Visit North Yorkshire	NY BIDs North Yorkshire Council
	Introduce consistent approach to attracting and welcoming coach tour operators, using best practice across the destination to guide the roll out of activity across North Yorkshire.	Medium term	Visit North Yorkshire	NY BIDs Town Councils Voluntary Sector North Yorkshire Council



## PEOPLE

Tourism is a people business and an effective visitor economy is made up of welcoming and skilled people able to enhance the experience of our visitors. This priority area is about ensuring the industry has the ability to attract and retain a skilled workforce, that businesses are supported, skilled and passionate volunteers are well managed, and residents are engaged and supportive of the tourism industry.

### Priority three: People

THEME	ACTIONS	TIMESCALE	LEAD	SUPPORTING PARTNERS
RECRUITMENT AND SKILLS	Address the recruitment and skills challenges faced by the visitor economy by consulting with businesses to understand the challenge, prioritising the visitor economy in the wider skills agenda, promoting tourism and hospitality as a rewarding career path and engaging with connecting employees with education providers.	Ongoing	York & North Yorkshire Mayoral Combined Authority (YNYMCA) North Yorkshire Council	West & North Yorkshire Chamber of Commerce North Yorkshire Business & Education Partnership Schools and Colleges SMEs Careers fairs
BUSINESS SUPPORT & INDUSTRY ENGAGEMENT	Develop a consistent way for sharing and providing information to businesses through effective B2B communications e.g. monthly B2B newsletter, LinkedIn etc.	Short term / Ongoing	Visit North Yorkshire	NY BIDs The Tourism Network
	Develop a Visit North Yorkshire partnership/ membership model which encourages collaboration between Visit North Yorkshire and businesses and drives delivery of the Destination Management Plan. To include: Partnership scheme – clear and concise Business, product development and marketing opportunities Networking opportunities	Short term	Visit North Yorkshire	Industry partners
	Identify skills gaps among tourism businesses and provide/disseminate toolkits to address these gaps.	Medium term	Visit North Yorkshire / YNY LVEP	North Yorkshire Council VisitEngland, YNYMCA
	Monitor issues and areas where businesses require additional support at a regional and national level and provide a ‘voice’ for the industry.	Ongoing	Y&NY LVEP	Visit North Yorkshire, Make it York / City of York Council VisitEngland
	Provide a ‘one stop shop’ to signpost tourism businesses to a variety of business support relevant to their needs – business advice, training, grants, funding etc.	Ongoing	Visit North Yorkshire	North Yorkshire Council YNYMCA
	Provide business support services from industry experts.	Ongoing	YNYMCA	North Yorkshire Council/Visit North Yorkshire

THEME	ACTIONS	TIMESCALE	LEAD	SUPPORTING PARTNERS
VOLUNTEERING AND RESIDENT ENGAGEMENT	Carry out a Residents Survey to establish attitudes towards tourism and to be able to set a target relating to improving resident satisfaction.	Medium term	Visit North Yorkshire	North Yorkshire Council
	Explore the potential of a North Yorkshire Residents Festival (out of season)	Medium term	Visit North Yorkshire	North Yorkshire Council industry partners
	Roll out further Restaurant Weeks in other North Yorkshire destinations based on the successful Harrogate model.	Short term	Visit North Yorkshire	Industry partners
	Explore opportunities to raise awareness of importance of tourism among residents. Potentially including: Development of Tourism ‘Champions’ Offers specifically for the ‘Visiting Friends & Relatives’ (VFR) Market Residents’ cards	Medium term	Visit North Yorkshire	North Yorkshire Council industry partners
	Encourage and educate visitors to respect the destination to ensure North Yorkshire remains a great place to live as well as visit.	Medium term	Visit North Yorkshire	North Yorkshire Council industry partners
	Partner with existing volunteering organisations to help maximise the destination’s already robust volunteer base. Explore opportunities for sharing volunteers (major events). Educate volunteers on wider destination to enhance visitor experience. Provide volunteers with some official recognition and help them to feel part of the team and valued.	Medium term	Visit North Yorkshire	Various organisations with established volunteer programmes e.g. National Trust North Yorkshire Moors Railway Protected Landscapes
	Introduce ‘Ambassadors’ or ‘Welcome Hosts’ to key town centres to create welcoming places to visit and direct and assist visitors.	Short to Medium term	Visit North Yorkshire	NY BIDs, North Yorkshire Tourist Information Centres organisations with established volunteer programmes

## PRODUCT

North Yorkshire’s product is what sets us apart from other destinations. It is our visitor attractions, our natural assets, our places to stay. This priority area is about truly understanding the product offering across our large and diverse county, identifying its strengths and importantly the weaknesses and gaps that need addressing in order to inform further development and investment. This area is also about ensuring our businesses are encouraged and supported to offer the highest quality visitor experience to enhance visitor satisfaction and encourage return visits and positive word of mouth.

### Priority four: Product Development

THEME	ACTIONS	TIMESCALE	LEAD	SUPPORTING PARTNERS
PRODUCT DEVELOPMENT	Conduct product audit to identify product gaps and strengths.	Short to Medium term	Visit North Yorkshire	Industry partners
	Develop an evidence based Product Development Strategy:  Identify product themes/experiences e.g. Health & Wellbeing, Outdoors, Cycling and Walking, Food and Drink, Dark Skies Status  Identify development needs and investment priorities  Highlight best practice by businesses  Outline an action plan under each product theme	Medium term	Visit North Yorkshire	Industry partners, North Yorkshire Council YNYMCA National Park Authorities
	For each product theme identified within the strategy, identify key players and form cluster networks.	Medium term	Visit North Yorkshire	Industry partners
	Connect product development priorities with other strategic pieces of work underway e.g. the developing North Yorkshire Cultural Strategy or the Council’s plans for ‘active travel’.	Medium term	Visit North Yorkshire	North Yorkshire Council YNYMCA
QUALITY OF EXPERIENCE	Identify the best approach for providing North Yorkshire businesses access to an awards programme through which they can enter the national VisitEngland Awards for Excellence. Explore options for partnering with Visit York and Yorkshire LVEPs.	Short to Medium term	Visit North Yorkshire <small>(Review only, Implementation TBD)</small>	Make it York Yorkshire LVEPs
	Develop a Welcome Programme focusing on sense of place and improving product knowledge locally and across the county, exploring with building on existing activity.	Medium term	Visit North Yorkshire	BIDs Industry partners



## POSITION AND PROFILE

Through the consultation and research phase of this Plan, visitors, non-visitors, North Yorkshire businesses and stakeholders all made clear their views on the importance of effective destination marketing and a vibrant events calendar to enhance the position and profile of North Yorkshire.

While working together as North Yorkshire has strategic benefits, the value of showcasing individual places cannot be underestimated, particularly when it comes to using higher profile names like Harrogate, Scarborough and Whitby, to attract high volumes of visitors to then disperse across the county.

The position and profile of a destination can be impacted by many things including creative and targeted destination marketing campaigns, an authentic brand identity, an inspiring digital presence, engagement with the travel trade and a varied events calendar. This priority is about bringing all of these components together, and more, to ensure our destination is able to work together to enhance our profile in an effective and authentic way, ultimately attracting new and returning visitors to North Yorkshire.

### Priority five: Position and Profile

THEME	ACTIONS	TIMESCALE	LEAD	SUPPORTING PARTNERS
DESTINATION MARKETING	Develop the Visit North Yorkshire brand identity.	Short term	Visit North Yorkshire	North Yorkshire Council
	Brand review of existing assets to ensure consistency of destination brand.	Medium term	Visit North Yorkshire	North Yorkshire Council
	Develop a destination marketing strategy: Target markets Marketing approach Aims and objectives Thematic pillars and key messages Channels for delivery Evaluation methods	Short term	Visit North Yorkshire	Industry Partners VisitEngland NY BIDs Protected Landscapes Press and Media outlets
	Develop a campaign delivery plan to be reviewed annually.	Short term	Visit North Yorkshire	Industry Partners
	Determine key events and exhibitions to attend .e.g. World Travel Market, Destinations Show, Great Yorkshire Show. Explore opportunities to attend as North Yorkshire, York & North Yorkshire or Yorkshire as appropriate.	Short term	Visit North Yorkshire	Y&NY LVEP Yorkshire LVEPs Industry Partners
	Create a shared asset library to include photography and film for use by Visit North Yorkshire partners.	Medium term	Visit North Yorkshire	York & NY LVEP Yorkshire LVEPs Industry Partners NY BIDs
	Develop opportunities for joint marketing promotion with key partners.	Short term	Visit North Yorkshire	Industry Partners NY BIDs Protected Landscapes

THEME	ACTIONS	TIMESCALE	LEAD	SUPPORTING PARTNERS
DESTINATION MARKETING	Ensure alignment with key partners to avoid duplication and maximise resource.	Short term	Visit North Yorkshire	Y&NY LVEP Yorkshire LVEPs Industry Partners NY BIDs Protected Landscapes
	Develop an international marketing and travel trade strategy for York and North Yorkshire.	Medium term	Y&NY LVEP	YNYMCA
	Develop a destination PR strategy, build relationships with key travel, national and regional media, including the coordination of press trips.	Short to Medium term	Visit North Yorkshire	Industry partners VisitEngland
EVENTS	Develop an Events Strategy to maximise the economic impact of business and leisure events for the local economy.	Short to Medium term	Visit North Yorkshire	North Yorkshire Council North Yorkshire Venues Event Organisers Industry Partners NY BIDs
	Create an Events/Convention Bureau service with the purpose of attracting new events and providing a knowledge hub for new event organisers. To include: Research & lead generation in order to identify new event opportunities Coordination of destination event bids Support for venue led event bids Management of subvention funding to support in securing new events.	Short to Medium term	Visit North Yorkshire	North Yorkshire venues and industry partners Yorkshire LVEPs NY BIDs
	Create a Business Event Ambassador Programme to generate new event leads.	Medium term	Visit North Yorkshire	Education providers, businesses North Yorkshire influencers
	Conduct creative and collaborative marketing activity to attract interest from event organisers i.e. printed venues guides/event planners' guides, attendance at key trade shows (e.g. The Meetings Show, CHS etc.), event bureau website including venue finding functionality.	Short to Medium term	Visit North Yorkshire	Venues event suppliers industry partners
	Explore the opportunity for a North Yorkshire wide Events Welcome Programme to enhance the experience of visitors and organisers at significant events, e.g. welcome at entry points (train stations for example), welcome messaging on key routes etc.	Medium term	Visit North Yorkshire	North Yorkshire Council NY BIDs
	Advocate for the value and importance of events and event venues to the local economy.	Ongoing	Visit North Yorkshire	

## CROSS-CUTTING PRINCIPLES

In the delivery of all of these actions plans, there are a number of cross cutting principles which will be considered.

### Collaboration

The development of this Destination Management Plan has been done through extensive consultation with a wide range of important stakeholders. In order to ensure the success of this plan, this level of collaboration will be essential through its ongoing delivery.

### Local distinctiveness

The successful delivery of this plan relies on capitalising on the size of our county, while also recognising the character, diversity and distinctiveness of its component parts. There are opportunities that come with operating as one North Yorkshire. Our approach can be more strategic, we can cross-promote destinations, we can better engage with national bodies like VisitEngland/ VisitBritain, and we can pool resources to allow for greater impact. But it is vitally important to remember that the multiple destinations that make up our county have their own identities, their own product offering, their own target markets, their own strengths and their own challenges to be considered throughout.

### Sustainability

Sustainability and the climate are increasingly becoming part of the consciousness of travellers. Both leisure and business travellers are now giving much more thought to their carbon output when travelling and there is an expectation that businesses will support them in helping to reduce their impact. Sustainability is a key priority for VisitEngland/VisitBritain and as such Visit North Yorkshire and the York & North Yorkshire LVEP will be working closely with the national body to ensure this cross-cutting principle is championed throughout the delivery of the five priorities.

### Accessibility & Inclusivity

We want to ensure that North Yorkshire is a destination welcoming to all. This is an important consideration for all stages of the visitor journey, from the way visitors receive information about our destination to the experience they have once they're here. This is also a priority for VisitEngland/VisitBritain and therefore another area in which we intend to work closely with the national body, alongside our York & North Yorkshire LVEP partners.

Sustainability, accessibility and inclusivity are of such importance to the success of a destination that these principles also have a dedicated action plan.

## Sustainability, Accessibility & Inclusivity

THEME	ACTIONS	TIMESCALE	LEAD	SUPPORTING PARTNERS
ACCESSIBILITY & SUSTAINABILITY	Form a Responsible Tourism Stakeholder Group to steer and support development of a shared responsible tourism action plan which will:  relate actions to the UN sustainable development goals and principles;  map sustainability, accessibility and EDI principles into, and across, all other priority tourism workstreams;  support regenerative and responsible tourism initiatives in each other action area;  agree an approach to destination benchmarking	Short term	Visit North Yorkshire	VisitEngland North Yorkshire Council Make it York/City of York Council Industry partners AccessAble, BIDs, YNYMCA Bus and Rail Transport providers, Universities and Colleges Protected Landscapes North Yorkshire Disability Forum Industry partners
	Form a North Yorkshire-wide collaborative action group on destination accessibility to incorporate business and user representation	Short term	Visit North Yorkshire	VisitEngland Visit North Yorkshire Make it York BIDs, regional disability/ accessibility forums NYC EDRST service
	Align activity with VisitEngland's work around accessibility and sustainability as part of the developing VisitEngland Strategy.	Short term	YNY LVEP	National Parks/ Protected Landscapes
	Support in the dissemination of training, toolkits, tourism news, research updates, training and guidance from VisitEngland to York & North Yorkshire businesses.	Short term	YNY LVEP	Visit North Yorkshire Make it York City of York Council YNYMCA
	Encourage visitor economy partners to adopt (or, if relevant, become certified against) recognised tourism sustainability standards appropriate for their organisational type and scale and, in doing so, support networks and dissemination of existing best practice	Short to Medium term	YNY LVEP	Visit North Yorkshire City of York Council Make it York YNYMCA Protected Landscapes
	Support North Yorkshire Council, YNYMCA and other relevant partner strategies: Climate Change, Nature Recovery & Biodiversity, Health and Wellness, Protected Landscapes' Management Plans	Short term/ ongoing	Y&NY LVEP	Visit North Yorkshire City of York Council Make it York YNYMCA Protected Landscapes

# DELIVERY THROUGH PARTNERSHIP

Many people and organisations play an important role in the success of North Yorkshire’s visitor economy.

As mentioned throughout this document, this Destination Management Plan was developed in partnership and now it must be delivered in partnership.

Visit North Yorkshire, part of North Yorkshire Council, will have a leading role in this Plan’s delivery, but its success cannot rely on just one organisation – it is a road map to guide the actions of many organisations.

Though funding may not be available at this stage to deliver everything outlined in this Plan, this Plan should be used as a framework against which current and emerging funding should be aligned.

The diagram opposite outlines the different organisations that will contribute to the management of the visitor economy and how they all work together.



Settle Railway Station




Knaresborough



- ### Other key partners
- Government & National Agencies
  - Department for Culture, Media & Sport
  - York & North Yorkshire Mayoral Combined Authority
  - Yorkshire LVEP network/Yorkshire Tourism Initiative
  - Neighbouring Local Authorities and Mayoral Combined Authorities
  - Protected Landscapes (National Parks & National Landscapes)
  - Arts Council England
  - Business Improvement Districts (BIDs)
  - Business representative bodies, e.g. Federation of Small Business
  - Chamber of Commerce – West & North Yorkshire
  - Transport providers
  - Visitor Economy businesses



 Scarborough



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