

Visitor Economy Strategy for Barnsley

2017-2020

EXECUTIVE SUMMARY

Visitor Economy Strategy Executive Summary

Working together for a brighter future, a better Barnsley is our Vision at Barnsley Metropolitan Borough Council. We aim to make the borough a thriving and unique place to live, work, visit and trade; providing imaginative public spaces, arts, culture and urban living. The Visitor Economy has an important contribution to make and the vision for the Visitor Economy is that: By 2020 Barnsley will be recognised as an emerging tourism destination and be seen as a place worth visiting.

The Visitor Economy Strategy for Barnsley sets out a broad vision and key priorities for the Council and its visitor economy sector partners to address. Coordinating activity across the sector will enable the Borough to realise the benefits from the development and growth of the visitor economy sector. The strategy links closely to the Borough's corporate priority of growing a Thriving and Vibrant Economy and to the themes of the approved Jobs and Business Plan. It also builds on initiatives and investment that have already been delivered across the Borough by the Council, by funding agencies such as the Heritage Lottery Fund and by sector partners, such as Cannon Hall Farm and RSPB.

To realise the potential of the visitor economy tourism in Barnsley we aim to do two things delivered over a sustained period of time:

- **Enable Improvement and investment in the products and experiences offered**
- **Develop promotion of the place that is truthful and compelling.**

To deliver these outcomes four priority areas have been identified

- **Partnerships:** - recognising that we need to work together to get results
- **Investment:** - providing high quality and distinctive experiences for visitors
- **Promotion:** – telling visitors and potential visitors about the offer
- **Intelligence gathering:**- improving data and evidence across the sector

We do need to be realistic about our offer, particularly in a highly competitive market, however by working together with our partners we can realise tangible benefits, which include an enhanced profile for the Borough, increased visitor spend and economic impact, increased viability of attractions and visitor economy sector business, job creation, investment and an enhanced sense of pride in the Borough for residents.

Cllr Roy Miller Cabinet Member, Place

VISION

Barnsley – a place worth visiting.

Barnsley stands out from other places in England because of the unique character of its people and its long, proud heritage. It is many things but it is not a recognised tourism destination – yet.

The aim of this strategy for the visitor economy is to change that. It won't be easy and it won't be achieved overnight but it will be worth it in terms of spend, jobs, business success and pride in our place.

We will need to employ our creativity and our imagination to provide experiences which will appeal to 21st century visitors faced with an almost infinite choice of how to spend their leisure time. We will need to be equally creative and take every opportunity in finding income streams to support the investment we require. And we will need to work together in productive partnerships to achieve our ambitions..

If we can do all this then by 2020 Barnsley should be seen as one of the UK's emerging visitor destinations. A place with a reputation for incredible heritage with absorbing museums and galleries. A place showcasing events which entertain and delight. A place off the beaten tourism track with picturesque villages and beautiful countryside. A place which is down to earth, authentic and genuine – and very serious about making itself the best it can be.

NEED FOR A STRATEGY

A successful visitor economy brings many benefits:

- Increased money coming into the borough directly from visitor spend and from investment and funding streams
- Business opportunities
- Business profitability
- Jobs at all skill levels including entry-level
- Increased viability for our attractions and support for our arts , culture and heritage
- Bigger and better profile for the borough which will help our image and reputation , improve perceptions – and which will help support inward investment
- A sense of pride for our residents

All of these are real, tangible benefits which will directly contribute to the Council's key strategy for jobs and business, the 20 20 outcomes framework and in turn, the things the Council is seeking to deliver) are exactly the things that will make Barnsley a place worth visiting. This is why the visitor economy is one of the five priority economic sectors the Council has identified.

We aim to make the borough a thriving and unique place to live, work, visit and trade; providing imaginative public spaces, art culture and urban living.
Barnsley Borough Council
Jobs and Business Plan

We need a strategy for the visitor economy because it won't just happen on its own.

To realise the potential of the visitor economy in Barnsley will require two things delivered over a sustained period of time:

1. Improvement and investment in the products and experiences offered by the public and private sector.
2. Promotion of the place that is truthful and compelling.

We already have assets capable of attracting visitors, but we don't have enough of them to effectively compete with other places, nor are some of them as good as they need to be. We are also operating in an environment of uncertainty with Brexit and reduced public sector resources. And we know that in some instances we are fighting negative and outdated perceptions of Barnsley.

There are some promising opportunities too. Cultural tourism is a big trend in driving visits so we can capitalise on our incredible heritage and as yet untold stories, excellent museums and galleries which already attract 1.2 million visitors a year. National research shows that day trips are the biggest sector in tourism. We are well placed near centres of population and the well-known tourism destination 'brands' of the Peak District and Yorkshire. Visitor

numbers to Elsecar have almost doubled over the last three years and, having already achieved Heritage Action Zone and Great Place status , with partners such as Elsecar Heritage Railway, the proximity to Wentworth Woodhouse and substantial planned investment in all of these areas the locality is poised to become a unique heritage destination for the North of England. These factors alone signpost where our best prospects lie.

It's easy to be pulled in many directions when it comes to a visitor economy strategy; particularly as in Barnsley the Council has a larger than is usual stake in the portfolio of attractions across the borough. It is a question of being single-minded and focused on where the market opportunity is and putting in place actions that can seize that opportunity. That's what this strategy is about.

CONTEXT & CURRENT POSITION

The Visitor Economy Landscape

Barnsley may be starting from a low base when it comes to tourism but we have some great assets with which to start.

Research done by VisitBritain and VisitEngland¹ suggests that culture and heritage are big motivators for visitors on holiday, on a short break or on a day out. Research also suggests that people are looking for things to do on their break or day out so visitor attractions are a really important element of the tourism experience. So while Barnsley may not yet be front of mind for a break we can definitely already offer something based on our existing attractions (see table 1 for more detail on what they are).

Attractions:

- With the help of external funding we've been investing in our museums and galleries over the last ten years to the tune of £20M
- The Heritage Lottery fund in particular has invested Cooper Gallery has a fantastic new extension funded by £638,000 from the Heritage Lottery Fund and Cannon Hall has embarked on the delivery of substantial improvements thanks to £3m investment by the Heritage Lottery Fund and a new Museum was created . XXX has recently been awarded £XX to enhance the visitor experience.
- Elsecar Heritage Railway is in the process of making significant investment to extend the track to Cortonwood Retail Park which will significantly enhance the visitor proposition
- We've hosted some significant events including the Tour De France in 2014, and the Tour de Yorkshire in 2015 and 2017 which attracted 25,000 people spending £538,000 and received international television coverage, showcasing our stunning landscapes, the Pennine town of Penistone and surrounding villages..
- We've got clusters of heritage assets around Elsecar, including historic village, Heritage Railway , national award winning park and nearby Wentworth Woodhouse with compelling stories linking Wentworth Castle Gardens There is also a cluster of attractions at Cannon Hall, with the popular farm, farm shop, play facilities and restaurants, together with Cannon Hall Museum Park and Gardens.
- Elsecar in particular offers the potential to be a unique visitor attraction in UK terms in terms of industrial heritage, as well as a venue for events
- Barnsley Civic is recognised by the Arts Council for the quality of its cultural programme and is well located as the Town Centre improvements progress and the night time economy is strengthened. The Lamproom Theatre situated in an impressive converted Methodist chapel has strong support from local audiences.
- As well as having a substantial section of the Trans Pennine Trail, offering the opportunity for off road cycling walking and horse-riding , providing a route linking many of our visitor attractions, Barnsley Council is also the host for the Trans Pennine Trail National Office.

*[Case study Elsecar Destination
inc Railway, park, etc*

¹ See www.visitbritain.org/england-research-insights

- Barnsley Football Club has a substantial following and the economic impact of football is well documented with away fans travelling to matches in Barnsley.

Things to make more of:

- We have a public art strategy in place which will help reinforce our claim to be a place for culture and Barnsley's profile was significantly enhanced by the National recognition afforded through winning a 2017 Civic Trust Award for the Somme Commemoration Artwork at the Town Hall, the only winner from the Yorkshire and Humber Region.
- We're investing £120M in improving Barnsley town centre, including a modern new library, enhanced leisure provision, a multiplex cinema and new restaurants that will enhance the evening economy in the town. The Town Hall, Pals Square and fountains have already been transformed and provide a link to the Town Centre's cultural attractions in the wider town centre.
- The Cultural offer in Barnsley Town Centre linked to strengthening of the evening economy, for example, Barnsley Civic and the Lamproom Theatre
- We are a film partner with Creative England to promote the borough as a location for film and TV building on the likes of the TV drama *Jericho* and the film *The Journeyman* and BBC2's *Our Dancing Town*. We know that every £1 spent in the production results in £10 spent in the local economy, also that screen tourism of all types is attracting visitors in abundance and is worth hundreds of millions to the UK economy)²
- James Hudson Taylor is the man who took Christianity to China and while there is limited evidence of his presence in Barnsley we know there is interest and a growing market with more people from China travelling to the UK than ever before
- Being part of Pennine Yorkshire – so a place for activities (walking, cycling), attractive villages, country pubs and restaurants
- Our attractions can offer a wet weather alternative to those on holiday in Peak District and Yorkshire including family attractions such as the Calypso Cove Indoor Waterpark and Cannon Hall Farm.
- Promoting our flagship parks at Elsecar and Locke Park in Barnsley linked to developments in the Town Centre and at Elsecar
- Potential enhanced recreational facilities and capacity on our borders at Langsett and Underbank Reservoirs ,RSPB sites in the Dearne Valley and **Barnsley's Yorkshire Wildlife Trust managed sites .**
- Our landscapes and wildlife offer to help change perceptions of Barnsley as a post industrial area and possibility of SSSI and NNR designation for RSPB sites in the Dearne Valley offer the potential to raise the profile of the borough and attract a greater number of visitors.

[Case study Town Centre]

Table 1: Barnsley Visitor Attractions

It is important to note that though there appears to be a downward trend in some figures from 2015/16 to 21016/17 this is in line with national trends as 2016/17 was a year with no Easter break. The TPT however bucked the trend showing an increase of 7% a legacy from Tour de France and Tour de Yorkshire where uplift has been sustained. Cooper Gallery and Experience Barnsley also showed uplift due to the popularity of the exhibitions programme, such as the Somme, When the Oaks Fired and Picasso, and also substantial investment in the Cooper Gallery. Elsecar Heritage Railway footplate experiences have

increased by a staggering 84% demonstrating the value visitors place on unique experiences. In fact visitor figures at the majority of our Barnsley attractions are holding up well, with some good increases in the previous year (when there was no anomaly in the date for the Easter break) with some attractions showing a particularly strong performance such as RSPB Old Moor at +15%, Cooper Gallery +17% and Elsecar Heritage Centre + 22% . Only Wentworth Castle Gardens showed a decline in visitor numbers in that year. This local data confirms the attractions with strongest performance are the Elsecar and Cannon Hall husband Calypso Cove , with RSPB, Elsecar. and Cooper Gallery showing marked improvement . In the last 4 years Barnsley Museums has seen visitor figures rise by over 25% due to a combination of investment, programming and marketing including use of customer insight data.

| Attraction | Description | Admission | Annual visits (2016-17) | % change (2015/16 to 2016/17) |
|--|--|-----------------------|-------------------------|-------------------------------|
| Cannon Hall Farm | Family farm attraction, indoor and outdoor play facilities, farm shop, restaurants and seasonal events. | £8.95 | 350,000 | x |
| Barnsley Civic | unique multi-purpose arts centre offering a high quality varied programme and contemporary gallery | Variable Gallery-Free | 32,799 | -15% |
| Lamproom Theatre | Located in an impressive converted Methodist Chapel the programme has strong local support | Variable | 29,181 | +15% |
| Trans Pennine Trail | A national coast to coast route for recreation and transport – for walkers, cyclists and (in parts) horse riders | Free | 413,166 | +7% |
| Cannon Hall Museum, Park & Gardens | Georgian country house museum set in 70 acres of historic parkland and landscaped gardens. | Free | 406,786 | -7% |
| Elsecar Heritage Centre | Heritage centre with craft workshops, artist studios, antique centres & exhibitions, indoor children's play centre, café, steam railway, visitor centre. | Free | 449,802 | -3% |
| Elsecar Heritage Railway | Heritage Railway offering steam and diesel train rides and special events | £2.50 - £5 | x | x |
| | Exclusive "footplate experiences" | £90- £139 | 574X | +84% |
| Worsbrough Mill, Museum & Country Park | 17 th century working water mill & museum set in 240 acres of country park. 60-acre reservoir, mill shop, tea room. | Free | 157,494 | +2% |
| Experience Barnsley | Museum & discovery centre located in Town Hall, telling story of Barnsley. | Free | 82,631 | +5% |
| The Cooper Gallery | Art Gallery. Collection of 17 th – 20 th century paintings, watercolours, drawings. Café. | Free | 81,563 | +6% |
| Wentworth Castle Gardens | Historic gardens and 500-acre deer park. Restored Victorian conservatory. Wedding venue. | £6.95 | 52,000. | -20%- |

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| Monk Bretton Priory Medieval Monastery | Remains of medieval priory. | Free | n.a. | n.a. |
| Wortley Top Forge | Britain's last surviving water-powered heavy iron forge. Undergoing renovation. | Free | 1676 | -10% |
| Wigfield Farm | Working farm next to Worsbrough Country Park. | £3 | x | x |
| Victoria Jubilee Museum | Small village museum | Free | 1,101 | +4% |
| Maurice Dobson Museum | Small village museum mall | Free | 2077 | -1% |
| RSPB Old Moor Nature Reserve | 250-acre wetlands nature reserve. | Free | 109,787 | +15% |
| Barnsley Metrodome | Leisure complex with Calypso Cove Waterpark, swimming pool, gym, bowling, arena. | various | 855,061. | -£4%. |
| | Calypso Cove Indoor Waterpark | | 291,980 | -7% |
| | Bowling | | 67,721 | -1% |
| Langsett | Picturesque accessible walking trails in peak district National Park | | n/a | n/a |
| Penistone | Highest Market Town in Pennines | | n/a | n/a |

Source: Blue Sail online research; Survey of Visits to Visitor Attractions, Visit England; Barnsley Metropolitan Borough Museums Data

Headlines – local, regional and national

By way of context we have reviewed the data (full data set at Appendix 1) – there is limited data available for Barnsley itself although we have more at regional and national level. Here are the main implications for Barnsley followed by the detailed facts:

1. Tourism is a big and growing business regionally and nationally
2. Day trips are the biggest sector - an opportunity now
3. Domestic short breaks for leisure are a longer term opportunity, but more lucrative
4. Barnsley's location means it is well placed for day trips for those coming from home and those holidaying in the Peak District and Yorkshire – a great day out
5. History, heritage and culture are all important motivators and Barnsley's museums and attractions are performing well above national and regional trends
6. What Barnsley has to offer is likely to appeal to older visitors i.e. people with time and money, interested in a meaningful experience, there is also a reasonable offer for families

- Tourism is an important and growing sector in the UK, accounting for 9% of GDP³ and forecast to grow by 3.8% annually through to 2025.
- Most tourism expenditure is on day trips - over 50%; and a quarter of these are visiting friends/relatives.
- 9% of all tourism trips in England are to Yorkshire & the Humber - 120 million day trips, 11.3 million domestic overnight trips and 1.3 million from overseas.
- 60% of tourism expenditure in Yorkshire & the Humber comes from day trips, 31% from domestic overnight trips and just 9% from overseas. This is compared to England averages of 54% day trips, 23% domestic overnight trips and 23% inbound trips.
- Almost half (46%) of domestic overnight trips to Yorkshire & the Humber are for holidays, mainly short breaks of 1 – 3 nights. Holiday trips to the region have grown by 4% on average each year since 2008, higher than the national average of 2%.
- Barnsley is situated on the south-western edge of the Yorkshire & Humber region and has a population of 241,218⁴, 4.4% of the regional total.
- Barnsley's central location next to the M1 means that it is within easy day-trip distance for residents and holiday makers from a sizeable catchment area, including Manchester, Leeds, York, Sheffield, Nottingham and the Peak District National Park.
- Approximately 8.7 million people live within 44 miles of Barnsley (the average distance travelled for tourism day trips in England).
- An estimated 3 million tourism trips are taken in Barnsley annually, most of whom – 2.9 million – are day visitors.

³ Includes both direct and indirect effects (i.e. incorporating supply chain effects)

⁴ Barnsley Metropolitan Borough, 2016 mid census estimates

- Only around a quarter (24%) of domestic overnight trips to Barnsley are for holiday purposes compared to 44% for England as a whole. The majority are for visits to friends/relatives – 64% of domestic overnight trips compared to 38% for England.
- Average length of stay in Barnsley is 2.3 nights compared to 3.4 nights for England as a whole.
- The economic impact of a day visitor is estimated to be in the region of £21 per person rising to approximately £38 for an over night stay
- In the absence of visitor profile data for Barnsley, we can look at a combination of regional data and national averages for towns/cities. The age profile of domestic holiday trips to the Yorkshire and Humber region is older than that for England – 40% are aged over 55 compared to 34% for England. Similarly, small towns attract a slightly older visitor, with 39% aged over 55. By contrast, the age profile of domestic holiday trips to large towns/cities tends to be younger, with just 31% aged over 55. It is likely that Barnsley's profile will be closer to that of the region than to large town/city averages.
- History and heritage activities are a key attraction to Yorkshire & the Humber, occurring on 28% of trips, compared to 22% for England as a whole. This is also likely to be a key motivator for trips to Barnsley.
- Customer insight data from Barnsley Museums identifies that just over 50% of visitors are from the local area, though this varies across the sites. Cannon Hall and Elsecar in particular attract people from across the North of England, where as Worsbrough Mill has a predominately local audience. Visitors tend to be in the 55 plus age range, with Experience Barnsley and Elsecar attracting a younger age group. The biggest motivator for visitors is to spend time with family and friends
- Well over a million visitors are attracted to Barnsley's museums annually with a corresponding economic impact of over £25M
- Nationally, visitor attractions are important. Around a quarter of domestic overnight trips in England and one in ten tourism day trips include visiting a visitor attraction. Between 1989 and 2015, visits to England attractions as a whole have increased by 50%. Visitor/heritage centres and museums/art galleries are amongst those sectors achieving higher than average growth.
- Heritage Railways bring a huge boost to the UK tourism market. In 2015 £120 million with 8.3 million passengers in the UK
- We know that sport and recreation national data set (RECRONOMICS) that participation in active recreation has considerable local economic impact and is worth millions to the UK visitor economy. An average of £8.75 per head is spent for those visiting to enjoy the natural environment and wildlife and spend on participating in activities averages around £30 per head
- Through biannual surveys we have a detailed breakdown of visitor spend for the Trans Pennine Trail with users spending on average £6.33per head in Barnsley an annual economic impact of over £2.6M .
- Yorkshire water has detailed customer insight data for users and non users, but no actual visitor count. Visitors to Langsett are predominantly 35-54 , with a significant proportion of 18-24 year olds. They value nature and countryside, as well as accessibility. Lack of awareness is the main barrier for non users, with ¾ suggesting they would visit if they had been aware.
- The UK Film industry is a rapidly growing sector and Creative England has analysed the value of screen tourism to the UK economy estimating the value to be in the region of £140m with the economic impact of the most popular destinations being between £1.6m and £5m.

Where are we starting from?

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| Strengths <ul style="list-style-type: none">• Cluster of good visitor attractions with recent investment• Industrial heritage offer• Elsecar Destination including Elsecar Village , award winning park and Elsecar Heritage Railway• Cannon Hall Museum, Park & Gardens / Cannon Hall Farm Cluster• Trans Pennine Trail• Cycling & Walking opportunities• Country pubs with quality food• Picturesque villages e.g. Penistone, Langsett• Barnsley town centre redevelopment• James Hudson Taylor• Traditional market• Flagship parks at Elsecar and Locke Park• Proximity to Peak District National Park• Accessibility / M1 corridor• Wildlife – RSPB Old Moor sits at the heart of a nationally important and recognised set of wildlife habitats that draw a lot of visitors.• Partnership with Yorkshire Wildlife Trust• Dearne Valley Landscape Partnership• Pay and Play Golf Provision | Weaknesses <ul style="list-style-type: none">• Lack of a quality, rounded visitor offer to attract longer stays and increase dwell time• Evening economy in Barnsley town• Limited retail offer• Limited eating out offer• Narrow range of accommodation• Lack of major national attraction• No sizeable competitive conference or meetings venues• Current lack of priority for the visitor economy in Sheffield City Region |
| Opportunities <ul style="list-style-type: none">• Yorkshire brand – and Welcome to Yorkshire activity• Collaboration Derbyshire and Peak District National Park• External funding streams for investing in attractions• Proximity to centres of population in Manchester, Leeds & Sheffield• New delivery structures – Visit Barnsley and Visitor Economy Forum | Threats <ul style="list-style-type: none">• Perceptions of Barnsley and South Yorkshire brand• Over reliance on council owned assets• Lack of resource and capacity within the council and the sector• Continuing squeeze on public sector finances• Ability to attract private sector investment |

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| <ul style="list-style-type: none"> • Events – Tour de Yorkshire etc. • Partnerships with attractions e.g. Yorkshire Sculpture Park, Hepworth, National Mining Museum • Wentworth Woodhouse / Elsecar / Elsecar Heritage Railway investment • Film location and film tourism • Potential for enhanced recreation offer at Langsett and surrounding areas • Potential for enhanced profile at RSPB sites in the Dearne Valley through the development of SSS! Sites and access to RSPB visitor database • Barnsley Town Centre Major redevelopment - increased leisure , retail and evening economy offer, including linking to existing cultural offer • Development of sustainable travel plansCore Cities of Sheffield & Leeds City Regions and LEPs • Promotion of landscapes, natural environment and wildlife • Utilise of attractions to support the health and wellbeing agenda • Principal Towns development programme – particularly for Penistone • Popularity of food culture, eg Food Festivals and Artisan Flour Production at Worsbrough | <ul style="list-style-type: none"> • Lack of data, intelligence and visitor insight • Relatively poor public transport links • Cultural and heritage offer in cities and resulting growth in city breaks • Competition from historic cities elsewhere in England • Competition from established rural destinations • Tensions between development and preservation of heritage or natural resources including biodiversity • Lack of capacity for parking and / or inadequate infrastructure, in historic villages such as Cawthorne and Elsecar which are adjacent to substantial visitor hubs |
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MAKING IT HAPPEN

With so many opportunities it is important that we take a strategic approach to developing Barnsley's visitor economy and focus on doing a small number of things well to achieve organic growth based on our culture and heritage. We will seek to build Barnsley as a place worth visiting focusing in the short term on growing days out from those living within a one hour travel time and those holidaying in the Peak District and Yorkshire. The Tourism UK Model (Appendix 2) underpins our overall strategy for investment and allocation of resources in the medium term we will seek to Improve promotion of our offer, including to film makers strengthen our attractions, , and the wider experience we can offer visitors in terms of public realm, shopping and eating out. We will continue to participate in high profile events such as the Tour de Yorkshire . Through our efforts we seek to improve perceptions of Barnsley as a place to visit ultimately leading to private sector investment in the visitor economy sector and accommodation for example.

This approach recognises where we are starting from, the constraints on resources and investment, the relative strength we have in our industrial heritage and our visitor attractions, as well as the investment we have made in those things. The approach is realistic and achievable and focused on those experiences that research shows are appealing to visitors as well as delivering an infrastructure which we know is appreciated by our residents.

[Case study Tour de Yorkshire]

There are 4 priorities to the strategy to be implemented over the next 3 years:

- **Partnership** – recognising that we need to work together to get results
- **Investing in the experience** – recognising that we have to provide something that is high quality and distinctive for our visitors if we expect them to come
- **Promotion** – recognising that we need to tell potential visitors what we've got
- **Intelligence gathering** – recognising that we need to know evidence, data and intelligence to assess how we are doing and to plan what we do next

| : PARTNERSHIPS | |
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| Actions | Operational Tasks |
| Develop productive partnership with Welcome to Yorkshire exploiting their brand, their marketing themes of events, heritage and outdoors and their routes to market. | <ul style="list-style-type: none">• Regular meetings and proactive identification of opportunities• Deliver information and news on a proactive basis to WtY |
| Build relationships with sector partners, such as Heritage Lottery Fund, Historic England, and Arts Council England to access information, intelligence and support for cultural attractions | <ul style="list-style-type: none">• Regular meetings, conferences and networking opportunities• Inclusion of range of partners across the borough, eg Barnsley Civic, Lamproom Theatre and RSPB Old Moor, Locke and Elsecar Parks |
| Collaboration with South Yorkshire local authorities, Derbyshire, and the Peak Park Authority on tourism issues | <ul style="list-style-type: none">• Use existing mechanisms to identify issues and agree joint approaches• Strengthen the voice for tourism in South Yorkshire with regional and national agencies through having a unified and consistent position; with a |

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| | particular focus on creating a presence with the Local Enterprise Partnerships and in the SCR Strategic Economic Priorities. |
| Collaboration with other attractions to strengthen our joint offer | <ul style="list-style-type: none"> • Identify appropriate attractions and explore options for collaboration on promotion and product development e.g. benchmarking, sharing good practice, training etc. |
| Support the Visitor Economy Forum so the private sector increasingly takes responsibility and leads and there is peer to peer support within the group | <ul style="list-style-type: none"> • Increase membership from all sectors of visitor economy • Create a small 'executive advisory board' from the VEF membership to oversee delivery of this strategy • Support effective networking – information, benchmarking good practice, staff secondments, training opportunities etc. • Develop partnerships with diverse communities to support visitor attractions becoming more accessible and inclusive |
| Encourage and work through new delivery mechanisms | <ul style="list-style-type: none"> • Support Barnsley Museums & Heritage Trust in its role as a champion for the sector and its efforts to fundraise • Develop Visit Barnsley Destination Marketing Organisation as a vehicle for delivering marketing activity |

INVESTMENT

Actions

Prioritise the development of Elsecar as our signature visitor attraction to give us a nationally significant attraction

Operational Tasks

- Fully exploit the opportunity presented by English Heritage designation of Heritage Action Zone of Elsecar as one of 10 locations of national significance and national recognition from the Great Place Programme
- Develop funding bids to attract investment to enhance the visitor experience
- Ensure investment priorities include access and inclusion to meet the needs of diverse audiences
- Commission strategic plan, business plan and marketing plan to appraise Elsecar's assets against the market opportunity, and how these should be used and developed to enhance its status as a major tourist destination alongside Wentworth Woodhouse
- Undertake an options and feasibility study into development Elsecar as an

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| | <p>events venue</p> <ul style="list-style-type: none"> • Work with Partners such as Elsecar Heritage Railway and Wentworth Woodhouse Preservation Trust to build a cohesive offer for the region |
| Identify and secure new funding opportunities for our attractions across the Borough | <ul style="list-style-type: none"> • Build and maintain good relationships with national funders - Heritage Lottery Fund, Arts Council England, Creative England, National Trust VisitBritain/VisitEngland - and use these relationships to access information, intelligence, networks, and funding streams • Work with our attractions to help identify opportunities for increasing secondary spend through retail and catering • Identify a sustainable long term solution for Wentworth Castle Gardens |
| Develop our annual events programme with funding based on clear quality and impact criteria | <ul style="list-style-type: none"> • Develop a funding framework with objective criteria designed to support events most likely to attract visitors and improve perceptions of Barnsley • Identify and develop one major signature event for Barnsley capable of attracting significant numbers of visitors and achieve national PR • Ensure that it is easy for visitors to identify events of interest to them on our website and social media platforms |
| Develop a product/experience around James Hudson Taylor | <ul style="list-style-type: none"> • Undertaken an options and feasibility study into the development of a visitor experience • Seek external funding to enhance the visitor offer at Salem Church s |
| Develop our activity and countryside offer | <ul style="list-style-type: none"> • Work with Yorkshire Water on the experience around our reservoirs • Continue productive partnership with Trans Pennine Trail Team and seek investment for maintenance improvements to the Barnsley section, including the Little Don Extension • Support RSPB to enhance their visitor offer and create a hub of an outdoor activity space in the heart of the Dearne. Linked by the Trans Pennine Trail |
| <div>PROMOTION</div> <div>Actions</div> <div>Operational Tasks</div> | |
| Produce and implement a Destination Marketing Plan for Barnsley based on the promotion of Barnsley as the ideal day out to a visitor attraction | <ul style="list-style-type: none"> • Develop a truthful, compelling destination narrative for Barnsley which raises awareness, challenges negative perceptions and that everyone can |

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| for people holidaying in the Peak District or Yorkshire, or living within one hour (Sheffield, Wakefield, Leeds). | <p>use in their promotion of the place.</p> <ul style="list-style-type: none"> • Enhance marketing for the new Town Centre Development, to promote improvement in shopping, Leisure and evening economy offer and present a cohesive offer that includes cultural activity in the wider town centre • Continue to develop and refresh the website Visit Barnsley as the main information and promotional asset for the Borough. • Use digital channels to communicate messages around days out, events, what's on etc. to potential visitors • Use press & PR channels to communicate strategic news messages around Barnsley's positioning, new investments, attractions etc. • Ensure marketing messages are inclusive and deploy specific target marketing to attract under represented groups • Identify a small number of consumer shows focused on days out bringing together Barnsley's attractions and working with others e.g. other attractions, Welcome to Yorkshire • Identify opportunities piggy-backing on Welcome to Yorkshire's activity which offer Barnsley a route to reaching visitors • Utilise landscapes and countryside in promotional material |
| Promote Barnsley as a film location to help in raising awareness as well as the direct spend benefits that filming brings | <ul style="list-style-type: none"> • Continue partnership with Creative England to actively promote Barnsley's as a film friendly borough • Respond to enquiries providing information and support to convert to filming days • Co ordinate film location activity across the borough • Use filming as a PR opportunity |
| Develop an strategic approach to event provision to change the perceptions of Barnsley and drive footfall and spend to the Town Centre and attractions | <ul style="list-style-type: none"> • Work with sector partners to co ordinate events across the borough • Review marketing for events • Work in collaboration to secure the Tour de Yorkshire as an annual event for South Yorkshire. |
| STRAND 4:EVALUATION & EVIDENCE | |
| Actions | Operational Tasks |
| Improving data and evidence across the sector | <ul style="list-style-type: none"> • Implement plans to provide free Wi-Fi at all venues and use for data capture • Hotels – explore options such as STR Global who work with branded hotels |

and destinations across the UK gathering and reporting on occupancy data

- Visitor attractions – put in place a system of monthly calls to visitor attractions asking for visitor data; and explore the possibility of attractions collecting data on visitor origin
- Develop a better understanding of the demographics of visitors and the visitor experience – including the diversity profile and barriers to access.
- Business monitor – explore the cost and feasibility of boosting local samples in Visit England's [Tourism Business Monitor](#) of accommodation occupancy and attraction visitation - at the very least this could be used as a benchmark
- Visitor survey – implement a bi visitor survey at key points around Barnsley to collect data on numbers, origin, perceptions, spend, type of visitor etc.
- Continue to build customer insight data at our museums
- Establish a suite of PI's , linked to the Council's 2020 Outcomes Framework to measure the delivery of the strategy and ensure that the Visitor Economy Sector across Barnsley can contribute to.