

CONTENTS

EXECUTIVE SUMMARY	iii-iv
INTRODUCTION	1
1.1 Context	1
1.2 Defining Tourism and Visitors	1
1.3 Key Facts of Tourism	2
THE FRAMEWORK OF TOURISM ACTIVITY	3 - 4
2.1 The framework of tourism	3
2.2 The National perspective	3
2.3 The Regional perspective	4
2.4 Tourism – the Local perspective	4
2.5 Conclusion	4
KIRKLEES AS A VISITOR DESTINATION	5 -12
3.1 Kirklees in Pennine Yorkshire	5
3.2 Tourism trends in Kirklees	5
3.3 Kirklees Visitor Characteristics	7
3.4 Review of 2000-2004	8
3.5 Moving Forward	9
PRIORITIES AND ACTIONS	13
4.1 Introduction	13
4.2 Development Themes	13
PRIORITY 1 – MARKET SEGMENTATION	14-17
5.1 Introduction	14
5.2 Leisure Tourism – Short Breaks and Holidays	14
5.3 Business Tourism	15
5.4 Day Trips and Visiting Friends and Relatives	15
5.5 Recommended Actions	16
PRIORITY 2 – PRODUCT DEVELOPMENT	18-22
6.1 Introduction	18
6.2 Countryside	19
6.3 Canals	19
6.4 Heritage and History	20
6.5 Culture and the Arts	20
6.6 Retail – Markets, Mill Shops and Town Centres	20
6.7 Events and a National Attraction	20
6.8 Conclusion	21
6.9 Recommended Actions	21
PRIORITY 3 – ENHANCING QUALITY	23-25
7.1 The importance of Quality	23
7.2 Accommodation and Attractions	23
7.3 Local Environment	23
7.4 Information Provision	24
7.5 Recommended Actions	24
PRIORITY 4 – PARTNERSHIP, COMMUNICATION AND CO-ORDINATION	26-27
8.1 Working together	26
8.2 External partnerships	26

8.3	Pennine Yorkshire	26
8.4	Local and Sub-regional partnerships	26
8.5	Council collaboration	26
8.6	Recommended Actions	27
PRIORITY 5 – INFORMATION PROVISION		28-29
9.1	Communication	28
9.2	Communication with visitors	28
9.3	Local Business provision	28
9.4	Internal and external communication	29
9.5	Recommended Actions	29
PRIORITY 6 – MARKET INTELLIGENCE		30
10.1	Market intelligence and research activity	30
10.2	Recommended Actions	30
Appendix 1	Strategic Input	31-33

LIST OF FIGURES

Fig 1.1	The Volume and Value of Tourism in Yorkshire and Kirklees	2
Fig 2.1	Structure of Tourism in the UK	3
Fig 3.1	The value and volume of tourism to Kirklees 1997-2002 (millions)	6
Fig 3.2	Employment attributable to tourism in Kirklees	6
Fig 3.3	Percentage of tourism employment by sector (1997-2002)	7
Fig 3.4	The division of expenditure by type of visitor to Kirklees (2002)	8
Fig 3.5	Kirklees tourism expenditure by type of visitor (2002)	8
Fig 3.6	Areas of success – Kirklees Visitor Strategy 2000-2004	9
Fig 3.7	How are we doing? (KVS Questionnaire 2003)	9
Fig 3.8	A SWOT analysis of Kirklees	10
Fig 3.9	Kirklees Visitor Attractions (2003)	12
Fig 6.1	The key products of Kirklees (KVS Questionnaire 2003)	18

EXECUTIVE SUMMARY

• PURPOSE OF STRATEGY

This strategy provides a framework for strengthening tourism activity in Kirklees from 2004-2008. This strategy applies to the local authority area of Kirklees, yet its geographical remit is wider. Many agencies are involved in the delivery of tourism, and appropriate links with other council services and external organisations have been highlighted to encourage effective co-ordination and partnership of future activities.

The central vision of this strategy is to increase the volume and value of tourism to Kirklees over the next four years. In terms of value the overall target across all sectors is 5%. This equates to an extra £14 million of expenditure. In terms of actual volume a 5% increase in staying visitors equates to an extra 32,000 trips, or 100,000 bed nights. In terms of day visits the target an increase of 5% equates to an extra 320,000 trips. In terms of employment, a tourism job is created for approximately every £40k of expenditure so this would estimate a further 350 jobs within the sector.

• CONTEXT

Tourism is Britain's third largest industry, worth £75.9 billion in 2002 and supports an estimated 1.79 million jobs in the UK, some 6.1% of all those employed within Great Britain. The value of tourism to the UK economy is increasing; tourism accounts for 4.4% of GDP and supports more jobs than the transport or construction sectors.

The Department of Culture, Media and Sport are responsible for the development of our tourism industry nationally, supported by the newly formed marketing organisation - Visit Britain. At a regional level two main organisations are involved in tourism delivery, the Regional Development Agency and Regional Tourist Board.

Being one of the most recognisable tourist brands within the UK, Yorkshire benefits from £4.4 billion of visitor spend each year. Kirklees is a member of the Yorkshire Tourist Board and is also involved in a number of sub-regional partnerships, including the Pennine Yorkshire Marketing Consortium, which produces promotional brochures and has developed the award winning www.pennineyorkshire.co.uk website.

• CURRENT POSITION

Tourism is worth £285.6 million to the Kirklees economy (approx 7% of GDP) and supports 7023 FT jobs in the district (c.6% of the district workforce). In 2002, there were 6.4 million day visits, generating £199 million of expenditure, and 1.9 million overnight stays which generated a further £86.3 million.

Kirklees is a central location for touring and exploring Yorkshire with excellent communication links by road, rail and air. Offering superb scenery and landscapes, as well as a rich industrial and architectural heritage, Kirklees is a region of diversity and striking contrasts. The district boasts a variety of literary, TV and film connections, from the Brontës to 'Last of the Summer Wine', while music, theatre and events create colour, contrast and atmosphere. Quality retail attractions are emerging, including markets, shopping plazas, mill shops and arts and crafts industries.

Tourist visits to Kirklees are skewed towards the countryside areas around the Pennine fringe areas of the Holme and Colne Valleys, and around the town of Huddersfield. A fourth area for development potential lies with the Brontë connections within north Kirklees. These areas should be the priority geographical areas for future development.

Local residents as well as visitors from outside the area benefit from the visitor facilities on offer in the district – from visits to local attractions, walking and cycling routes in the countryside and the culture, arts and events that are held throughout the district.

• **CONSULTATION**

Local tourism businesses and organisations, councillors and local authority officers have been consulted in the development of this strategy, with over 80 people attending workshop sessions in total. Having contributed to a SWOT analysis of the district, six development themes were identified for future action.

• **PRIORITIES AND ACTIONS IDENTIFIED**

The strategy identifies three main geographical areas for development (Pennine Fringe, Huddersfield and Brontë connections) and identifies six priority areas for action and makes recommendations in each of these areas.

- market segmentation
- information provision
- enhancing quality
- partnerships and communication
- product development
- and market intelligence

In addition, the strategy recognises the importance of concentrating on six main product areas, being:

- countryside
- canals
- heritage and history
- culture and the arts
- retail
- events

There are recurring references within the recommendations to issues such as collaboration between council services, marketing, web development, improved networking with local businesses and enhanced partnership working.

INTRODUCTION

1.1 CONTEXT

This strategy provides a framework for strengthening tourism activity in Kirklees, and represents the continuing commitment of the Economic Development Service to enhancing tourism development in the district over the next four years. Wide-ranging consultation has taken place with local tourism businesses and organisations, councillors and local authority officers, who have been invited to contribute through workshops sessions and questionnaires. This process has highlighted three geographical areas for development (Pennine Fringe, Huddersfield and Brontë connections), and identifies six areas for action which together with associated recommendations this will enable the district to move forward.

The central vision of this strategy is to increase the volume and value of tourism to Kirklees over the next four years, with a target of an overall increase of 5%. This equates to an extra £14 million of expenditure. In terms of actual volume a 5% increase in staying visitors equates to an extra 32,000 trips, or 100,000 bed nights. In terms of day visits the target an increase of 5% equates to an extra 320,000 trips. In terms of employment, a tourism job is created for approximately every £40k of expenditure so this would estimate a further 350 jobs within the sector. There are also benefits to residents and investors from enhancing the tourism product providing a more attractive environment in which to live, work and invest.

1.2 DEFINING TOURISM AND VISITORS

Virtually every town and city recognises the benefit of tourism to its local economy. Definitions of tourism have developed from concentrating solely on overnight stays, and now also reflect the importance of day and business visitors to overall tourism spend. Within the last year the Visiting Friends and Relatives market (VFR) has also been included within some tourism statistics, recognising the impact that local residents also have on encouraging investment within the local area. To acknowledge this widening definition and to maintain consistency, this strategy will be referred to as the 'Kirklees Tourism and Visitor Strategy 2004-2008'.

Local residents as well as visitors from other areas benefit from the visitor facilities on offer in the district – local attractions, countryside walking and cycling routes and the culture, arts and events that are held throughout the year. These contribute to both the health agenda, aiding people to explore and exercise in the local area, as well as enable local people to learn more about the history, heritage and diversity that Kirklees offers. Likewise experience shows that places that are attractive to visit are often also attractive to investors – also encouraging economic growth, increased income and enhanced spending powers.

This strategy applies to the local authority area of Kirklees, yet it is important to acknowledge that its geographical remit is wider, as many agencies are involved in the delivery of tourism at local, sub-regional and regional levels. Appropriate links with other council services and external organisations are indicated to encourage effective co-ordination and partnership in the delivery of tourism activity.

1.3 **KEY FACTS OF TOURISM**

Tourism is Britain's third largest industry worth £75.9 billion in 2002 and supports an estimated 1.79 million jobs in the UK, some 6.1% of all those employed within Great Britain. There are now more jobs in tourism than in transport and construction and the value of tourism to the UK economy is increasing. In 2002 there were 24.2 billion inbound visitors to the UK, spending £11.7 billion whilst 134.9 million domestic overnight stays were taken in England by UK residents, generating a spend of £20.8 billion. VisitBritain, the national body with responsibility for tourism, proposes to build the value of tourism to £100 billion by 2010.

The table below provides comparative figures for Yorkshire, West Yorkshire and Kirklees based on 2002 data. In 2003 figures show a 17.5% increase in visitor spending in Yorkshire recorded for January to June, compared to a national decrease of 2.5%, generating an extra 600,000 visits and £123 million of expenditure. The discrepancy in these figures is largely due to the success of the Britain Biggest Break Campaign for Yorkshire, and the improvement in the wake of Foot and Mouth. The value of tourism to the regional and local economy is increasing and the future contribution of tourism and visitors cannot be underestimated, either in terms of direct visitor spend or job creation.

Fig 1.1 The Volume and Value of Tourism in Yorkshire and Kirklees

	Yorkshire*	West Yorkshire*	Kirklees**
Tourism Overnight Expenditure (millions)	1595	424	86.3
Tourism Trips (millions)	12.2	3.4	0.65
Tourism Nights (millions)	36.3	8.6	1.9
Day Visits (millions)	98.9	Unknown	6.4
Day Visit Expenditure (millions)	2227	Unknown	199

(* based on 2002 UKTS data, ** based on Kirklees CEM 2004 (based on 2002 data))

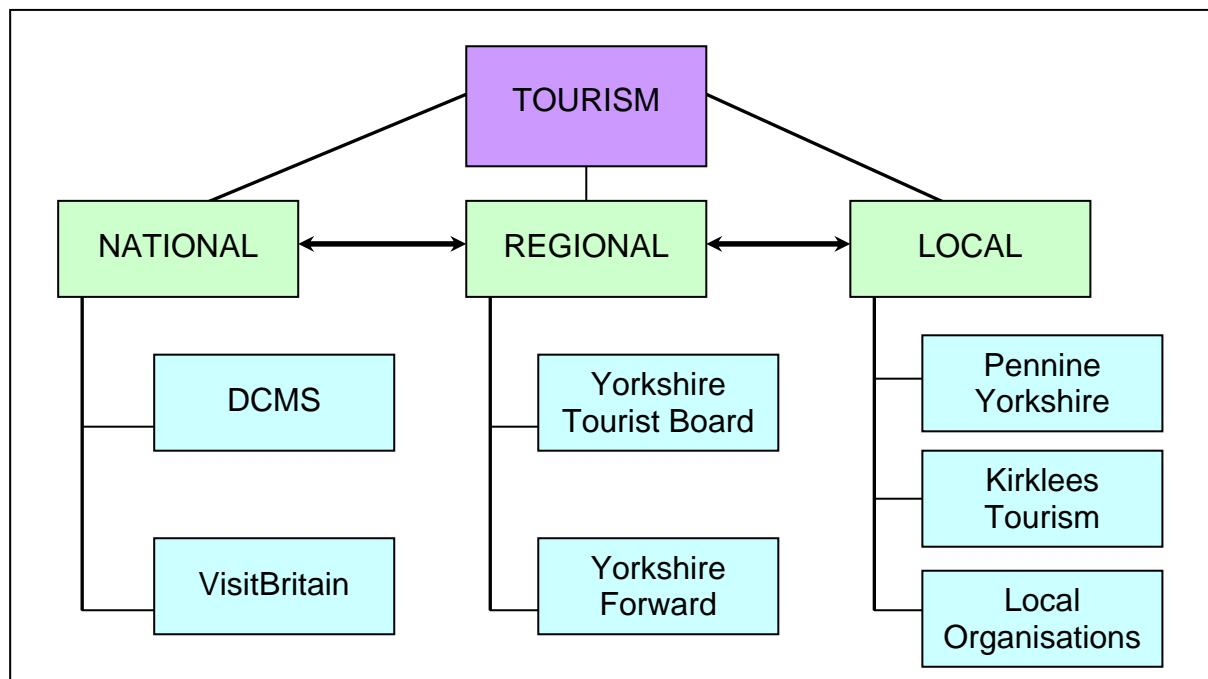
To ensure a holistic approach, development of this strategy has included consideration of other relevant strategies, research publications and market intelligence. New national and regional strategies for progressing tourism are imminent and are likely to suggest changes in the delivery of tourism services. The strategies referred to within this document are detailed within Appendix 1.

THE FRAMEWORK OF TOURISM ACTIVITY

2.1 THE FRAMEWORK OF TOURISM

Tourism operates at all spatial scales, with key themes and products developed nationally then applied to the regional and then local market. The last two years have witnessed considerable changes at both a national and regional level in the delivery of, and strategic approach to, tourism. This presents an ideal opportunity to review tourism activities here in Kirklees and produce a strategy which will take tourism forward.

Fig 2.1 Structure of Tourism in the UK



2.2 THE NATIONAL PERSPECTIVE

The Department of Culture, Media and Sport (DCMS) is responsible for the development of national tourism strategy and policy, details of which can be found in 'Tomorrows Tourism' (1999), with a new policy framework expected later in 2004. In order to fulfil the aims detailed within the document, a new organisation 'VisitBritain' was created on 1 April 2003 through the merger of the British Tourist Authority (BTA) and the English Tourism Council (ETC). VisitBritain is the first ever national marketing organisation to support both domestic and international tourism, its remit being to build the value of tourism by marketing Britain to the rest of the world and England to the British. For the next 3 years, Visit Britain will receive £35 million for domestic marketing activities, equating to £10.5 million per year.

VisitBritain launched its first domestic marketing strategy in November 2003, identifying five key objectives (see Appendix 1) which relate to the consumer, developing products,

establishing relationships and ensuring quality. The document identifies the coast and countryside, cities and culture, history and heritage, and sport, health and activities as key product areas for national marketing.

2.3 THE REGIONAL PERSPECTIVE

At a regional level there are two main organisations involved in the delivery of tourism – the Regional Tourist Board (RTB) Yorkshire Tourist Board (YTB), and the Regional Development Agency (RDA), Yorkshire Forward (YF). Responsibility for the strategic development of tourism was devolved by the DCMS in October 2002 to the ten regional development agencies. This has resulted in the restructuring of tourism activity within many regions and a redefining of the roles and responsibilities of the regional tourist boards. Yorkshire Forward's key role to date has been in the formulation of the '*Tourism Action Plan 2004-2006*', linked to the Regional Economic Strategy (see Appendix 1). Yorkshire Tourist Board, a non-profit organisation of over 2,800 members (local authorities and private sector), coordinates marketing activities on behalf of the region through press and promotional campaigns, undertakes market research, and is involved in development projects and information computer technology (ICT) infrastructure. At present consultation is occurring regarding changes in the roles and responsibilities of regional and local organisations involved in tourism in Yorkshire. Consequently, it may be necessary to modify the priorities and recommendations detailed in this strategy in the future.

2.4 TOURISM – THE LOCAL PERSPECTIVE

Partnerships are imperative for a successful tourism industry. Kirklees is involved in the West Yorkshire Tourism Officers Group (WYTOG), comprising representatives from the five sub-regional authorities within West Yorkshire and is also an active partner of the Pennine Yorkshire marketing consortium, which promotes the three districts of Kirklees, Calderdale and Barnsley. This partnership has been immensely successful in establishing the Pennine Yorkshire brand, undertaking consumer advertising at a national level, and developing the group travel market. In 2000, the partnership launched www.pennineyorkshire.co.uk, which now receives 65,000 hits per month. At a local level, many businesses and organisations, in addition to various council services, play an active role in tourism promotion and development.

2.5 CONCLUSION

Tourism operates in a variety of environments at all spatial scales. Each of the development themes detailed in section 4 link into the strategies already referred to, providing a coherent and consistent approach to the strategic direction and delivery of tourism in Kirklees.

KIRKLEES AS A VISITOR DESTINATION

3.1 KIRKLEES IN PENNINE YORKSHIRE

Kirklees stands at the heart of the Trans-Pennine corridor, covering an area of 254 square miles and centred on the towns of Huddersfield, Holmfirth, Dewsbury and Batley. Bordered by the Peak District National Park to the south and easily accessible from Manchester, Leeds, York and Sheffield, it offers a central location for touring and exploring. Kirklees boasts excellent communication links with the M62 to the north and the M1 a few miles to the east, and also benefits from direct rail links to Manchester Airport.

With superb scenery and landscapes and a rich industrial and architectural heritage, there are few regions able to offer such diversity of choice and striking contrasts. The district has a variety of literary, TV and film connections, from the Brontës of Oakwell Hall and Red House in Batley and Gomersal, to '*Last of the Summer Wine*' in Holmfirth and '*Where the Heart Is*' set around Slaithwaite. Quality retail attractions are emerging, with new markets, shopping centres and along the Yorkshire Mill Mile between Batley and Dewsbury. Music, theatre and events throughout the year create a district of colour, contrast and atmosphere, including the internationally-recognised Huddersfield Contemporary Music Festival, Marsden Jazz Festival, Holmfirth Art Week, and a well-established Huddersfield Food and Drink Festival, now in its fifth year. Figure 3.9 at the end of this section indicates the location of the major attractions and long distance walks within the area.

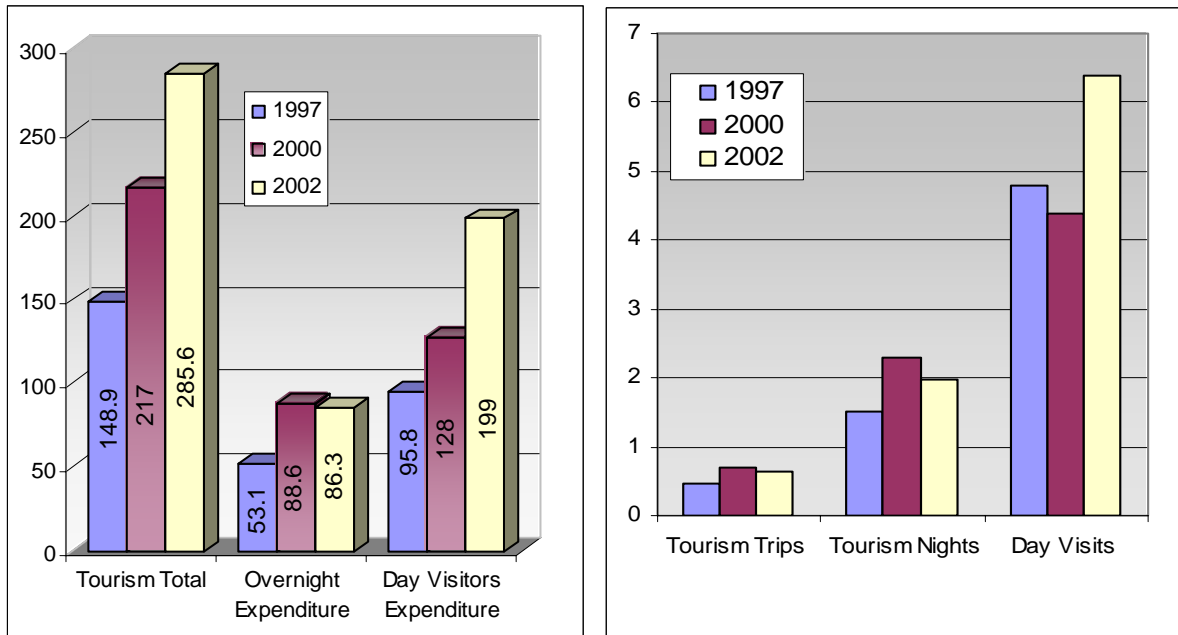
Tourist visits to Kirklees are skewed towards the countryside areas around the Pennine fringe areas of the Holme and Colne Valleys, and around the town of Huddersfield. A fourth area for development potential lies with the Brontë connections within north Kirklees. These areas should be the priority geographical areas for future development. Marketing and development of tourism in Kirklees is the responsibility of the council's Economic Development Service, however many other council services play a key role in supporting this function.

3.2 TOURISM TRENDS IN KIRKLEES

Tourism is worth £285.6 million per year in Kirklees and based on Kirklees's estimated share of West Yorkshire's GDP figure of £24,123m (West Yorkshire Action Plan 2003), the overall value of tourism in Kirklees accounts for just over 7% of Kirklees' GDP (100% = £4,046m) whilst the staying visitor market accounts for 2.1% of its total GDP. The value of tourism to Kirklees has risen from £149 million in 1997, to £285 million in 2002. This exceeds the target detailed in the community strategy for tourism growth.

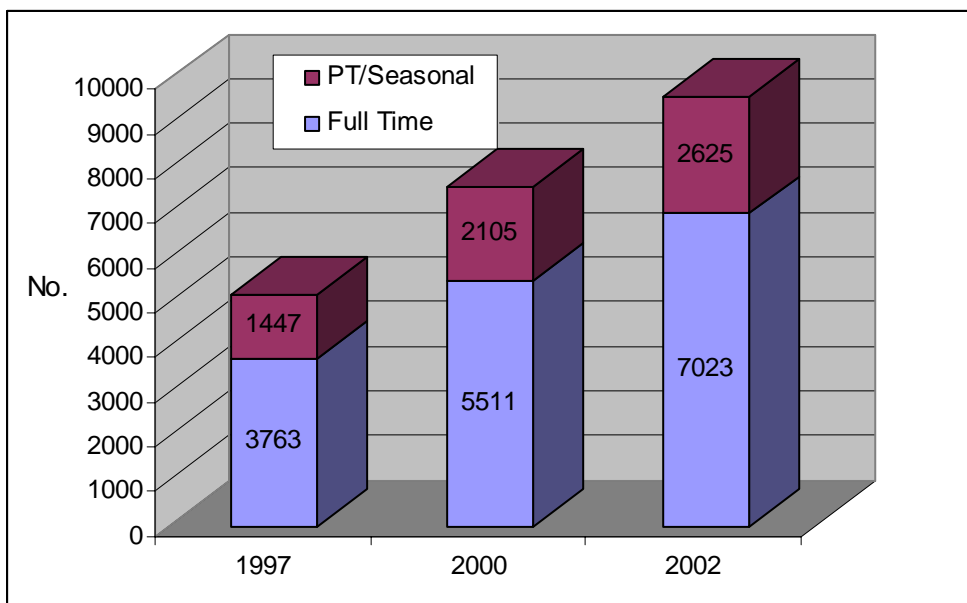
Day visitors have always contributed a higher proportion of spend than staying visitors (accounting for 59% in 2002) as figure 3.1 indicates. In terms of volume, tourism nights and trips showed an increase in 2000, with a corresponding decrease in day visits, 2002 data however, indicates a large increase in day visitor volume and a slight decrease in visitor nights and trips.

Fig 3.1 The value and volume of tourism to Kirklees 1997-2002 (millions)



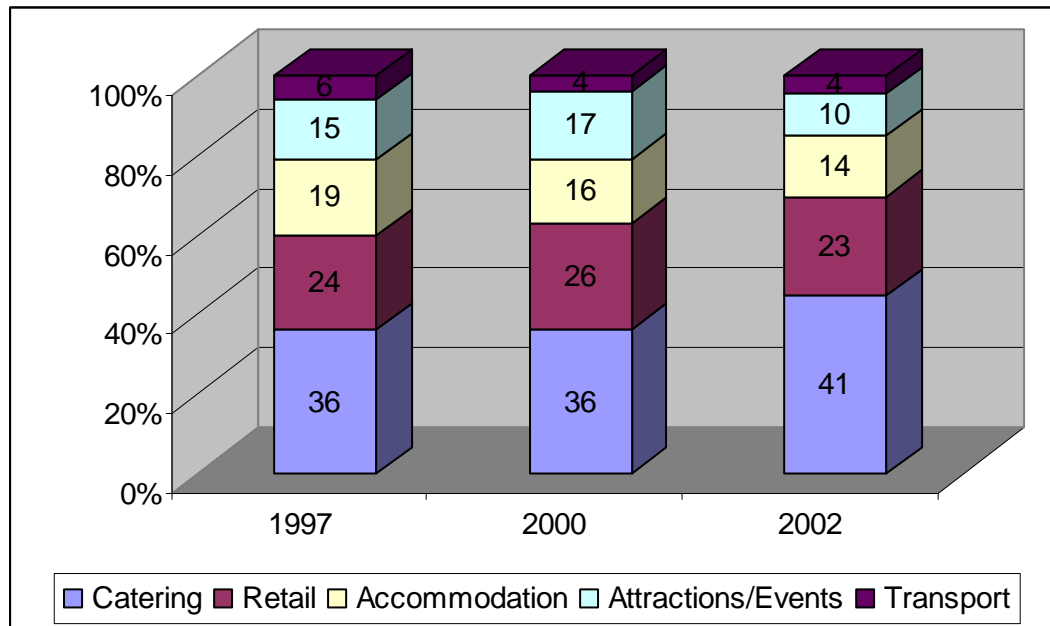
With the increase in the volume and value of tourism, Kirklees has also witnessed an increase in jobs related to tourism (figure 3.2), from a total of 5210 in 1997 to an estimated 9648 in 2002.

Fig 3.2 Employment attributable to tourism in Kirklees (1997-2002)



Based on the Annual Business enquiry figures relating to the number of people employed within the district, tourism accounts for 6% of all jobs in Kirklees and 9% of the service sector (2002). The split of jobs attributable to different sectors of the tourism economy, is indicated in figure 3.3. This indicates a decrease in employment associated with traditional avenues of tourism – accommodation and attractions/events, but an increase in other more in-direct sectors including catering and retail.

Fig 3.3 Percentage of tourism employment by sector (1997-2002)

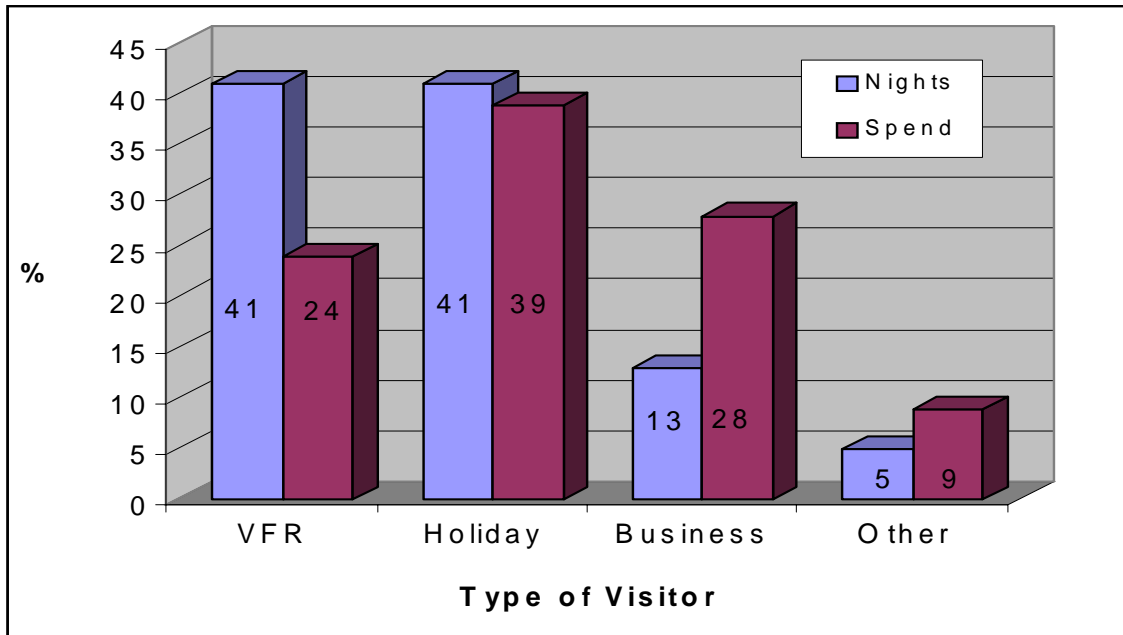


Between 1997 and 1999 the value of the overseas market in West Yorkshire halved in value to £63 million. Since then, there have been signs of recovery from £78 million in 2000 to £100 million in 2002. Kirklees has a higher than average percentage of overseas residents visiting friends and relatives - 45% compared to 29% in Yorkshire as a whole. Reasons for this are not clear, although this could be due to relationships forged through the University and the diverse ethnic mix of the district. This figure provides some protection against the susceptibility of this market to internal events and pressures.

3.3 KIRKLEES VISITOR CHARACTERISTICS

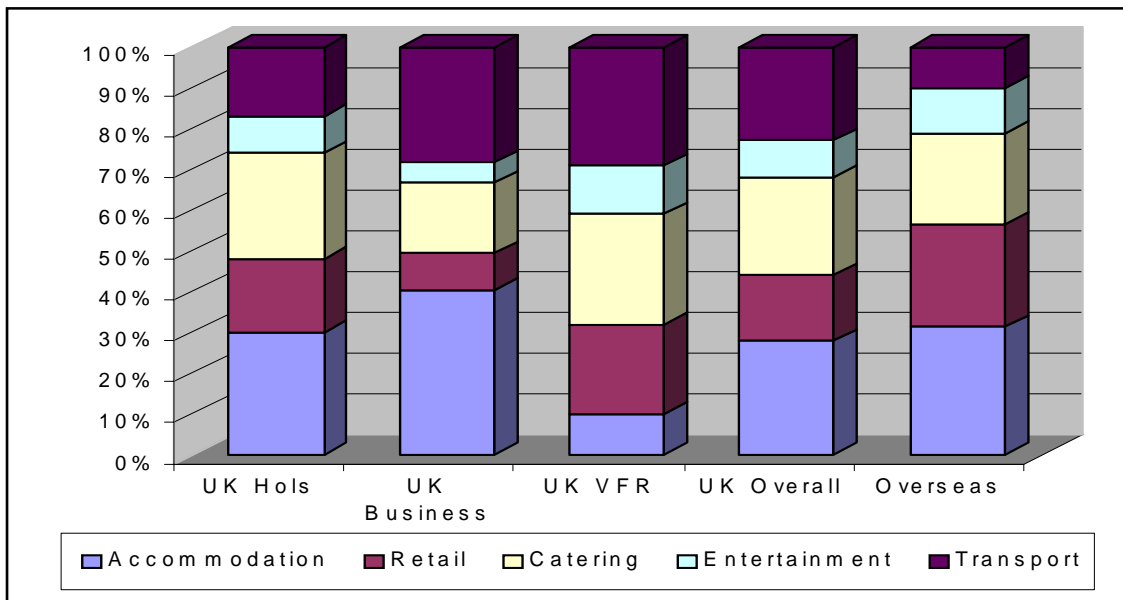
Figure 3.4 shows the division of tourism expenditure across the different segments of the tourism market. The visiting friends and relatives (VFR) market contributes the most in terms of visitor nights, yet accounts for only 24% of visitor spend. Conversely Business Tourism accounts for only 13% of all visitor nights spent in Kirklees, many of which are centred on Huddersfield, yet business tourism generates 41% of all expenditure.

Fig 3.4 The division of expenditure by type of visitor to Kirklees (2002)



Likewise different visitors to Kirklees spend in differing ways. Tourism expenditure is not restricted to accommodation and attractions alone with a significant amount of expenditure related to retail and transport activities. Business and UK holidaymakers spend the most on accommodation, whilst those visiting friends and relatives spend more on attractions and catering (see Figure 3.5).

Fig 3.5 Kirklees Tourism Expenditure by type of visitor (2002)



3.4 REVIEW OF 2000-2004

Figure 3.6 details the main achievements of the previous Kirklees Visitor Strategy (2000-2004). Although opportunities for business advice and marketing opportunities have been

strengthened, there is still a need to communicate more closely with organisations within the local area and providing support for the tourism industry requires further development.

Fig 3.6 Areas of success – Kirklees Visitor Strategy 2000-2004

Increasing Volume and Value	Meeting Visitor Needs and Expectations	Providing Support for the Local Tourism Industry
<i>That's a Wrap</i> guide to TV and film locations	Hosted International Waterways Festival 2002	Business Advisory Visits and Pack
Pennine Yorkshire Website – 65,000 hits per month	European Outdoors Campaign – exceeded targets	Marketing opportunities with KMC tourism
Strengthened links with the University for marketing	Subsidised Welcome All courses	Attend Pennine Yorkshire Tourism Association (PYTA) meetings
Conference Guide produced and distributed	Leaflets reviewed and amended	New Tourism Focus Newsletter
Interactive conference software purchased	National, regional and local literature distribution	Opportunities for literature distribution provided
Revised and updated annual Visitor Guide	Promotion of quality assured accommodation only	
Economic Impact model produced 2000 and 2002		

3.5 MOVING FORWARD

As part of the visitor strategy consultation, respondents were asked to indicate how they thought tourism was performing in terms of several key criteria (Figure 3.7).

Fig 3.7 How are we doing? (KVS Questionnaire 2003)

CRITERIA	Key %	RESPONSE
Tourist Information Centres	48%	Good or Excellent
Promotional Material	47%	Good or Excellent
Signage	40%	Good or Excellent *
Distribution	41%	Average
Communication	38%	Average
Local Marketing	37%	Average
Advice	30%	Split - +ve/-ve average
Business Tourism	29%	Average
Signage	40%	Poor or very poor*
Quality Environ.	55%	Poor or very poor

(NB: Please note signage included twice as split between those viewing it as currently positive and those as negative)

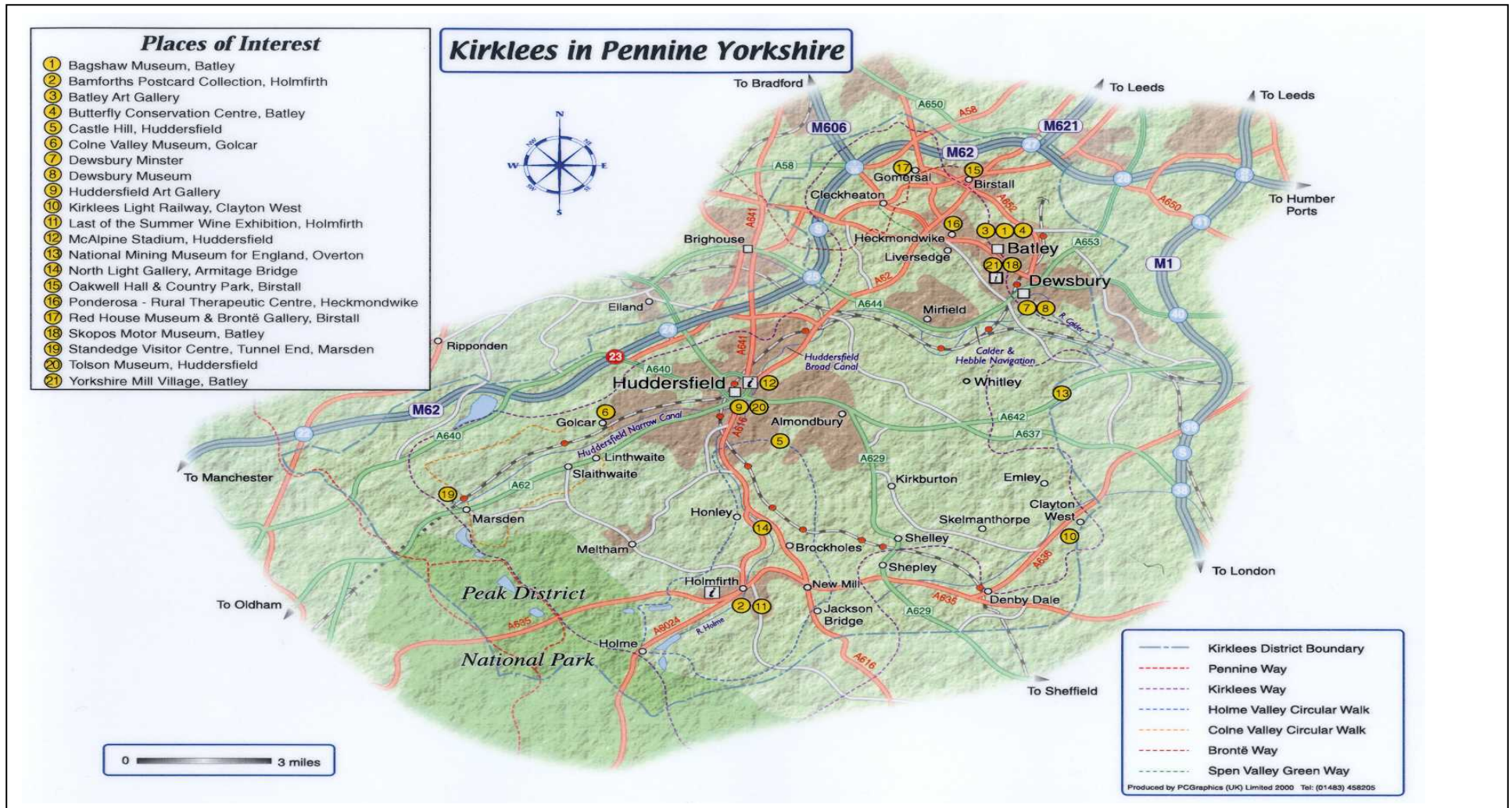
Likewise the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis detailed in figure 3.8 contains the views of tourism business owners, local organisations, councillors and officers, and forms the basis of the priorities and actions detailed in section 4.

Fig 3.8 A SWOT analysis of Kirklees

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
LOCATION & ACCESSIBILITY	Middle of the country Good motorway and rail access Close to conurbations of Leeds, Manchester, Sheffield and York Airports – Manchester, Leeds	Access routes from M62 Rail Links North to South	Borders Peak District National Park Expand opportunities with public transport	
ENVIRONMENT	Diverse Landscapes – scenery, architectural buildings, towns, villages industrial heritage etc.	Litter, graffiti Image and perception of Dark Satanic Mills	Green Schemes Litter schemes Improved signage Countryside activities Knowledge of industrial heritage	Lack of funding from other Council Services Cost of regeneration of old mills etc.
ACCOMMODATION	Quality Inspected only accommodation promoted Many high quality, welcoming owners	Some areas distinct lack of Quality inspected accommodation Lack of supply in some price ranges Lack of camping, barn & caravan accommodation	New national accommodation regulations Business Advice visits Tourism bedroom packs Enhanced networking between local providers	New National Accommodation Regulations re un-inspected accommodation
TOURIST ATTRACTIONS	A number of well run local attractions and Council owned museums Literary Brontë Connections Last of the Summer Wine	No major National Attraction entirely in Kirklees Castle Hill site development Poor marketing of some attractions Signage	Castle Hill development Encouraging closer working between attractions Brontë connections Opportunities for Grants – heritage, access Encouraging Visitor Attraction accreditation (VAQAS)	Competition – internal and external Maintaining quality – VAQAS (Visitor Attractions Quality Assurance Scheme) NEXUS destination management system
CANAL NETWORK	Superb Scenery Canal Action Plan Standedge Visitor Centre	Under developed towpaths Signage Interpretation Tow Path Linkages to local communities Facilities for boaters, walkers, cyclists	Canal Action Plan Local organisations Restructure of British Waterways Collaboration with other Council Departments	Lack of funding for development

OUTDOORS	Variety – moors to the valley Opportunities for all abilities and ages Number of local sites of significance Pennine Fringe Holme and Colne Valleys	Poorly maintained recreational trails Absence of circular waymarked trails Quality of informal greenspace Facilities for visitors Information and marketing	Highlight routes for improvement Access - the Countryside and Rights of Way (CROW) Act 2000 New Countryside Recreation Strategy Changes in agricultural support mechanisms	Make open and too popular Lack of funding for maintenance of trails Sustainability projects and schemes
IMAGE/BRANDING	Last of the Summer Wine Pennine Yorkshire and Pennine Fringe Huddersfield	Kirklees – not a recognised brand Perception of area negative – dark satanic mills	Closer internal working Branding of Tourism Pennine Yorkshire Themed Marketing – local and regional`	Increasing competition
RETAIL	Variety – town centres, mill shops, markets, arts and crafts. Wide range eating and drinking establishments Events in and around retail centres	Some areas untidy, underdeveloped Sunday opening How to ensure quality of food and drink produce	Development retail products, arts and crafts, mill shopping Closer collaboration with Town Centre initiatives Local food and arts and crafts initiatives	Lack if recognition of value of visitors by retail businesses Competition from other areas
HERITAGE AND HISTORY	Industrial Heritage Vernacular Architecture 1,600 Listed buildings Historic Museums Rich industrial heritage & history	Historic product apart from attractions underdeveloped Some buildings in a state of disrepair	Develop town based heritage trails Development of Canals Development of Town Centre Management Teams	Inadequate funding for promotion Costs of repair to old buildings
TOURIST INFORMATION CENTRES	Dedicated staff, superb Local knowledge Excellent range of information provision	Siting and layout Signage Lack of co-ordination re marketing by Kirklees Tourism	ICT development & e-shopping Yorkshire Forward Tourist Information Provision review Closer collaboration with KMC Theatre/Concert bookings	Yorkshire Forward Tourist Information Provision review
PEOPLE	Diverse Community/ethnic Mix University of Huddersfield Voluntary organisations and a large number of events	Local perception of area as a tourist destination	Enhancing the VFR market Customer focus awards	Competition from elsewhere Negative perceptions
ADMINISTRATION	Council committed to tourism Enthusiastic Tourism Team	Require improved internal and external communication	RDA financial input Partnership working – sub-regionally, locally	Regional indecision re tourism. National initiatives

Fig 3.9 Kirklees Visitor Attractions (2003)



NB: Since the production of this map in 2003 the Bamforths Postcard Museum, Holmfirth has subsequently closed, and the ‘Skopos Motor Museum’, Batley has been renamed the ‘Yorkshire Motor Museum’.

PRIORITIES AND ACTIONS

4.1 INTRODUCTION

This section details the six key themes of the Kirklees Tourism and Visitor Strategy for 2004-2008 based on the results of consultation exercises, national, regional and sub-regional priorities and a review of the existing Visitor Strategy.

Tourist visits within Kirklees are concentrated around two main and one secondary area. The Pennine fringe (incorporating the Holme and Colne valleys) and Huddersfield can be viewed as the main priority areas for visitors, with the secondary area centred on the Brontë connections and mill shopping opportunities offered in north Kirklees. The Pennine fringe consists of countryside and canal activities along with connections with TV and the arts whilst the town of Huddersfield offers easy access, retail, sporting and heritage connections.

4.2 DEVELOPMENT THEMES

The six themes outlined in this strategy are:

1. Market Segmentation
2. Product Development
3. Enhancing Quality
4. Partnership, Communication and Co-ordination
5. Information Provision
6. Market Intelligence

For each theme, there is a set of key objectives, and more specific recommendations, together with a timescale for implementation. This will enable us to monitor and evaluate our success over the next four years. Each theme is dealt with separately, although there is considerable overlap between many of the action points. The majority of actions require support from other council services, and there is a need to enhance inter-service relationships, in terms of time and resources, to ensure these priorities are achieved.

PRIORITY 1 – MARKET SEGMENTATION

5.1 INTRODUCTION

It is vital to understand who our visitors are and recognise the key visitor segments to the Kirklees area. At present Kirklees is active in three market sectors which together account for 78% of the total value of tourism to the area and this strategy concentrates on development in these areas.

- UK tourism and leisure holidays (39%)
- UK Visiting Friends and Relatives (18%)
- UK business and conferences (22%)

It is important to identify the characteristics of the main visitor segments to Kirklees, their expectations, interests and socio-demographic characteristics. Equally we need to identify potential and current non-visitors to the area, to assess factors which would encourage them to visit and what factors, if any are discouraging them from visiting the area already..

5.1.2 KEY OBJECTIVES

1. To work to create a consistent image for tourism within Kirklees across all market segments
2. To identify future development in each of the three market segments
3. To work in partnership to deliver effective promotion to individual segments
4. To be aware of and to commission research concerning changing visitor trends to identify and aim to convert potential and non-visitors to visit the area

5.2 LEISURE TOURISM - SHORT BREAKS AND HOLIDAYS

The majority of holiday and short break visitors have been targeted in recent years by the Pennine Yorkshire marketing consortium through national advertising, exhibition attendance and brochure distribution in national tourist information centres. Due to funding issues with the partnership much of this work has been restricted. Kirklees continues to produce and distributed its own holiday guide nationally and this is reviewed on an annual basis, with the production of an A4 holiday guide for 2004/05. Nationally emerging trends show a down-turn in traditional 7+ night breaks, along with an increase in short break holidays. The challenge is to convert day visitors into staying visitors and to use products and leisure activities to encourage longer stays. Shopping is an increasingly popular leisure pursuit, as are day trips to sporting fixtures, events, and outdoor pursuits.

Group Travel activity has been covered by the Pennine Yorkshire partnership, although involvement with this market has been fairly ad hoc and reactive. There is a need to understand who the Kirklees group travel market are and what group travel operators are looking for, then to develop themed based itineraries. There are also opportunities to work

in partnership with private sector organisations and other council colleagues to provide a more comprehensive group travel service.

For the first time, in 2003/04 Kirklees has become involved with England's North Country, a consortium of Local Authorities, Regional Tourist Boards (North West, Yorkshire and Northumbria) and other organisations such as P&O Ferries and Jet 2, to market Kirklees abroad. Tracking responses to this campaign will highlight the countries and market segments which hold the greatest potential for future development. The overseas market is estimated to be worth £12.2 million to Kirklees (2002).

5.3 BUSINESS TOURISM

Business Tourism is undoubtedly a fast growing market, accounting for 23.3 million trips in UK (UKTS, 2002), worth £7.3 billion to the UK economy. Business visits bring c £20 million into the Kirklees economy annually, around £7.7 million (40%) of which is associated with stays of one night or more. Kirklees is active within the business and conference sector producing a Kirklees Conference Guide and running a venue finding service for its clients. Kirklees is also a member of the YTB Business Tourism Partnership, where activity targets the corporate medical and training sectors. Kirklees is also an active member of the British Association of Conference Destinations.

Significant resources have been invested in Business Tourism, with the purchase of interactive software, which enables us to deal with enquires more speedily and efficiently, while tracking the amount of business we directly in the local economy. A priority now is to enhance awareness of these services both internally and throughout the region.

5.4 DAY TRIPS AND VISITING FRIENDS AND RELATIVES (VFR)

There were 6.4 million day trips, worth an estimated £199 million to Kirklees in 2002. Day trips are classified as leisure trips, taken on an irregular basis, from home with duration of 3 hours or more. This figure will therefore include trips taken by Kirklees residents to other parts of the district, as well as day visitors from outside the district boundary. In addition, 239,000 trips were made to friends and relatives in the region, accounting for 768,000 bed nights and approximately £16.6 million of expenditure. The day visitor and visiting friends and relatives market are both key to Kirklees and are those which face increasing competition from other destinations within the local region.

It is important that Kirklees maintains a profile in both markets and works closely with other council services to promote their products within the local area. At present little collaboration

occurs, but there are opportunities for joint promotion and marketing, events and exhibition attendance. Equally local attraction and event organisers need to recognise the importance of the local and day visitor market, and perhaps explore the idea of a local pass or local information day. The University is also a valuable asset for Kirklees and offers further opportunities for the visiting friends and relatives market.

5.5 **RECOMMENDED ACTIONS**

(NB. KT = Kirklees Tourism, EDS)	Partners	Timescale
GENERAL LEISURE TOURISM		
Develop a consistent brand for Kirklees Tourism marketing literature	KT	2004/05
Evaluate the potential for positioning Kirklees, and its communities, more firmly under regional brands	KT, sub-regional, YTB, Peak District	2005/06
Produce uniform bedroom browser packs for local tourism accommodation and attractions	KT, PYTA,	2005/06
Evaluate current distribution mechanisms and ascertain areas of improvement	KT	2004/05
Produce a three year business plan to develop and secure funding for the Pennine Yorkshire marketing consortium	KT Barnsley, Calderdale, PYTA	2004/05
Evaluate the potential of other cross-boundary partnerships for leisure tourism	KT, other bodies	2005/06
Link tourism into wide economic strategies e.g. Huddersfield Urban Renaissance and the Renaissance Market Town initiative in Marsden and Slaithwaite	KT, sub-region, local businesses	2004/05
GROUP TRAVEL		
Research into local group travel providers and their markets	KT, sub-regional	2004/05
Audit local organisations involved in group travel	KT, other council depts.	2004/05
Produce a specific group travel fact pack	KT	2004/05
Investigate Group Travel exhibitions	KT, Other council depts.	2005/06
Develop closer relationships with Council colleagues involved in the group travel market and develop itineraries based on product	KT Markets, Cult & Leisure Services	2004/05
Encourage relationships between local providers for group travel	KT, Local Businesses	2005/06
OVERSEAS TOURISM		
Evaluate annually presence in ENC guide as a minimal form of overseas promotion	KT, YTB	2004/05
Monitor and evaluate success of England's North Country Campaign 2004	KT, YTB	2004/05
Investigate niche markets related to KMC and, if relevant, sub-regional partners	KT, sub regional	2006/07
Investigate the possibility of membership to ENC as part of a partnership consortium	KT sub-regional	2006/07

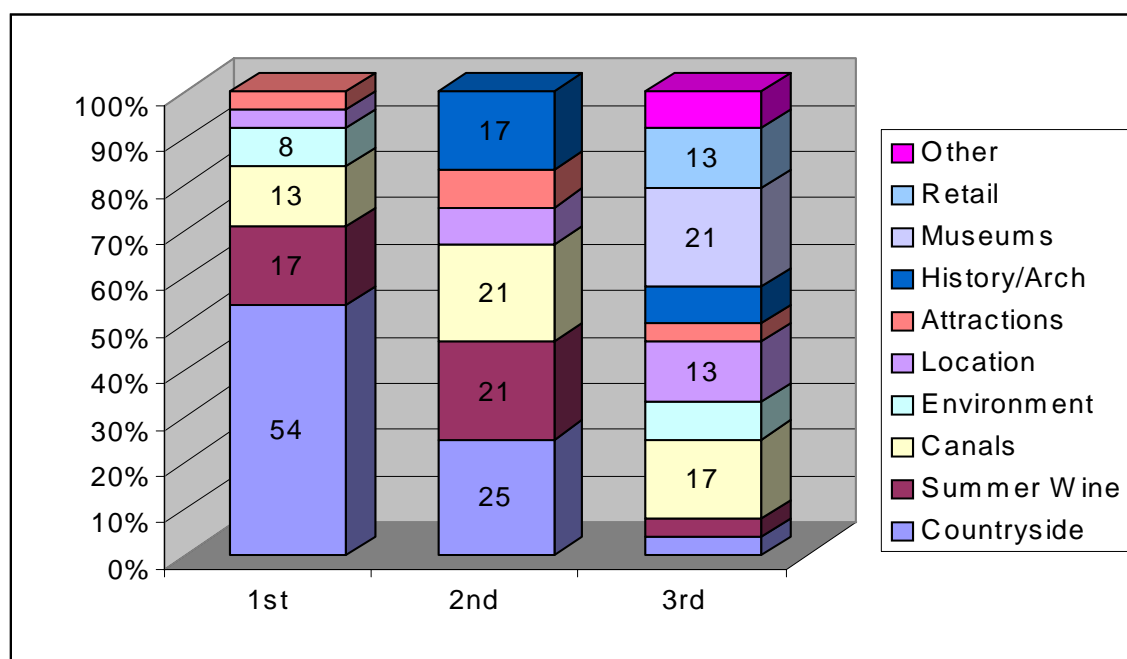
BUSINESS TOURISM	Partners	Timescale
Encourage continued expansion of Kirklees Conference Collection – venues, marketing, exhibitions, meetings	KT, YTB	Ongoing
Instigate commission on bookings to enhance opportunities for conference marketing	KT	2004/05
Investigate possibility of providing tourism fact packs for delegates to encourage repeat visits	KT, Local businesses	2005/07
Encourage and work with local businesses to develop schemes to encourage repeat visits by conference delegates	KT, Local Businesses	2006/07
Instigate regular FAM trips utilising venues within the area	KT, sub-regional	2004/05
Develop Kirklees Conference Collection web presence in line with other web based developments	KT, web-development	2004/05
DAY TRIPS AND VISITING FRIENDS AND RELATIVES		
Enhance opportunities for working with The University	KT, University	2005/06
Develop a local information provision day	KT, Customer Relations Unit, Culture & Leisure	2005/06
Evaluate the potential for instigating a 'get to know your area' campaign	KT, other council depts	2005/06
Encourage local attractions to develop repeat visit schemes	KT	2005/06
Enhance partnership opportunities for product development & info for the VFR/ Day trip market	KT, KMC, University	2006/07

PRIORITY 2 – PRODUCT DEVELOPMENT

6.1 INTRODUCTION

The Kirklees visitor product is a combination of stunning landscapes, architectural heritage, museums, film and TV locations, attractions, arts and culture and retail opportunities. The Visitor Strategy Questionnaire asked respondents to rank their top three products (see Figure 6.1). There is a clear recognition of the value of the countryside, canals and TV links, particularly *Last of the Summer Wine*. Heritage, architecture and attractions are considered important secondary factors with museums and retail outlets also recognised within the top three.

Fig 6.1 The key products of Kirklees (KVS Questionnaire 2003)



Using these comments, as well the SWOT (see page 10-11) analysis, this strategy highlights actions in six product areas:

- Countryside
- Canals
- Heritage and History
- Culture and the Arts
- Retail
- Events and a National Attraction

There are elements of overlap across each of these product areas; particularly relating to issues of collaboration and delivery of services.

6.1.2 **KEY OBJECTIVES**

1. To continue to develop the visitor product in Kirklees to meets visitor needs & expectations
2. To identify future development in each of the six product areas
3. To work in partnership to deliver effective product development and marketing
4. To be aware of and to commission research concerning changing visitor trends

6.2 COUNTRYSIDE

Visits to the countryside and its small towns and villages accounted for 42% of all domestic tourism trips taken in 2001 (UKTS, 2003). The countryside represents over 70% of Kirklees and the landscape is a major factor in attracting visitors to the area. The countryside product consists of long and short distance walks across peaks and moors, reservoirs, tow paths and canals, as well cycling, horse riding, boating and other outdoor pursuits. Evaluation of the Enjoy the Outdoors campaign demonstrated that visitors had spent an additional £566,000 in the rural economy over the two years of the promotional campaign.

There are 2485km of foot paths in Yorkshire. Each year these attract 73.9 million leisure walking trips, representing a value of £565.28 million. This highlights the importance of recreational walking activity as part of both day and longer visits. Average daily expenditure for day trip walkers is estimated to be around £5.15. For tourist trips the expenditure is £49.00. The Countryside and Public Rights of Way Act 2000 promotes additional access to the local countryside. However adequate accommodation (particularly camping and caravanning), facilities, , and signage are necessary, in addition to ensuring that popular routes are maintained in a good condition. To achieve this requires investment through the Public Rights of Way network within Kirklees, and collaboration across council departments in development and more particularly maintenance of routes in the longer term.

The Pennine fringe areas embracing the Holme and Colne Valleys offer perhaps the greatest potential for developing the outdoor product. Countryside developments must be sustainable and have minimal impact on the local environment particularly given the large number of special sites within Kirklees (SSSI's, local nature reserves etc). Linking routes to create circular trails or concentrating on developing areas that link to public transport routes, attractions and facilities in the local area are more likely to benefit the wider tourism economy. Managed countryside facilities such as country parks (e.g. Oakwell Hall) also offer a wealth of possibility for local recreation and relaxing leisure visits. It is important that developments here are consistent and collaborative with the Kirklees Countryside Recreation Strategy and Upper Colne Management Integrated Management Plan.

6.3 CANALS

Canals and the waterways are increasingly recognised for their leisure potential, for boating walking and cycling. There is considerable tourism potential along the Huddersfield canal corridor but development must be co-ordinated and sustainable, and consider visitor needs such as toilet facilities, information, signage, accommodation and transport links. It must also form part of an integrated strategy involving British Waterways and other partners, and consider all forms of usage on the canal corridor. The Colne Valley is undoubtedly the most

popular area for canal activity at present, with future opportunities to work in partnership through the Market Towns Renaissance initiative.

6.4 HERITAGE AND HISTORY

Kirklees has a rich textile and manufacturing heritage as well as boasting historical connections from the Iron Age to the Industrial Revolution. Besides a number of local museums and attractions Huddersfield boasts the 3rd highest number of listed buildings of any town in the country and there is potential for development here. The importance of heritage is widely recognised, and accounts for 25% of tourism expenditure in Yorkshire. Working with colleagues throughout Culture and Leisure services, there are opportunities to expand information regarding the history and heritage of our local towns and villages, through interpretation and the development of trails and more effective marketing of our historical and industrial assets.

6.5 CULTURE AND THE ARTS

Kirklees has strong TV and film connections, and is a member of the Screen Yorkshire partnership, which aids local media based businesses and provides production and location advice for potential film makers. In addition, the area is home to a number of artists and specialist arts and crafts producers, providing opportunities to develop more craft based initiatives. The district has Brontë and other literary connections and establishing greater links between partners needs to be investigated. Kirklees has an international reputation as a cultural centre through its hosting of music events, particularly in Huddersfield and the towns of Marsden and Holmfirth, and such events need to be marketed to a wider audience to encourage more overnight stays.

6.6 RETAIL – MARKETS, MILL SHOPS AND TOWN CENTRES

Recent years have seen the opening of the Kingsgate centre and the creation of the Yorkshire Mill Mile. There is a need for retail leisure experiences to be included in the whole visitor experience, with opportunities to integrate retail with history and heritage around town centres and mill shopping. North Kirklees offers opportunities of developing the mill shopping product, whilst spend in Huddersfield town centre was £387.7 million in 2003, placing it as the second largest centre in terms of turnover in West Yorkshire (CACI, 2003). This places Huddersfield in 61st position nationally, an increase of 33 places since 2001.

6.7 EVENTS AND A NATIONAL ATTRACTION

Kirklees hosts a number of very successful events, including Holmfirth Art Week, Huddersfield Food and Drink Festival, Marsden Jazz Festival, and the Contemporary Music Festival. More effort needs to be channelled into better communication with event organisers

to ensure that these are marketed and promoted effectively. Sporting fixtures can attract a wide range of people and at present the Stadium hosts football and rugby, but aside from these there are few sporting venues or large sporting events in the immediate vicinity. Opportunities for development centred on the stadium in Huddersfield for both music and sporting fixtures ought to be investigated, including linking events into the wider community.

The National Coal Mining museum borders the district with Wakefield, also home to Xscape; Bradford is home to Haworth and the National Museum of Photography, TV, and Film; and Leeds hosts the Royal Armouries. In comparison there is no large attraction in Kirklees. Opportunities for such an attraction have to be considered with regard to feasibility, planning issues and community consultation, but should be investigated as and when opportunities arise. A national attraction need not be one singular attraction, rather opportunities to develop partnership working and branding of similar themed attractions could produce a larger appeal.

6.8 CONCLUSION

The six product areas highlighted above are not the only opportunities for Kirklees. Sport and sporting events as well as opportunities afforded by a growing health and beauty leisure market may also be considered.

6.9 RECOMMENDED ACTIONS

ENJOYING THE OUTDOORS	Partners	Timescale
Work with other council services to produce a document for development of countryside activities	KT, KMC Council Depts	2006/07
Investigate the possibility of an annual outdoors festival linked to local routes, accommodation and attractions	KT, Culture & Leisure, sub-regional	2005/06
Encourage and support development of further camping and caravanning facilities within the area	KT, Local Businesses, Planning	2004/05
Through working with countryside services, develop closer links with providers of outdoor activities – walking, cycling, mountain biking, boating	KT, Local Businesses	2005/06
Look to facilitate partnerships between local accommodation providers re outdoors visitors	KT, Local Businesses	2007/08
Work with other council services to improve waymarking of footpaths/bridleways and to create new routes e.g. circular walks, cycleways which can also be of benefit to the visitor	KT, Countryside, Public Rights of Way	2006/07
Assess the potential and feasibility of developing a country park in the south of the district	KT, Countryside, Planning,	
Evaluate potential for enhancing links with surrounding areas and harness opportunities offered by long distance routes through/close to the region e.g. Pennine Bridleway, Trans Pennine Trail, Peak District, Pennine Cycleway	KT, sub-regional, Highways	2006/07

CANALS		
Investigate and explore opportunities developed within the Canal Action plan to aid visitor experiences along the canal	KT, EDS	Ongoing
Investigate opportunities within the Market Towns Renaissance programme for Canal development	KT, EDS, local organisations	Ongoing
Establish closer working links with British Waterways to facilitate canal leisure development	KT, External partners	2004/05
Develop opportunities for marketing waterways activities	KT, sub-regional	2005/06
HERITAGE AND HISTORY		
Embed more local heritage facts and figures on visitor web pages	KT, Web development	2004/05
Investigate establishing heritage trails based on key historical assets – Brontës, industrial revolution, architecture, key people and places etc.	KT, Local Orgs, Local Businesses, NT	2006/07
Establish the potential for linking heritage within Town Centre retail activities	KT, Town Centre Management (TCM)	2006/07
CULTURE AND THE ARTS		
Develop avenues for increasing cultural events and promotions within Kirklees	KT, Planning, Culture & Leisure,	2004/05
Embed cultural activities within promotional literature	KT, sub-regional partners	2005/06
Work with local organisations to explore Creative Towns initiatives in the Holme and Colne Valleys	KT, Local Bus. Culture & Leisure	2006/07
Develop cross-working with Culture and Leisure Services re promoting cultural activities/events/attractions	KT, Culture and Leisure	2005/06
Enhance links with Bradford re the Brontës and literary connections	KT, Sub-regional partners	2005/06
RETAIL - MARKETS, MILL SHOPS, TOWN CENTRES		
Investigate the potential of arts & crafts, high quality shopping	KT, local businesses, TCM	2005/06
Work in partnership with local towns to develop retail and heritage trails	KT, local businesses, TCM	2005/06
Investigate the possibilities afforded by health and beauty experiences and how these can relate to the retail market.	KT, local businesses, TCM	2006/07
Ensure retail events and opportunities are promoted as widely as possible	KT, sub-regional	2004/05
Evaluate potential of schemes promoting local food / Green Tourism Tool Kit focused on local produce etc.	KT, regional and sub-regional, local orgs	2006/07
Evaluate potential offered by the food and drink industries in Kirklees	KT, local businesses	2006/07
EVENTS AND A NATIONAL ATTRACTION		
Develop a comprehensive list of key events within the area, work to aid marketing and promotion	KT, TICs, Culture & Leisure, Local Business	Ongoing
Explore the possibility of developing a national attraction for Kirklees	KT, Planning,	Ongoing
Explore the potential of developing a wider range of community events with a visitor appeal.	KT, Countryside Culture & Leisure,	
Encourage local operators to have events packages	KT, event planners local businesses	2007/08
Encourage co-ordination of day and evening events to enable overnight stays	KT, TICs, KMC, local bus & orgs	2005/06

PRIORITY 3 – ENHANCING QUALITY

7.1 THE IMPORTANCE OF QUALITY

The quality of the visitor experience is crucial to ensure growth and repeat business, and requires the co-operation of a number of council services, organisations and the community in general.

7.1.2 KEY OBJECTIVES

1. To continually encourage and promote Quality Schemes
2. To aid the development of new quality tourism businesses
3. To encourage sustainable development and awareness of environmental issues
2. To develop closer working relationships with other Council departments
3. To ensure that all information is reviewed regularly

7.2 ACCOMMODATION AND ATTRACTIONS

Since 1997 Kirklees has operated an 'inspected only' quality scheme for its accommodation. This means that only accommodation providers who have been inspected by an independent assessor through a nationally recognised quality scheme are promoted in council publications. Quality can be enhanced through appropriate training and development and the Regional Tourist Board runs courses on customer care and enhancing business performance whilst the Disability Discrimination Act requires all tourism businesses to have made reasonable adjustment so that their services can be enjoyed by all. Nationally a review of quality standards is expected in 2004 and the recommendations highlighted in this strategy may require alteration following the outcome of this review.

Kirklees Tourism offers a business advice service for those wishing to establish a new tourism accommodation business within the local area. The creation of more bed spaces within the district ought to be encouraged and yet must be placed in the context of the type, quality and location of potential new establishments. To continue to develop a quality tourism infrastructure it is important that businesses receive as accurate and detailed information as they require regarding issues such as planning, signage, room occupancy and rates. Businesses need to be aware of the services on offer within the council to aid this process and ensure that gaps in provision are identified for future development.

7.3 LOCAL ENVIRONMENT

Street lighting, litter, graffiti, footpaths, public conveniences, signage, parking, and transport all impact upon the visitor experience. Over 50% of those consulted during the review

stated that they felt the quality of the local environment was 'poor' or 'very poor'. Such issues fall outside the remit and resources of the Economic Development Service, yet resources need to be allocated in other council areas to maintain a quality environment. The first impressions of a visitor arriving to Kirklees are paramount; we must ensure they are as positive as possible.

Sustainability issues must also be considered along with overall quality. Businesses should be encouraged to ensure they have as minimal impact upon the local environment as possible. Opportunities to heighten the use of public transport networks, and local food and craft producers should be supported. Equally links could be enhanced through initiatives such as the Countryside Agency "Eat the View" initiative and links to Calderdale and Kirklees Food Futures, in terms of sourcing local produce for meals etc. The impact on the local environment must be considered in the positioning of signage, visitor facilities and the repair and maintenance of visitor routes, to ensure overall environmental enhancement and not degradation.

In some areas visitor pressures can place strain on the local environment and local communities and it is important that along with other council colleagues we work to mitigate these pressures. Pressures can occur with relation to car-parking, information provision, litter and signage and there is a need for a collaborative approach to ensure these are dealt with as effectively as possible. Equally visitors can help sustain and usefully add to income from local residents to maintain local services, e.g. shops, country pubs, tea rooms and restaurants. Effective tourism management necessitates a balancing of positive and potentially negative impacts of visitors. This can only be achieved through effective liaison between all parties, residents, visitors, local businesses and all providers of services.

7.4 INFORMATION PROVISION

We need to ensure that only quality visitor information is produced, in a variety of formats, and accessible to all. Information needs to be reviewed regularly for style, content and accuracy and distributed appropriately both nationally and locally.

7.5 RECOMMENDED ACTIONS

ACCOMODATION & ATTRACTIONS	Partners	Timescale
Annual product audit of all tourism businesses re quality issues	KT, YTB, TIC's, PYTA	Ongoing
Introduce Kirklees Tourism Awards scheme for local tourism businesses	PYTA, KT	2007/08

Explore the potential for extending Quality Assurance Schemes such as the National Quality Accommodation Standards (NQAS), Visitor Attraction Quality Assurance Scheme (VAQAS), and National Accessible Scheme (NAS) to relevant businesses within the locality who currently fall outside these schemes	YTB, KT	2005/06
Develop an annual tourism day for local businesses	KT,	2004/05
Investigate developing a series of training opportunities for Local businesses re enhancing Tourism skills	KT, WYTOG, PY, YF	2005/06
LOCAL ENVIRONMENT		
Work in partnership with other organisations to encourage participation in 'clean up' schemes – e.g. HTCM Tidy Trader	KT, TCM, Council Depts	2005/06
Develop opportunities for improving sustainability for tourism – e.g. Green Tourist Audit, environmental enhancement schemes, local food productions	KT, YTB, Local Businesses	2006/07
Identify specific honeypot areas for tourists and develop agreements to ensure a good quality environment (signage, litter, facilities) exists in these areas	KT, Planning, Highways, Environmental Services	Ongoing
Raise the profile of tourism with other local authority services aiming to establish a tourism group with other departments.	KT, Other Council Depts	Ongoing
INFORMATION PROVISION		
Develop and enhance working relationships with the local TICs	KT, TICs	Ongoing
Utilise, where appropriate, expertise in other council departments to ensure visitors receive good quality marketing and information provision	KT, Culture & Leisure, TICs, Countryside Service	2004/05
Monitor and review visitor information needs	KT, YTB, PY	Ongoing
Develop web based marketing and investigate possibility of print placed on-line	KT, PY, Web development	2004/05

PRIORITY 4 – PARTNERSHIP, COMMUNICATION AND CO-ORDINATION

8.1 WORKING TOGETHER

There are many local authority services, and other organisations which impact upon the visitor experience. Partnership and collaboration both internally and with external organisations is essential. Improved communication and co-ordination is needed to reduce duplication of effort, and maximise resources.

8.1.2 KEY OBJECTIVES

1. To maintain and develop the Pennine Yorkshire partnership
2. Identify areas for sub-regional partnership working and funding opportunities
3. Develop closer relationships with other council services
4. Evaluate partnership working opportunities outside of administrative boundaries

8.2 EXTERNAL PARTNERSHIPS

Networking opportunities must be developed to ensure that partnership opportunities for funding, promotion and development can be considered in the future. With a host of Brontë connections in the district, Kirklees has no links with the Brontë Partnership, which is concentrated around Haworth. Kirklees is also a member of SCOSPA (Standing Conference of South Pennine Authorities) but has few tourism links with the Peak District or the Trans-Pennine Trail. Links to these areas should be investigated further

8.3 PENNINE YORKSHIRE

For over ten years Kirklees has worked successfully with partners in Calderdale and Barnsley in the form of the Pennine Yorkshire marketing consortium. Pennine Yorkshire is recognised as one of the seven sub-regional brands of Yorkshire and we need to look at ways of enhancing its operational functions and furthering its potential in the future, particularly given the budgetary issues of recent years which have beset the partnership.

8.4 LOCAL AND SUB-REGIONAL PARTNERSHIPS

Kirklees is a member of the Association of West Yorkshire Authorities (AWAY) and a member of the West Yorkshire Tourism Officer's Group (WYTOG). As the delivery of tourism within the region is likely to undergo significant change over the next few years, opportunities to work with other partners to secure funding develop sub-regional marketing opportunities and aid local businesses must be investigated. At a local level Kirklees is also a member of the Pennine Yorkshire Tourism Association (PYTA) which supports businesses across the districts of Kirklees, Calderdale and Barnsley, and involved in the activities of various local organisations including the Colne Valley Trust and Town Centre Management.

8.5 COUNCIL COLLABORATION

Many council services contribute to the delivery of the tourism and visitor product across the district. Services need to acknowledge the social and economic benefits of tourism and there is a need to develop cross-working opportunities, particularly where service remits are similar, and especially on issues such as cleanliness and signage.

8.6 RECOMMENDED ACTIONS

SUB-REGIONAL	Partners	Timescale
Enhance opportunities for wider involvement by Kirklees in sub-regional brands – e.g. Brontës, Trans Pennine Trail, Peak District	KT , variety of sub-regional LA's	Ongoing
Develop a 3 year budget and project plan for Pennine Yorkshire to encourage continued commitment	KT, Calderdale, Barnsley	2004/05
Continue to develop and enhance information provision via the Pennine Yorkshire website	KT, Calderdale, Barnsley	2005/06
Along with partners develop themed based marketing for niche markets	KT, PY, WYTOG	2004/05
Continue to work with the PYTA for the benefit of Local Tourism Businesses within the Pennine Yorkshire areas	KT, Calderdale, Barnsley, PYTA	2004/05
LOCAL		
Develop closer links with local partnership organisations such as Town Centre Management, Colne Valley Trust and aid as best as possible projects that they are involved in	KT, local tourism orgs	Ongoing
Establish more niche market links with other organisations e.g. History and Culture – Colne Valley Trust, National Trust, Local Historical societies	KT, Local orgs and businesses	2005/07
Ensure good communication re new projects and look for areas of partnership working in the delivery of such projects	KT, WYTOG	2004/05
Explore avenues of funding for partnership projects, facilitate development and monitoring processes.	KT, WYTOG	Ongoing
Look at ways in which market intelligence can be utilised for the benefit of all partners	KT, WYTOG	2005/06
COUNCIL COLLABORATION		
Instigate a quarterly meeting between key local authority departments involved with visitors, specifically Community History, Countryside , Culture and Leisure Services, Environment Services and Customer Relations	KT and KMC depts.	2004/05
Develop cross-council department initiatives e.g. exhibitions, research, distribution	KT and KMC depts.	2005/06
Develop a more effective role of working with the Tourist Information Centres – exhibitions, marketing, promotion	KT, TIC's	2004/05

PRIORITY 5 – INFORMATION PROVISION

9.1 COMMUNICATION

There are three distinct communication lines which Kirklees Tourism is actively involved in:

- communication with the visitor,
- communication with local tourism providers, and
- communication with other council services and organisations

9.1.2 KEY OBJECTIVES

1. Adopt consistent messages and images across tourism promotional material
2. Investigate new marketing and promotion methods
3. Develop communication networks with local tourism businesses
4. Enhance information provision and distribution
5. Act as the key point of contact for local tourism intelligence

9.2 COMMUNICATION WITH VISITORS

Existing and potential visitors must be able to find information about Kirklees. At present promotional literature is produced in differing brand styles. This requires further simplification to ensure that visitor information is easily identifiable. Promotional print is still the main form of marketing undertaken. However, the internet is without doubt an increasingly important information tool.

Kirklees and Pennine Yorkshire partners maintain the award winning Pennine Yorkshire website, which receives 65,000 hits per month. At present, Kirklees and its key towns, have a low web search presence although this has been enhanced in 2004 by the registration of various local domain names of the format www.visit....com (for Huddersfield, Dewsbury, Holmfirth, Kirklees and Summerwine). The visitor pages on the KMC website were updated in 2003, but improving our performance in this area is a priority. The internet also offers scope for providing business support information to the local tourism industry. Such issues are central to the e-government agenda and link to national developments such as England Net and the Yorkshire Tourist Board destination management system NEXUS.

9.3 LOCAL BUSINESS PROVISION

Tourism in Kirklees is a diverse and fragmented industry comprising of a large number of small businesses and organisations which operate individually and with little collaboration. For local businesses to benefit fully from tourism, it is imperative that they are kept well-informed about key events, awards, innovations and developments, at local and national levels.

9.4 INTERNAL AND EXTERNAL COMMUNICATION

Along with Kirklees Tourism, the Tourist Information Centres are the main internal provider of visitor information in Kirklees. Their future development will be influenced by the national and regional reviews of TIC activities which are currently ongoing. In terms of other council departments, further enhancement of communication and cross-working potential, particularly in relation to events, festivals and exhibitions, is required.

At a wider level Kirklees Tourism remains the key contact for regional and national tourist intelligence and will maintain its relationships with the various sub-regional, regional and national organisations with whom it is involved.

9.5 RECOMMENDED ACTIONS

LOCAL BUSINESS PROVISION	Partners	Timescale
Investigate potential for e-learning and training information for local businesses on line or possibility of providing subsidised training courses.	KMC, YTB, Sub-regional	2005/06
Hold an annual Tourism Information Day for local businesses	KMC, Council depts, PYTA,	2004/05
Continue to provide up-to-date industry information, legislation and opportunities	KMC	Ongoing
Continue to provide grant aid to aid local tourism promotional activities	KMC	Ongoing
Investigate opportunities for training and development with local organisations, with the aim of establishing a regular seminar provision for local tourism businesses.	KMC, Local business orgs, Sub-regional	2007/08
Investigate links with local business organisations to enhance the profile of tourism businesses within the area	Kt, Local organisations	2005/06
COMMUNICATION WITH VISITORS		
Continue to maintain and develop web based information for all aspects of tourism	KT, sub-regional partners	Ongoing
Continue to develop local visitor information through the KMC visitor web and associated local domain sites	KT, web dev., Intech, other Council Depts,	2004/05
Review success of publications on an annual basis	KT	Ongoing
Conduct research into Visitor Needs and Expectations	KT	2005/06
INTERNAL & EXTERNAL COMMUNICATION		
Act as the point of contact for national and regional communication, and ensure involved in decision making opportunities and consultations	KT, YTB, YF, VisitBritain	Ongoing
Maintain and develop a good working relationship with the TIC's, ensuring communication with regard to their future development and opportunities for visitor information dissemination	Customer Relations Unit and KT	2004/05
Develop opportunities for potential cross-council projects particularly with reference to the VFR market	KT, Cult & Leisure Services	2005/06
Investigate the possibility of widening partnership opportunities in terms of marketing the tourism product, information dissemination and training potential	KT, local, sub-regional and regional partners	2006/07

PRIORITY 6 – MARKET INTELLIGENCE

10.1 MARKET INTELLIGENCE AND RESEARCH ACTIVITY

Market intelligence is necessary to be able to operate in an increasing competitive market. Monitoring tourism trends and performance is important to get a better understanding of the aspirations and perceptions of existing and potential customers, as well as ensuring marketing and resource allocation are as efficient and effective as possible.

Kirklees will commission an Economic Impact Model (CEM) every two years. This provides information about the volume and value of tourism to the area. It is likely that additional relevant research is undertaken by various other council services and organisations, however this needs to be collated and interpreted to ensure visitor needs and expectations are met.

10.1.2 KEY OBJECTIVES

1. To develop a three year research strategy
2. To implement a monitoring and evaluation process into tourism campaigns
3. To work with local Small and Medium size enterprises (SME's) and attraction providers to develop more accurate local market intelligence

10.2 RECOMMENDED ACTIONS

	Partners	Timescale
RESEARCH STRATEGY		
Devise 3 yearly market research schedule to continually and systematically monitor tourism activity in Kirklees	KMC, YTB, WYTOG	2004/05
Conduct an audit of all local and sub-regional tourism research that has been undertaken over the last 5 years	KMC, Local businesses, WYTOG, PY	2004/5
Commission appropriate research to learn more about visitors and non-visitors to the Kirklees district	KT	2005/06
Investigate enhancing partnerships to enable comparisons of tourism spend and benchmarking possibilities	KMC, PY, WYTOG, YTB	2006/07
MONITOR AND EVALUATE		
Ensure monitoring and evaluation is considered in all tourism projects & marketing	KT, Council depts.	Ongoing
Conduct a yearly audit of all known tourism stock	KT, TIC's	Annual
Utilise IT to ensure recording of business tourism income, price per response etc to ensure accurate ROI of events attended.	KT	2004/05
LOCAL SMEs		
Work with SME's to improve knowledge of business performance and on-going trends.	KT, PYTA, TIC's	2005/06
Devise standard visitor questionnaire for all tourism businesses – attractions/accommodation to enable more local intelligence gathering	KT, Local Tourism Businesses	2006/07

APPENDIX 1 – STRATEGIC INPUT

TOURISM STRATEGIES

- NATIONAL
 - Tomorrow's Tourism (DCMS, 1999)
 - Visit Britain Annual Report 2002/03 (VisitBritain, 2003)
 - The Strategy - Enjoy England (VisitBritain, 2003)
 - Employment generated by tourism in Britain (VisitBritain, 2003)

- REGIONAL
 - Yorkshire and Humber Tourism Action Plan (Yorkshire Forward, 2003)
 - Regional Economic Strategy (Yorkshire Forward, 2003)
 - Regional Tourism Strategy – Commitment to Quality 1998-2003 (Yorkshire Tourist Board, 1998)
 - Tourist Information Study (Yorkshire Forward, 2004)
 - Business Tourism (Yorkshire Forward, 2004)
 - Roles and Responsibilities in Tourism – Consultation (Yorkshire Forward, 2004)

- SUB-REGIONAL
 - West Yorkshire Sub-Regional Action Plan 2002-2003 (Association West Yorkshire Authorities, 2002)
 - A Tourism Strategy for Leeds 2002-2007 (2002)
 - Bradford Tourism Strategy (May 2002)
 - Wakefield Tourism Strategy

- LOCAL
 - The Value and Volume of the Tourism Industry – Kirklees 2000 (YTB, 2002)
 - The Value and Volume of the Tourism Industry – Kirklees 2002 (YTB, 2004)

- INTERNAL
 - Economic Development Programme 2002-2003 (2002)
 - The Canal Action Plan (2003)
 - Kirklees Countryside Strategy
 - Colne Valley integrated Management Plan
 - Kirklees Strategy for Culture and Leisure

DCMS TOMORROWS TOURISM

Strategic Aims:

1. Develop products to meet changing expectations
2. Provide better information for customers and businesses
3. Develop a trained and motivated workforce
4. Develop and promote a sustainable approach
5. Increase access to tourism for all

THE STRATEGY - ENJOY ENGLAND (VISITBRITAIN, 2003)

Mission:

To grow the value of the domestic market by encouraging the British to spend more on tourism throughout the English regions, throughout the year.

Key Objectives:

1. Concentrating on improving insights into consumer motivations and perceptions
 - a. Customer segmentation system and satisfaction surveys
 - b. Improved market intelligence
2. Establishing collaborative relationships
3. Helping to raise standards – quality, expectations and aspirations
4. Developing products and brands - concentrating on segments with most growth potential:
 - a. Leisure breaks, Business Tourism, Visiting Friends and Relatives – priority for 2003-2006
 - b. Longer Stays and Day visits
 - c. Two major campaigns per year, experience based themed marketing
 - d. Development of domestic Business Tourism Strategy
5. Enhancing distribution – review of TIC network and web activities

REGIONAL ECONOMIC STRATEGY – PRIORITIES FOR TOURISM

Priority	Key aspects of delivery
Promoting business networks, private sector leadership, quality improvements and better business support	Review roles and responsibilities of organisations involved in tourism, Quality schemes, pilot projects, business networks
Investing in tourism infrastructure at a regional level	Tourist Information Centre review Regional branding, visitor management, customer expectations
Developing and maintaining a full economic and market analysis of tourism	Research, Economic modelling, baseline data
Developing and maintaining the regional marketing brand for tourism	Regional, sub-regional and local marketing initiatives, identify gaps
A proactive inward investment strategy for tourism	
Tackling tourism skills through FRESA	Skills, educational, learning provision
Recognising the potential of tourism in urban and rural renaissance programmes across cities, large towns and market towns	Plans to recognise tourism potential and include in delivery targets
Sustaining tourism through environmental and cultural quality and opportunity, and ensuring access	Landscape management, accessibility issues, transport infrastructure, priority thematic marketing

YORKSHIRE TOURIST BOARD REGIONAL TOURISM STRATEGY - COMMITMENT TO QUALITY 1998-2003

Mission:

To represent and generate sustainable business for the tourism industry

Aims:

1. To improve the performance of tourism businesses through improved knowledge, skills and expertise
2. To provide consumers with better access to tourist information, making it easier to make bookings
3. To stimulate demand through improved image and targeted marketing
4. To enhance the appeal of the region through sustainable developments based on the region's environmental and cultural inheritance
5. To strengthen the leadership, co-ordination and partnership in tourism

WEST YORKSHIRE TOURISM STRATEGIES - OBJECTIVES & PRIORITIES

Bradford	Leeds	Wakefield
Strengthen Leadership and Partnership	Partnership and Co-ordination	To support local initiatives and strengthen tourism product – partnerships
Enhance Image – more business and Leisure Tourism – branding, market segmentation, product development	Image and Branding Market Segmentation – best ROI– business and leisure	Enhance visitor experience – branding, product development, information and accessibility
Quality Image – accommodation, environment, attractions, information provision	Competing through Quality – sustainability, transport	Sustain quality of product and service, lead to improvements environment and infrastructure
Increase Tourism Revenue	Communication and ICT	Strengthen images and awareness Wakefield as a place to live, work, for leisure and investment
Increase Tourism Revenue	Business Support	Create, support employment, generate local income, diversify, complement and strengthen local economy – R&D
Increase Tourism Revenue	Market Intelligence	Generate pride, awareness and appreciation by local residents.