



DESTINATION MANAGEMENT PLAN



Background

The Lincolnshire Wolds is a rolling landscape and was designated as an Area of Outstanding Natural Beauty (AONB) in 1973 and is the highest area of land in Eastern England between Yorkshire and Kent and covers some 560 kilometres. The Lincolnshire Wolds AONB cuts across the council boundaries of East Lindsey District Council, West Lindsey District Council, North and North East Lincolnshire Councils. The Lincolnshire Wolds AONB is surrounded by a number of distinctive historic market towns and includes: Alford, Brigg, Caistor, Horncastle, Louth, Market Rasen and Spilsby. The combination of the Lincolnshire Wolds AONB and market towns best describes the visitor destination i.e., the natural character area of the Lincolnshire Wolds and market towns.

The visitor offer in the Lincolnshire Wolds and Market Towns is diverse from outdoor pursuits through to heritage and cultural interests. Lincolnshire is a rich agricultural county and home to many talented food producers who grow and make fantastic foods. The Lincolnshire Wolds is at the heart of the county so visitors are never far away from sampling great food and drink. This is further complemented by the wide range of visitor attractions and activities for visitors to experience.

The visitor economy in East Lindsey is estimated to be worth £584 million and the area welcomed over 4.5 million visitors in 2015. It is further estimated that approximately a fifth of this economic activity is attributed to the rural visitor economy, generating over £100 million for the rural visitor economy but this does not take into account tourism related economic activity in West Lindsey, North Lincolnshire and North East Lincolnshire so the true value of sector will far exceed this figure.

There are many organisations across the Lincolnshire Wolds and market towns that have a role to play in managing and promoting the area to encourage visitor economy growth and the table below summarises those organisations and the role(s) they undertake.

Organisation(s)	Roles	Partner Involvement
East Lindsey District Council West Lindsey District Council North Lincolnshire Council North East Lincolnshire Council	<ul style="list-style-type: none"> Developing and managing the destination branding, marketing and website. Visitor information. Establishing private sector partnership. Being a 'voice' for the visitor economy. Seeking funding opportunities for to develop the visitor economy. Public realm, transport (unitary authorities), planning, public services. 	Fully involved in the development and delivery of the plan and key partners.
Lincolnshire Wolds	<ul style="list-style-type: none"> Facilitation and review of the AONB Partnership 	Fully involved in the

Countryside Service	<p>Management Plan including access, recreation and tourism.</p> <ul style="list-style-type: none"> • Countryside management. • Protecting and enhancing natural beauty across the AONB. • Encouraging and supporting community engagement across the Lincolnshire Wolds. • Interpretation and events to help promote the special qualities of the AONB. 	development and delivery of the plan and key partner.
Towns Councils	<ul style="list-style-type: none"> • Local activities and events • Visitor information 	<p>Caistor, Horncastle and Louth and Spilsby Town Councils engaged.</p> <p>Need to engage with Alford, Brigg, Market Rasen.</p>
Private sector tourism businesses	<ul style="list-style-type: none"> • Product development, investment and improvement • Visitor welcome • Promoting of the business and destination 	Key partners in the delivery of the plan.

In the past these organisations have mostly worked in isolation in supporting and developing the visitor economy of the Lincolnshire Wolds and resulting in a fragmented and uncoordinated industry. However, in more recent years, these organisations have now come together to work collaboratively and are committed to a thriving visitor economy. However, it is recognised that there are still a number of organisations, listed below, which require engagement to make them aware of the work of this plan and help to raise the profile of the Lincolnshire Wolds and market towns.

- Churches Conservation Trust
- Greater Lincolnshire Local Enterprise Partnership
- Greater Lincolnshire Nature Partnership
- Heritage Lincolnshire/Lincolnshire Wolds Walking Festival
- Lincolnshire Chamber of Commerce
- Lincolnshire County Council

- Lincolnshire Farm Attractions Group
- Lincolnshire Wildlife Trust
- Magna Vitae
- Select Lincolnshire

Lincolnshire Wolds in the Making

In 2015 East Lindsey District Council commissioned Live Tourism to facilitate a piece of work to help guide the positioning of the Lincolnshire Wolds and market towns and define the brand personality to inform future marketing.

The report drew on the findings of a tourism segmentation report produced in 2009 for Lincolnshire called ARKLeisure. This is a model specially designed for the leisure and tourism markets. The model is based on individual values and outlook on life, which means that it can predict people's aspirations and their discretionary behaviour, like the holidays they choose and the day trips that attract them. The ARKLeisure model allows us to determine some of the factors affecting individual choice of destination, and the segments of the UK who will be most interested in the Lincolnshire Wolds and market towns.

The key features of the report are summarised below:

Lincolnshire appears to have a strong and loyal local market following but is generally unknown by the wider market. It has a perception of being a place with flat farming countryside and not as scenic as other parts of the UK, but offers the feeling of freedom and space. Even though awareness is low, those who are aware of the Lincolnshire Wolds generally have a positive perception.

The report identified that the best prospects for growing the visitor economy is to focus on three UK leisure segments.

- **TRADITIONALS** are quite an old fashioned segment that values personal service. They tend to go for destinations that are renowned for their scenery and not too crowded with visitors. Traditionals make up around 10% of the population and have an older profile, with 73% being over 45 and 53% over 55. Approximately, 41% are retired. They have average levels of internet access and average income levels.
- **FUNCTIONALS** are a cost conscious segment and will tend to go for the cheapest option as they do not want to pay for unnecessary extras. If it represents value for money to them, they will pay for it. They are very independent and will tend to arrange all aspects of their holiday themselves. While they are not early adopters they are interested in new experiences and are happy to try new things. Functionals make up 9% of the

population and 63% are over 45. Approximately, 48% are working full time and 25% are retired. They have average levels of internet access and average income levels.

- **COSMOPOLITANS** are the most active of all the segments when it comes to holiday taking. They have a wide repertoire of trips as they are open to trying new destinations and new experiences. They like to be given individual attention and are willing to pay for it. Life for this group is full and active, yet peace and relaxation is still valued in the right circumstances. This is the largest segment representing 19% of the UK population. They cover a broad range of ages and a third has children at home. There is a slight bias towards the higher socio economic groups and they tend to have the highest average income and are the highest spenders on leisure. They have high internet access.

In helping to position the future direction of the visitor economy across the Lincolnshire Wolds and market towns a SWOT analysis (below) was carried out and then translated into a 'TOWS' (Threats, Opportunities, Weaknesses and Strengths) and integrating the three leisure segments above.

Strengths

- Area of Outstanding Natural Beauty
- Rich history and heritage in market towns & villages
- Rich archaeological heritage
- Famous ancestors
- Award winning food producers and places to eat
- Great for outdoor pursuits, especially walking and cycling
- Sense of tranquility/space/big skies
- Wildlife and nature reserves
- Friendly customer service
- Visitor experience perceived to be good value for money
- Local celebrities
- Festivals

Weaknesses

- Under developed heritage assets and fragile market town centres
- Insufficient quality accommodation & attraction
- Lack of professionally trained staff
- Limited National Trust properties
- Loss of proactive countywide organisation for tourism
- Signage - lack of in some areas
- Signage - some in need of updating
- Lack of all year attractions

Opportunities

- Continued visitor interest in green tourism
- Visitor interest in quality, tranquillity and tradition
- Visitors demand clear, honest and transparent messaging
- Visitors increasingly looking for information while on the move
- Growing interest in cycling
- Lincoln - opportunity to disperse visitors to the Lincolnshire Wolds
- Hull City of Culture 2017
- Better co-ordination of events

Threats

- Perception of Lincolnshire being flat
- Area is not well known nationally
- Visitors' perceptions of Lincolnshire brand are focused on city and coast (not the Wolds)
- Changing landscape of Local Authorities and uncertainty of continued funding to support the sector

(Market) Opportunities	Strengths	Weaknesses	Brand Actions
<p>Traditionals like their heritage attractions and visiting gardens and tend to spend their holiday at a relaxed pace. They value personal service and this is something they are prepared to pay for. This usually means they opt for some of the smaller independent guest houses where they are likely to receive this kind of service.</p> <p>They are looking for days out and attractions that are peaceful & relaxing, nostalgic and educational.</p>	<ul style="list-style-type: none"> • Rich history and heritage in market towns & villages • Rich archaeological heritage • Sense of tranquillity/space/big skies • Friendly customer service 	<ul style="list-style-type: none"> • Under developed heritage assets and fragile market town centres • Insufficient quality accommodation and attractions • Lack of professionally trained staff • Lack of all year round attractions 	<ul style="list-style-type: none"> • Focus brand values on heritage, open space and relaxed pace of the destination.
<p>Functionals can be cost conscious individuals and tend to opt for budget accommodation. They tend to prefer rural destinations where there is a good mix of attractions and activities. They enjoy the outdoors as this represents good value for them – fresh air is free.</p> <p>They are seeking a nostalgic and somewhat educational experience.</p>	<ul style="list-style-type: none"> • Great for outdoor pursuits, especially walking and cycling, particularly suitable for older people • Wildlife and nature reserves • Visitor experience perceived to be good value for money • Rich history and heritage in market towns & villages • Rich archaeological heritage 	<ul style="list-style-type: none"> • Lack of large hotels • Weakness in knowledge of accommodation provision across the area • Provision of accommodation limited in some market towns 	<ul style="list-style-type: none"> • Focus brand values on the range of value for money activities and facilities, particularly outdoor activities
<p>Cosmopolitans have a broad range of interests for days out and holidays. Rural breaks are appealing</p>	<ul style="list-style-type: none"> • Area of Outstanding Natural Beauty • Great for outdoor pursuits, 	<ul style="list-style-type: none"> • Interpretation poor and uncoordinated 	<ul style="list-style-type: none"> • Focus brand values on ‘mentally engaging relaxation’ rather than physical challenge

<p>to them due to their active nature. This biases them towards days out in the 'great outdoors such as visits to a National Park or walks in the country side. However, they also value peace and relaxation in the right circumstances. Coupled with their desire for something physically and mentally challenging, rural destinations generally offer a good short break for Cosmopolitans.</p> <p>The atmosphere that they are looking for in a day out is something that is educational and something that is mentally challenging.</p> <p>Cosmopolitans are the segment to eat out most often and are drawn to new, self-found, or non-chain restaurants. Wine bars are popular for drinking.</p>	<p>especially walking and cycling</p> <ul style="list-style-type: none"> • Rich history and archaeological heritage • Famous ancestors e.g. Tennyson • Award winning food producers and places to eat • Well known products e.g. Lincolnshire sausage, Poacher cheese... 		<ul style="list-style-type: none"> • Consider including authentic local food produce in brand values
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(Market) Threats	Strengths	Weaknesses	Brand Action
<p>Visitors have a perception of it being a place with flat farming countryside, not as scenic as other parts of the UK.</p>	<ul style="list-style-type: none"> • Rolling landscape which surprises when experienced • Ideal for those who enjoy gentle exploration rather than strenuous physical challenge. • Broad vistas/big skies 	<ul style="list-style-type: none"> • Not as dramatic as some competitor destinations 	<ul style="list-style-type: none"> • Focus delivery of brand on overcoming negative perceptions

<p>The area is generally unknown by the wider market.</p>	<ul style="list-style-type: none"> • Loyal following of visitors who know the area 	<ul style="list-style-type: none"> • Lack of co-ordinated marketing and destination management across the market towns and Lincolnshire Wolds 	<ul style="list-style-type: none"> • Coordinated communications by individual businesses to deliver the brand
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Future Vision

This Destination Management Plan has the following vision for tourism in the Lincolnshire Wolds and market towns.

In five years' time we want

The Lincolnshire Wolds and market towns to be recognised nationally for its rural beauty and tranquillity and is a destination of choice where visitors enjoy an authentic and welcoming experience and is a place that they desire to visit again.

In order to achieve this vision there are three core guiding principles that underpin the delivery of the Destination Management Plan and link directly to the Delivery Plan contained at the back of the Plan.

- Developing the Lincolnshire Wolds and Market Towns Branding
 - Strengthen the Lincolnshire Wolds and market towns brand and develop digital marketing campaigns and solutions to promote the area as a year round destination.
 - The launch and ongoing development of lovelincolnshirewolds.com and social media channels.
 - Raising the profile of the area through innovative PR opportunities.
- Putting the visitor first
 - To develop a 'sense of place' by encouraging the enjoyment and understanding of the natural, historic and cultural heritage of the Lincolnshire Wolds and market towns.
 - Ensure visitors receive excellent customer service.
 - Maximise visitor distribution across the Lincolnshire Wolds and market towns to benefit all i.e., attract and disperse principle.

- Working collaboratively with partners and stakeholders
 - Establish an effective partnership for tourism across the Lincolnshire Wolds and market towns.
 - Work collaboratively with businesses to help them achieve their business aspirations.
 - Identify funding opportunities that will help strengthen the sector and visitor experience.

Measurement and evaluation

There will be a need to develop a system for monitoring visitor satisfaction, marketing effectiveness and business information to inform if we are working towards achieving our vision. There will also be a need to commission specific economic activity research for the area so we are better informed about how the visitor economy is performing. The Delivery Plan will be reviewed annually to assess progress against activity and amend as required.

DELIVERY PLAN

Objective - Developing the Lincolnshire Wolds and Market Towns Branding

	ACTIVITY	LEAD PARTNER(S)	SUPPORT PARTNER(S)	DELIVERY TIMESCALE
1	Develop social media channels to drive traffic to lovelincolnshirewolds.com and build up dialogue with users.	East and West Lindsey District Councils	Town Councils, Lincolnshire Wolds Countryside Service and tourism business community	Launch of social media channels 24 November and then ongoing
2	Develop digital marketing campaigns to drive traffic to lovelincolnshirewolds.com .	East and West Lindsey District Councils		Ongoing
3	Work up no cost/low cost PR opportunities to raise the profile of the area.	East and West Lindsey District Councils	Town Councils, Lincolnshire Wolds Countryside Service, tourism business community Mark Hibbert	Facebook Campaign 24 November and then ongoing throughout the year.

			(through (LCC ontract)	
4	Encourage businesses to create business listings on lovelincolnshirewolds.com.	East and West Lindsey District Councils	Tourism business community	Ongoing
5	Encourage tourism businesses to use the Love Lincolnshire Wolds branding on their printed material, website and social media channels.	East and West Lindsey District Councils	Tourism business community	Ongoing
6	Encourage tourism businesses to create links to their website to lovelincolnshirewolds.com.	East and West Lindsey District Councils	Tourism business community	Ongoing
7	Develop cycling opportunities through auditing current provision of routes and 'cycle friendly' businesses and develop cycling itineraries to suit all types of cyclists.	East Lindsey District Council	West Lindsey District Council	Increased website presence January 2017
8	Promotion of walking routes across the area through lovelincolnshirewolds.com, especially the Viking Way.	East and West Lindsey District Councils		Increased website presence January 2017
9	Promotion of famous ancestors across the area (telling the story) and promotion through lovelincolnshirewolds.com.	East and West Lindsey District Councils		1 st blog published 17 November then ongoing.
10	Establish better connections with Visit England to make them aware of the product offer and aspirations of the Lincolnshire Wolds and Market Towns group.	East and West Lindsey District Councils		
11	Identify local celebrities and approach for testimonials to be used on lovelincolnshirewolds.com.	East and West Lindsey District Councils	Town Councils, Lincolnshire Wolds Countryside Service, tourism business community	1 st testimonial to be published January 2017 and then ongoing.

Objective 2 - Putting the visitor first

	ACTIVITY	LEAD PARTNER(S)	SUPPORT PARTNER(S)	DELIVERY TIMESCALE
1	Refresh the online Ambassador learning portal with up to date content for the area and develop a marketing and PR plan to encourage businesses to sign up.	East Lindsey District Council		February 2017
2	Publish, on a commercial basis, a visitor map for the area for distribution to tourism businesses and tourist information centres.	East Lindsey District Council	Tourism business community	March 2017
3	Investigate opportunities to provide World Host customer care training for tourism businesses on a 'reduced rate' basis.	East and West Lindsey District Councils		April 2017
4	Identify opportunities for improving the signage to the Lincolnshire Wolds AONB	Lincolnshire Wolds Countryside Service	East Lindsey District Council	Ongoing
5	Develop an online customer satisfaction survey for businesses to encourage their visitors to complete.	East Lindsey District Council	Tourism business community	April 2017 ongoing
6	Review interpretation boards across the area and identify those that are no longer 'fit for purpose' for removal and investigate opportunities for funding for new ones, if need identified.	East Lindsey District Council		April 2017
7	Identify funding opportunities for developing digital and physical information hubs across the area.	Caistor Arts & Heritage Centre	East Lindsey and West Lindsey District Councils	April 2017

Objective - Working collaboratively with partners and stakeholders

	ACTIVITY	LEAD PARTNER(S)	SUPPORT PARTNER(S)	DELIVERY TIMESCALE
1	Encourage tourism business to join the Lincolnshire Wolds and Market Towns group.	East and West Lindsey District Councils and tourism business community		Ongoing
2	Carry out an audit exercise to map the provision of tourism products across the area to help identify gaps in provision.	East and West Lindsey District Council	Seek support from Lincolnshire County Council and Lincoln University	June 2017
3	Identify opportunities for raising the profile of the Lincolnshire Wolds and market towns.	East and West Lindsey District Councils and tourism business community		Ongoing
4	Identify potential funding opportunities to help strengthen the sector and develop new market opportunities	East and West Lindsey District Councils		Ongoing