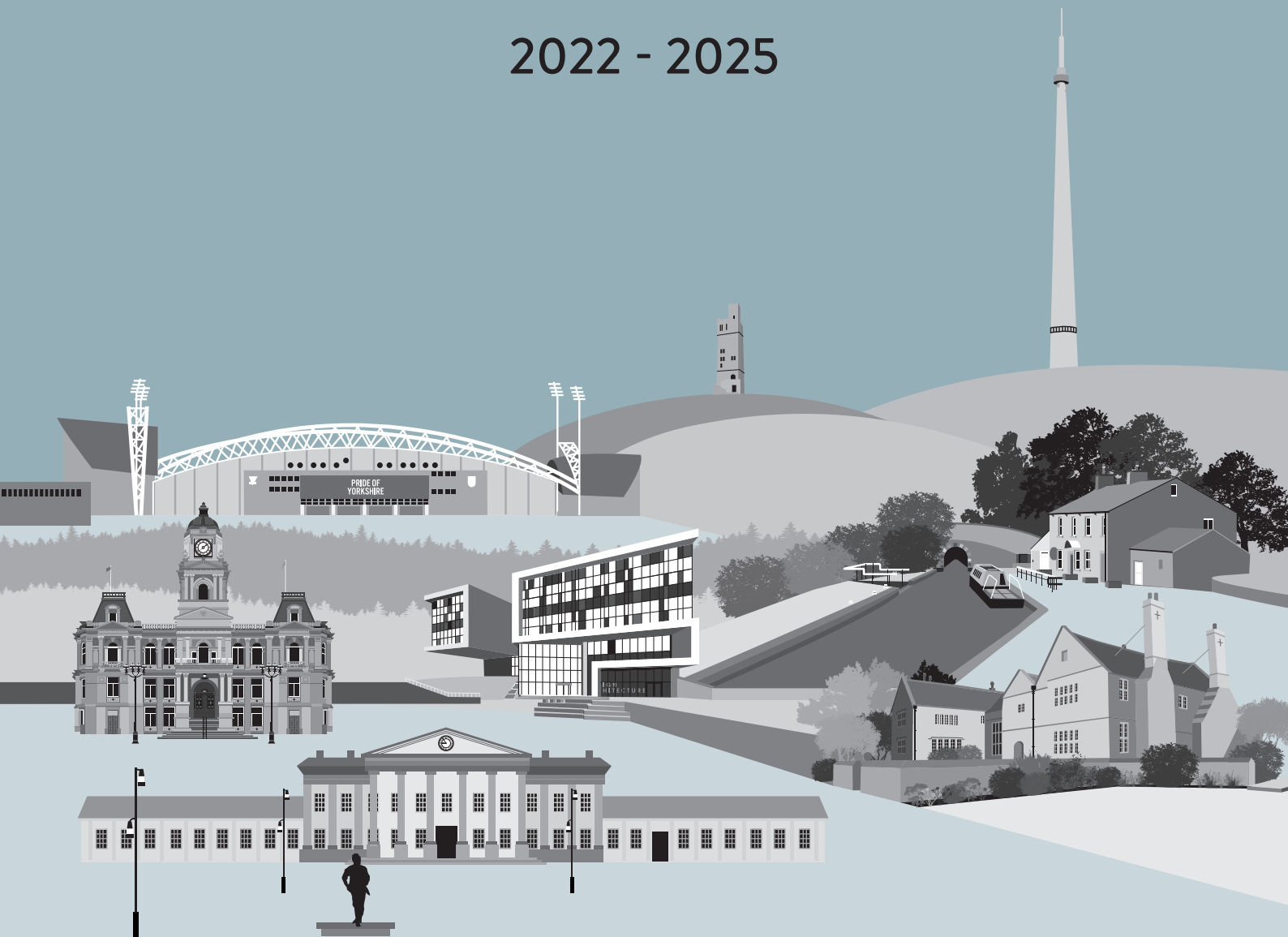




KIRKLEES TOURISM STRATEGY

2022 - 2025



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02



Huddersfield Railway Station

FOREWORD

Kirklees Council is embarking on significant regeneration projects in town centres, as well as cultural, heritage and tourism development across the district. The Council works in a place-based way: recognising our unique stories, celebrating our communities and valuing our heritage that shapes our future. Kirklees is an inclusive, family friendly and welcoming place. However, from a placemaking perspective, a destination without a focussed, well-defined identity will fail to attract footfall.

The long-term global effects of the Coronavirus pandemic, since the UK's first lockdown in March 2020, can now be analysed. As travel restrictions have been relaxed, it's possible to identify the changing long-term adjustments in consumer demand, which will open up new opportunities for tourism to develop.

Following a public consultation in March 2022, it is also clear that Kirklees has an identity challenge, and it's one that creates an enormous amount of opportunity. A request to describe Kirklees in three words produced responses such as "Where is it?", "Off the map" and "Waiting to happen". Concerns around Kirklees not being a physical place are, however, unfounded and should be seen as an opportunity to create an appealing destination brand.

03



KIRKLEES DISTRICT'S WINNING TOURISM ASPIRATION

WHERE DO WE WANT TO BE IN THREE YEARS?

Through innovation and partnerships, we will share the stories of Kirklees' people and places, deliver world-class cultural experiences and ensure all visitors feel welcome.

In doing so, we will preserve Kirklees' heritage and nurture its natural places. A thriving visitor economy will benefit our communities, economy and attract inward investment.

Through this strategy we want to inspire travel and tourism that drives community enhancement and economic development.

HOW DO WE KNOW WE CAN GET THERE?

PUTTING KIRKLEES ON THE MAP

Together we will grow sustainable social, cultural, environmental, economic and wellbeing benefits for all Kirklees' residents, businesses, visitors and students.

We already have an impressive industrial heritage, a contemporary culture expression, outstanding countryside, and our connections to major cities create a fantastic foundation for tourism experiences. With three national parks on our doorstep, a strong sporting heritage and a good leisure offer, Kirklees is widely recognised as a great place to live and work.

Bordered by the M62 to the north and the M1 to the east, Kirklees is at the centre of the Leeds, Manchester and Sheffield City Regions, with easy access to the north's major cities, airports and ports.

London Kings Cross is just over two hours away via a fast rail connection to Leeds and direct trains connect Huddersfield and Dewsbury to Manchester Airport, giving access to more than 200 inbound tourism markets worldwide.



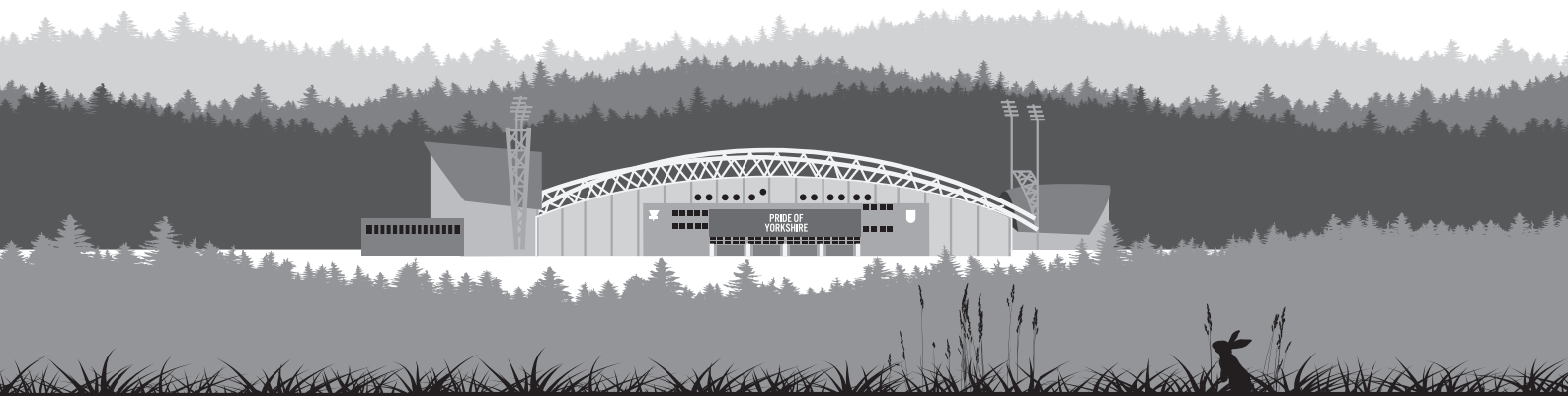
WHAT DO WE NEED TO DO?

HOW WILL WE GET THERE?

To promote a vibrant tourism industry, offering year-round compelling and memorable Kirklees experiences, we need to:

1. Define the product base and the national positioning of Kirklees through innovative product and visitor experience development.
2. Increase revenue from tourism year-on-year by attracting new markets, maximising the return from an increased length of stay and generating a greater level of return from each trip.
3. Reduce seasonality and spread the economic benefit of tourism across the region through strategic event promotion and inward investment.
4. Increase Kirklees community-based tourism, to ensure the people of Kirklees benefit from the local, quality visitor offer.
5. Raise awareness in the community of the significance of tourism by highlighting the focus on its economic and cultural value.
6. Ensure the Kirklees offer is considered within the broader Yorkshire experience, developing day visits and overnight stays in Kirklees.

05



UNDERSTANDING OUR VISITORS

THE TOP FIVE REASONS FOR VISITING KIRKLEES:

Our public consultation in March 2022 revealed the key motivators for travel to the district. These form the foundations of this short-term strategy.

1



VISITING FRIENDS,
FAMILY AND
RELATIVES (VFR)

2




THE HISTORY,
INDUSTRIAL HERITAGE
AND CULTURAL EVENTS

3



WALKING HOLIDAYS
WITH A PUB AND
FOOD THEME

4



THE VILLAGES AND VALLEY
SCENERY WITH AN
EMPHASIS ON THE CANAL

5



INSPIRED BY FILMING
LOCATIONS FOR TV
AND FILM PRODUCTIONS

UNDERSTANDING OUR VISITORS (CONT.)

When previous Kirklees tourism strategy drafts had been considered, the region's economy was in a different place. Since that time, considerable investment has been set aside for some major infrastructure and regeneration work in Huddersfield and Dewsbury. If managed and marketed well, this presents an opportunity for the tourism industry to grow in an unprecedented way. Or, to put it another way, if the tourism offer is marketed well and it maximises the regeneration opportunities, the benefits back to the wider economy can be realised.

This three-year strategy sets out a framework for everyone in the region's tourism sector to plan around these new opportunities, and build on the strengths of Kirklees as a destination. It is the start of a journey to forge stronger tourism opportunities for the sector and the wider district with the drivers of:

1. **Increasing visitors to the district from outside of Kirklees.**
2. **Increasing resident / community-based tourism within the district.**
3. **Maximising the relationship with Visit England and Visit Britain.**
4. **Ensuring the Kirklees offer is situated within the West Yorkshire offer and broader Yorkshire experience, developing day visits and overnight stays in Kirklees.**
5. **Increasing revenue generated by the tourism offer.**

HOW TO READ THIS STRATEGY

This document introduces key themes, ambitions and principal recommendations for Kirklees tourism development 2022-2025.

It starts by considering the shifts and pressures in tourism around the world, as well as the district's expected regeneration growth in the coming years.

Following this, it presents six priority areas which focus on Kirklees' competitive strengths. These are designed to help the business involved in tourism meet the district's short and long-term ambitions, in terms of inclusive, sustainable economic growth.

THE SIX PRIORITY AREAS ARE:

MUSIC FESTIVALS AND CULTURE

HERITAGE

FOOD AND DRINK

LANDSCAPE AND WELLBEING

SCREEN TOURISM

SPORT

08



TOURISM, HERITAGE AND CULTURE STRATEGIES

This Kirklees Tourism Strategy is part of a suite of documents that work together for the district. The Kirklees Heritage Strategy 'We Are Making History' was written to create conditions which will enhance, celebrate, care for and maximise the incredible potential of heritage in all its forms in Kirklees. The Heritage Strategy recognises the role of heritage assets, the stories of people, communities, and the collections as integral to place and identity.

'Our heritage is all around us. In our towns and cities, and in our villages and rural areas. In historic buildings, places of worship, inspiring landscapes, ancient ruins and archaeological sites, statues and memorials. In places where great events happened, where famous figures of the past wrote their names in the history books, and where countless ordinary men and women lived and worked. It speaks to us of who we are and where we have come from, of how we came to be the people and the nation we are today.'

DCMS, The Heritage Statement, 2017

The Heritage Strategy informs us about place, our history and heritage and how it has shaped us today and for tomorrow. The emerging Cultural Strategy, which is due to be completed in 2023/24, will bring together and celebrate all the district's place-based creative expression, talent and skills, from our festivals, events and galas, to exhibitions, performances and programmes across all our parks and diverse venues. The Heritage Strategy may tell us who we are and why, but, the Cultural Strategy is about how we share our identity, showcasing our innovation and creativity. The Tourism Strategy is about how we are inviting people to experience our heritage and culture.

KIRKLEES TOURISM IN CONTEXT

The 21st century traveller is on the move solo, with family, in a group, or on business. They learn about a destination or travel brand via social media, as well as through traditional marketing channels. Tourism sentiment surveys conducted by Visit Britain, YouGov and World Travel and Tourism Council show that tourists and residents are motivated by wellness, outdoor activities, gastronomy, heritage or a specific interest such as nature, sports and music.

Tourism in Kirklees is shaped by a broad range of factors within the district and its geographical location within West Yorkshire, which influences both what visitors are looking for, and what it can offer to match the motivations for travel.

Adding to these are the overriding megatrends such as demographic or climate change, shifts in economic power and the impacts of the Coronavirus pandemic. These form the background for consumer trends and play their part in influencing how people spend their leisure time.

Based on travel motivations, the results of our Kirklees public consultation and on emerging patterns of consumer behaviour, eight trends have been identified. These are relevant to shaping visitor demand in the UK, England and locally in Kirklees, during the lifetime of this strategy.

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EIGHT TOURISM TRENDS 2022 - 2025



1. SHORTER BREAKS, MORE OFTEN

Consumers are opting for 'experiences' over things, leading them to seek more from their leisure time. UK domestic travellers are opting for 'staycations' more often.



2. DIVERSE VISITOR PROFILES

People from diverse backgrounds are a key visitor segment for Kirklees, with its rich and diverse offer and content. People travel in groups of different ages. Visitors are also mixing business and leisure activities in the same trip. International students are attracted to Huddersfield University and Kirklees College, and these students are coming from varied cultural backgrounds.



3. RURAL RETREATS

Consumers are leading increasingly busy lives. Holidays and short breaks are becoming more about recovery, self-improvement, wellbeing and doing activities in wide-open spaces.



4. WELLBEING HOLIDAYS

Interest in physical and mental health has increased demand for active holidays, through simple pursuits such as walking and cycling, or 'community' activities such as yoga retreats, country sports, cultural festivals and craft courses.

EIGHT TOURISM TRENDS 2022 - 2025 (CONT.)



5. FLUID ITINERARY TRAVEL

Increasingly, visitors are making a road trip with no fixed itinerary, giving them flexibility to see breathtaking landscapes and go beyond the traditional tourism attractions. This has increased demand for last-minute bookings across restaurants and accommodation choices.



6. AUTHENTICITY

A growing interest in Kirklees' past is also coupled with greater localism, where people pay more attention to local culture. Visitors are also seeking opportunities to get to know unique aspects of Yorkshire heritage.



7. TECH EVERYWHERE

Consumers' every-day use of technology is having clear, tangible effects on the tourism sector, as research, booking, managing trips and even some in-situ experiences move online at an ever-faster pace.



8. SCREEN TOURISM

VisitBritain's research shows that films and TV are powerful motivators for travel. Almost a third of potential visitors to the UK include "as-seen-on-screen" itineraries, from classic 1970s TV series to contemporary features.

FIVE TARGET MARKETS SPECIFIC TO KIRKLEES

With a clearer understanding of the characteristics and segments within each market and with targeted marketing and product development adapted for each, there are significant opportunities to increase the volume of visitors who come from the rest of the UK and overseas, and the value they can add to the local economy.

Based on what we know about our markets and how our visitor experiences match with demand, Kirklees has an opportunity to define and market the destination experience. This visitor infrastructure also aligns with the VisitBritain identified market segmentation. Using that marketing structure will help to promote the area, particularly in the absence of a significant Yorkshire destination management organisation in the short-term.



GREEN EXPLORERS & CULTURE BUFFS

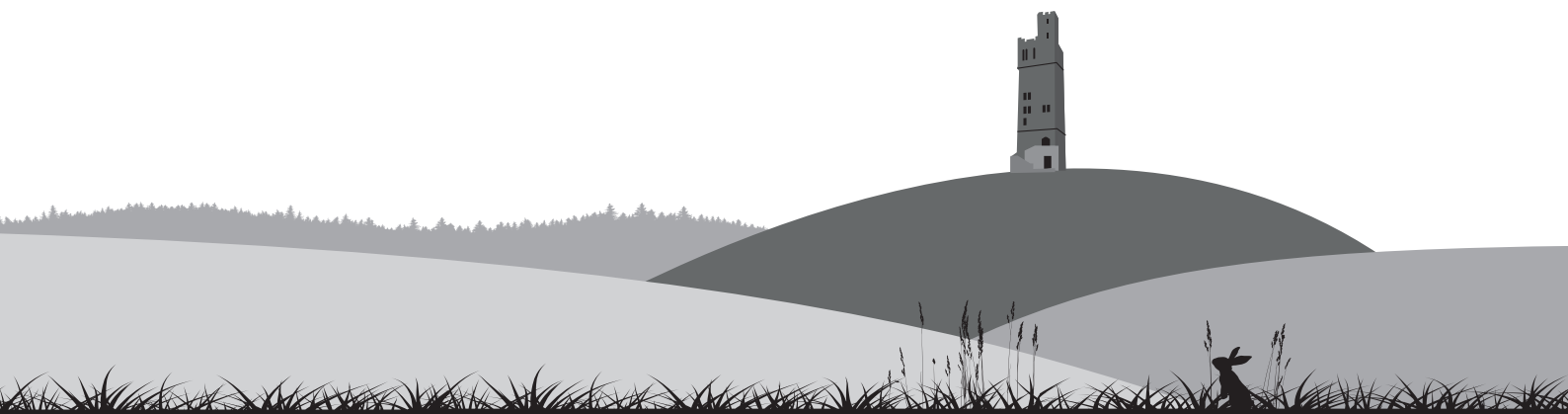
Traditional vs Cultural

Likely to be older couples and empty nesters. Split by those interested more in the traditional outdoor offering and slightly younger motivated by cultural activities alongside the outdoors.

High interest in the outdoors and local heritage, couples who are active and look for attractions such as parks and gardens, National Trust properties and walking routes. Activities such as head gardener tours, foraging, vineyard visits and local produce will appeal strongly. Although they can go for the more luxury end, they will also be conscious of wanting to get value for money and added elements.

This segment will also be the most conscious of safety following the pandemic and therefore will be cautious. Increasing confidence and a sense of reassurance will be essential.

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FIVE TARGET MARKETS SPECIFIC TO KIRKLEES (CONT.)



EXPERIENCE SEEKERS

Outgoing, adventurous & experience-driven. Predominantly the millennial market aged 18-35, comprising couples and small groups of friends. Likely to be from towns and cities they lead active lifestyles and are naturally curious about the world, keeping up with a variety of news sources and travel interest publications.

They seek out novelty, exciting and luxury experiences. Social media is a key point of influence and plays a very important role in brand discovery. Experience Seekers also expect brands to be eco-friendly and help them improve their knowledge & image. Accommodation choices may include unique self-catering accommodation, Airbnb, and mid-range hotels.

Experiences around wellbeing, sustainability and self-improvement will appeal strongly alongside shared, creative, and cultural activities. They also look for locally-sourced produce, music and food festivals, street food, microbreweries, and shared space venues.



HYPER LOCAL - Sightseers and Explorers

This includes residents and the VFR (visiting friends and relatives) market. Likely to be for a day trip or short break. Messaging should be centred around rediscovering local hidden gems and to discover places that they may not have known existed. Supporting local businesses is important to this target market.

Likely to look for unique and one-off accommodation options, such as shepherd huts close to nature.



ACCESSIBLE TOURISM

There is a compelling business case for making tourism venues and experiences inclusive. VisitBritain currently indicates that people with health conditions and disabilities, and their travelling companions, spend around £15.3 billion on trips in England each year.

People from this market are more likely to take longer trips and are very loyal to places that meet their requirements.

FIVE TARGET MARKETS SPECIFIC TO KIRKLEES (CONT.)



MULTI-GENERATIONAL FAMILY

Families are made up in different and unique ways. We see families with children of different ages, moving away from the traditional nuclear family composition to include more intergenerational members and single-parent families. This should be reflected in messaging and marketing content. This segment also ties in with trends around multi-family travelling, which is likely to see an increase.

They look for child-friendly activities that are educational and hands-on. Likely to look for day trips alongside three nights or more, in self-catering accommodation, potentially close to nature and nearby to planned activities.

Funseekers: Value for money, with smaller children, social accommodation options including self-catering and caravans.

Aspirational: Higher earning families, with older children and experiences centred around the outdoors and local culture, quality self-catering accommodation.



SETTING THE STAGE

Our potential markets are diverse and visitors have a wide choice of destinations to choose from. To be effective with any marketing activity, we first need to ensure that we have the right product fit for each market. This will help both consumers and the travel trade to be receptive to what Kirklees has to offer.

The plan is to use this strategy to establish a portfolio of investment and funding to deliver the following activity:

STEP 1

Focus on developing a strong tourism message and identity:

Create a cohesive story and invest in core visual assets to showcase the area as a year round destination.

STEP 2

Develop themes:

Build on our competitive strengths to link events, locations and experiences together so that they are seen as a connected offer.

STEP 3

Market development:

Understand what our different markets are looking for, define unique experiences, build relations with the travel trade in the UK and overseas. We will establish which channels are most effective in each market and, of course, build loyalty among our existing visitors.

Looking ahead, we should all take into account the relative value of audiences in the above market segments and dedicate our efforts accordingly. With inbound travel slow to recover from the pandemic, short-term efforts should consider prospects among other 'near neighbours' out of county, such as Manchester and Liverpool, as well as London and Scotland with quick train connections, and 'distant cousins' such as Sheffield and Doncaster.

Long-term, when inbound travel begins to return in significant volume, efforts can then focus on key international markets. Using the groundwork prepared in the short-term, this will resonate with international audiences. For example, France has good air connections with Manchester and a long-standing affinity with Yorkshire, while the United States and Canada are important inbound markets for England, with visitors keen on English heritage, culture and screen tourism.

SIX KEY STRENGTHS THAT SET KIRKLEES APART



- Music and tourism go hand-in-hand. Music makes people happy, is inclusive and has a secondary appeal promoting wellbeing. 2023 is The Kirklees Year of Music, showcasing the diversity of musical heritage and talent in the region and appealing to all generations. There are currently 20 music festivals of varying sizes and genres providing a solid foundation for annual development. Together with small music venues delivering year-round live performances that are well-attended, these opportunities create revenue streams in hospitality and local businesses.
- Kirklees' theatres, museums, galleries and exhibitions provide a strong complementary appeal to visitors coming primarily for music events and other activities.



- Kirklees is highly regarded by visitors, with a wide range of heritage assets, including Oakwell Hall, Bagshaw Museum, Castle Hill and Standedge Tunnel. There are strong links to the Bronte's, the English Civil War, and the more recent industrial heritage. The cultural offering extends with day excursions to Haworth's Bronte Country, Halifax's Piece Hall, Wakefield's National Coal Mining Museum and Leeds' Royal Armouries.
- Visitors can be made keen to return and spend longer in the region within the domestic market, appealing in particular to the VFR market segment.

SIX KEY STRENGTHS THAT SET KIRKLEES APART (CONT.)



- Many visitors will discover a destination through food and drink. Kirklees has a diverse range of restaurants, cafes, pubs and bars - including numerous small food and drink festivals, Holmfirth Vineyard plus several coffee roasteries, micro breweries and craft gin makers.
- Food and drink experiences often attract a premium. To exploit this lucrative market, they should be developed into visitor experiences with a year-round appeal.

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- Kirklees has outstanding natural assets. It makes up 10% of the Peak District Park and has three national parks on its doorstep. Walkers, cyclists and homeowners cite its green spaces as a major appeal for visiting and spending more time here.
- Kirklees is in a great central position geographically. Close to many of the UK's major cities, the region has the capacity for attracting visitors from more crowded parts of the UK.

SIX KEY STRENGTHS THAT SET KIRKLEES APART (CONT.)



- Kirklees has an outstanding legacy and contemporary presence in screen tourism. Last of the Summer Wine in Holmfirth provides an exhibition, tour, gift shop and stayover experiences. Oakwell Hall was featured in Anne Boleyn and the new series of Gentleman Jack. ITV Studios in Leeds enjoy a strong weekend visitor presence, and Bradford's National Science and Media Museum has year-round events. The towns across the district also play host to film festivals throughout the year.
- Screen tourism attracts national and international audiences and plays a crucial role in raising awareness of the destination placemaking - historic and contemporary - which creates revenue and investment for local hospitality businesses.



- The region is highly regarded in the sporting world, with Championship club Huddersfield Town providing a strong footballing attraction. Rugby League is well represented, with Huddersfield Giants, Batley Bulldogs and Dewsbury Rams leading the charge.
- Sporting visitors to Kirklees are loyal, often repeating their visit weekly and recommending the destination to others. The region also has eleven high-rated golf clubs, which offer opportunities to promote high-end accommodation with ancillary spend on dining and visitor experiences in Kirklees.

TOURISM & SUSTAINABILITY

A focus on environmental sustainability isn't new, but the degree to which travellers expect (and prefer) eco-friendly products and services is. Tourism is a growth industry and consumers around the world are spending more of their time and money on leisure activities.

Kirklees is expected to benefit from the growing domestic demand from leisure, as well as business travellers who are attracted to the area as a place to meet, learn and grow their business. Any new strategy for tourism must align with the inward investment plans, heritage, growth and regeneration strategies for Kirklees.

Kirklees Council has already aligned its work with the 17 Sustainable Development Goals (SDGs) launched in 2015 by the United Nations. The aim of these is to work towards a carbon neutral goal by 2030. The education process around SDGs has been widely integrated into curriculums at primary and secondary schools across the nation. Kirklees has launched its Climate Commission and has established plans to tackle the climate emergency.

This presents the opportunity to resonate with a younger audience on the sustainability and climate change initiatives in Kirklees. The public consultation revealed that sustainability is becoming an increasingly influential factor in lifestyle choices – and the Kirklees Year of Music 2023 has already pledged to engage with the SDGs as much as possible.



UNDERPINNING TOURISM GROWTH

The following five principles will guide the actions of all individuals and organisations related to tourism growth in Kirklees during the lifetime of this strategy.

SUSTAINABLE GROWTH

Growth will embrace the SDGs over the long term for the environment, society and economy. Protecting our natural and built environment, while ensuring the wellbeing of local people, should set us apart.

#3 Good Health and Wellbeing, #5 Gender Equality #11 Sustainable Cities and Communities and #15 Life on Land



LEADERSHIP

Businesses will take the initiative in finding ways to work together to improve the visit experience, share information and make Kirklees stand out against its competitors. They will take a greater role in developing the destination and owning the success it brings.

#3 Good Health and Wellbeing #5 Quality education # 13 Climate Action # 16 Peace and Justice



EMPLOYMENT

The tourism sector in Kirklees will provide increased opportunities for employment, creating jobs that are fair, inclusive and offer good prospects for career advancement, especially for young people

1 No Poverty # 5 Gender Equality #10 Reduced inequalities



UNDERPINNING TOURISM GROWTH (CONT.)

COLLABORATION

All tourism stakeholders will work together with Kirklees, and beyond where relevant, in pursuit of the objectives set out in this strategy.

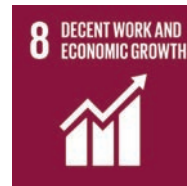
#1 No Poverty #5 Gender Equality #10 Reduced inequalities



GOVERNANCE

Government agencies will take a joined-up approach to planning and implementation, working to support the continual growth of the visitor economy as a key pillar of Kirklees' economy.

#4 Quality Education #8 Decent Work and Economic Growth #Sustainable Cities and Communities
#15 Life on Land



DEVELOPING A GREAT VISITOR EXPERIENCE

As we develop our core market segments, Kirklees must be able to offer the services, experiences and warm welcome that visitors expect. Going hand-in-hand with market development is destination development: turning Kirklees' assets into the experiences that visitors look for. Kirklees already has the foundations for so many of the experiences that attract visitors regionally, nationally and, when inbound travelling returns, internationally. These now require thematic development, with input and coordination to create and enhance compelling reasons to stay, explore Kirklees and return again and again.

A five-part approach is required to achieve a great visitor experience

1. TURN ASSETS INTO EXPERIENCES.

Building on our competitive strengths involves developing our assets (such as the natural landscape, canal and towpath, industrial heritage, food and drink) into the type of experiences that visitors are seeking. This requires strong visual content, concise messaging that weaves them together and can be readily marketed under overarching themes, with clear calls to action. This will be guided by the ambition to encourage visitors throughout the year, and as widely as possible across Kirklees.

2. CONNECT BUSINESSES WITH CUSTOMERS.

We will ensure that our products, accommodation, festivals, activities and gastronomy are well positioned in the places where visitors are searching - online and offline. This means continually developing our capacity to manage and market our businesses, connecting the towns, villages and valleys using digital and print tools.



DEVELOPING A GREAT VISITOR EXPERIENCE (CONT.)

3. ENSURE THAT TOURISM IS GOOD FOR KIRKLEES AND ITS PEOPLE.

In developing Kirklees as a destination, we will ensure that we protect and enhance our natural and built environment. Kirklees Council and Kirklees Year of Music 2023 have aligned their work with the 17 United Nations Sustainable Development Goals (SDGs) and this could boost the broader tourism promotion. Regeneration projects in development can become part of the tourism offer in the short-term to bring long-term economic growth, and highlight the council's contribution to the prosperity and wellbeing of local people. Reference: <https://tourism4sdgs.org>

4. TOURISM CAREER OPPORTUNITIES

Kirklees will provide increased opportunities for employment; creating jobs that are fair, inclusive and offer good prospects for career advancement. These will also be aligned to the Kirklees Economic Strategy, West Yorkshire Combined Authority economic plans, and the UN SDGs relevant for tourism in Kirklees; #3 Good Health and Wellbeing, #5 Gender Equality #11 Sustainable Cities and Communities and #15 Life on Land.

5. COLLABORATION TO FOSTER DESTINATION STEWARDSHIP.

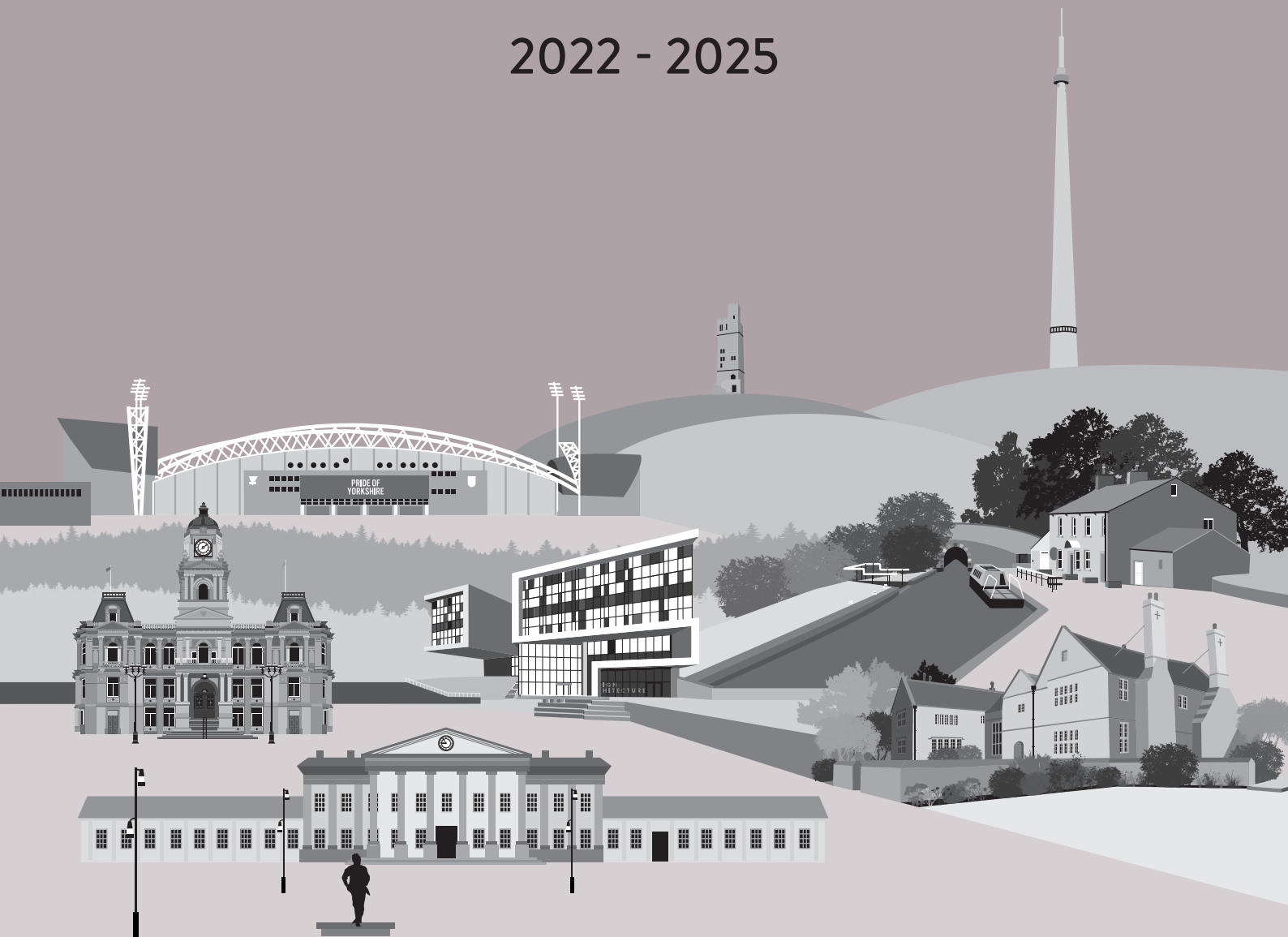
Businesses will take the lead in addressing the areas above, whilst government bodies must work with the private sector to support the continual growth of the visitor economy. Through a collective approach and inclusive marketing, the strength of the Kirklees story will find great expression.





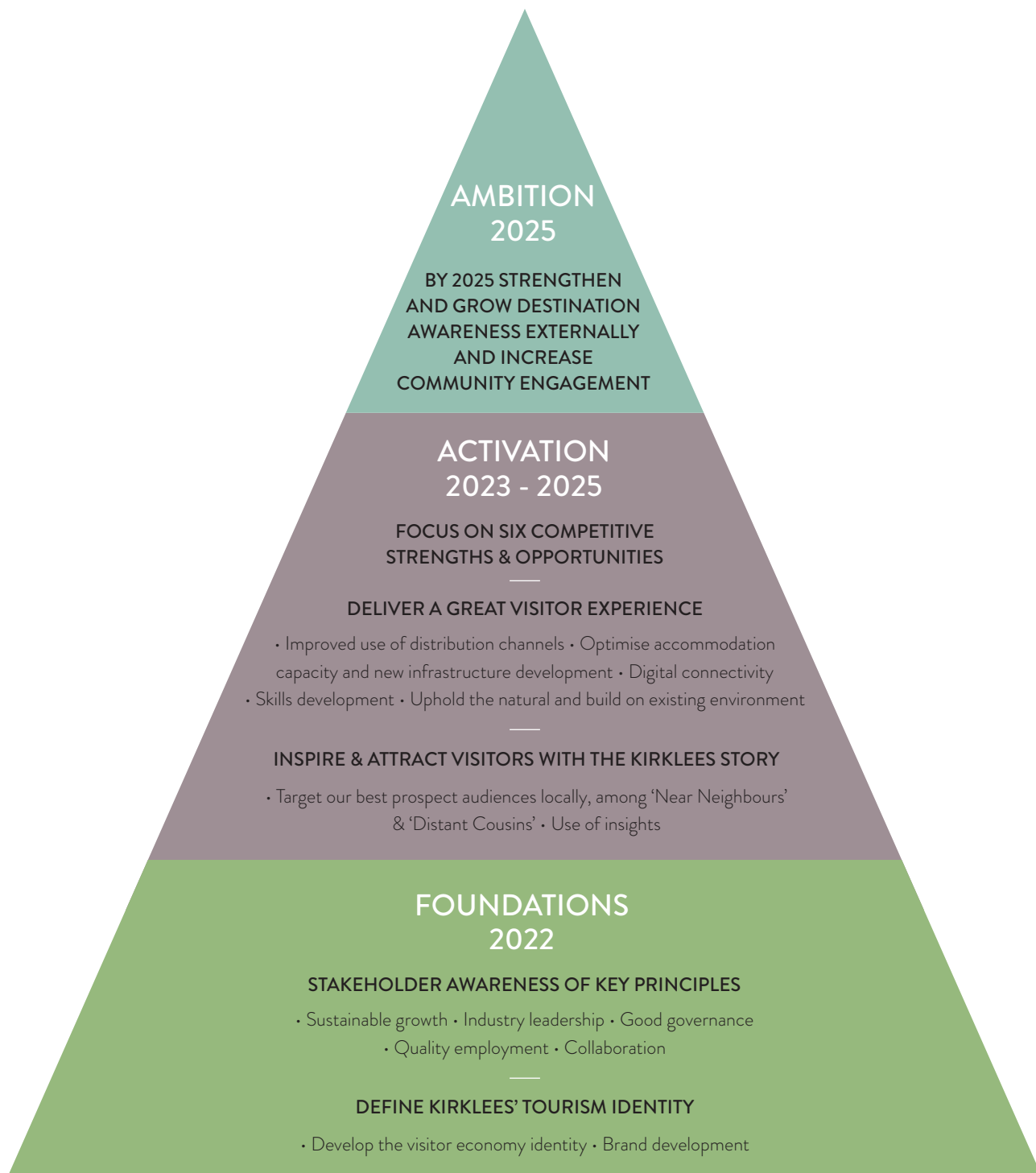
DRAFT THREE-YEAR DEVELOPMENT PLAN

2022 - 2025



PROPOSED THREE-YEAR TOURISM DEVELOPMENT PLAN:

2



PROPOSED THREE-YEAR TOURISM DEVELOPMENT PLAN 2020-2025

DESTINATION STEWARDSHIP

To build a strong future for all businesses and residents in Kirklees, we want to be excellent stewards of our district - ensuring we thoughtfully develop the economic, social, cultural and environmental benefits of tourism across Kirklees.

Our tourism strategy can only be achieved with the support of our residents and local businesses. Tourism can enhance the quality of life and attract more people to choose Kirklees as their home or visitor destination. To do so, we all have a responsibility to promote our social and cultural amenities such as galleries, parks and restaurants, through environmental stewardship and through economic growth benefitting urban and rural areas.

Kirklees Council is working to balance all aspects of sustainability with our Climate Commission and have established plans to tackle the climate emergency. In managing visitor volume across the district through seasonal and geographic dispersion, two considerations underpin each proposed action in this three-year development plan.

3



SUSTAINABILITY

- Working with our West Yorkshire Combined Authority and all our industry partners to support the implementation of the Kirklees Climate Commission making the district a happier, healthier, more prosperous and more inclusive place
- Assessing Kirklees tourism against the United Nations 17 Sustainable Development Goals (SDG) and enhancing the appreciation of green spaces across the district
- Supporting the development of more accessible and inclusive tourism experiences and employment



RESIDENT QUALITY OF LIFE

- Ensuring tourism growth contributes to the economic well-being and social fabric of communities throughout Kirklees
- Engaging residents in community tourism and building public awareness of the benefits that tourism brings to Kirklees
- Educating industry, residents and visitors about the value of tourism to the local economy and sustainable tourism practices

PROPOSED THREE-YEAR TOURISM DEVELOPMENT PLAN 2020-2025 (CONT.)

WORKING WITH OUR INDUSTRY PARTNERS

As we manage the tourism offer within Kirklees, we can create a competitive advantage through the unique way that we work together. By fully leveraging the ecosystem of partners across our industry, working together to share our intelligence, integrating our go-to-market strategies, and combining our individual resources and expertise, our winning collaboration will maximise the six strengths that set Kirklees apart from other districts.

THE SIX PRIORITY AREAS ARE:

MUSIC FESTIVALS & CULTURE

HERITAGE

FOOD & DRINK

LANDSCAPE & WELLBEING

SCREEN TOURISM

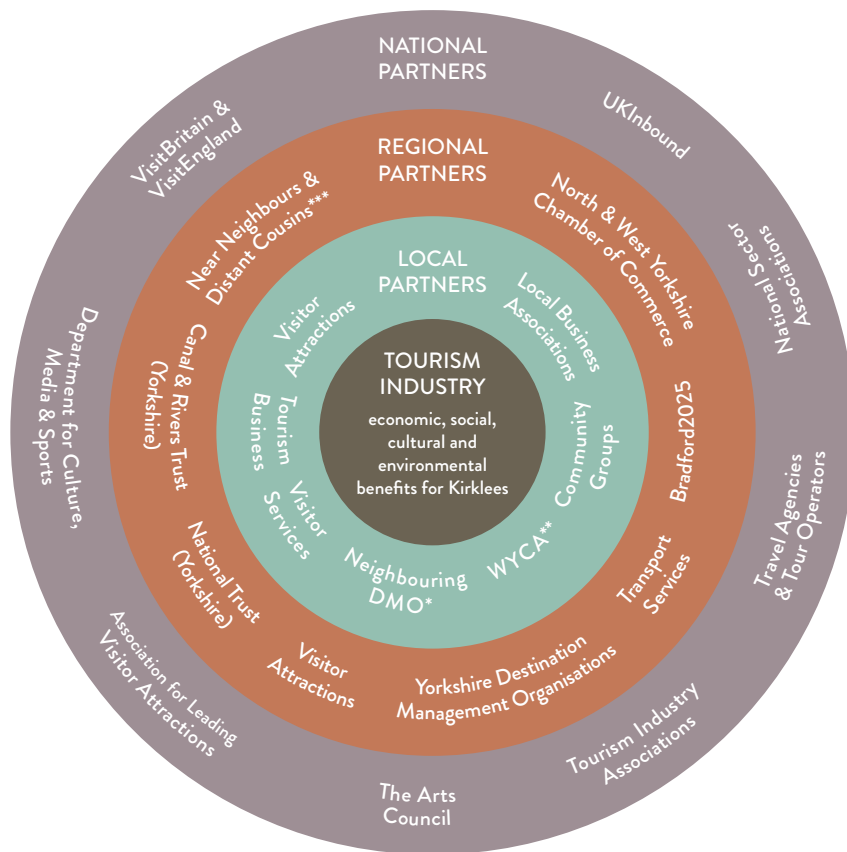
SPORT



Huddersfield Railway Station

PROPOSED THREE-YEAR TOURISM DEVELOPMENT PLAN 2020-2025 (CONT.)

SUPPORTING THE TOURISM INDUSTRY

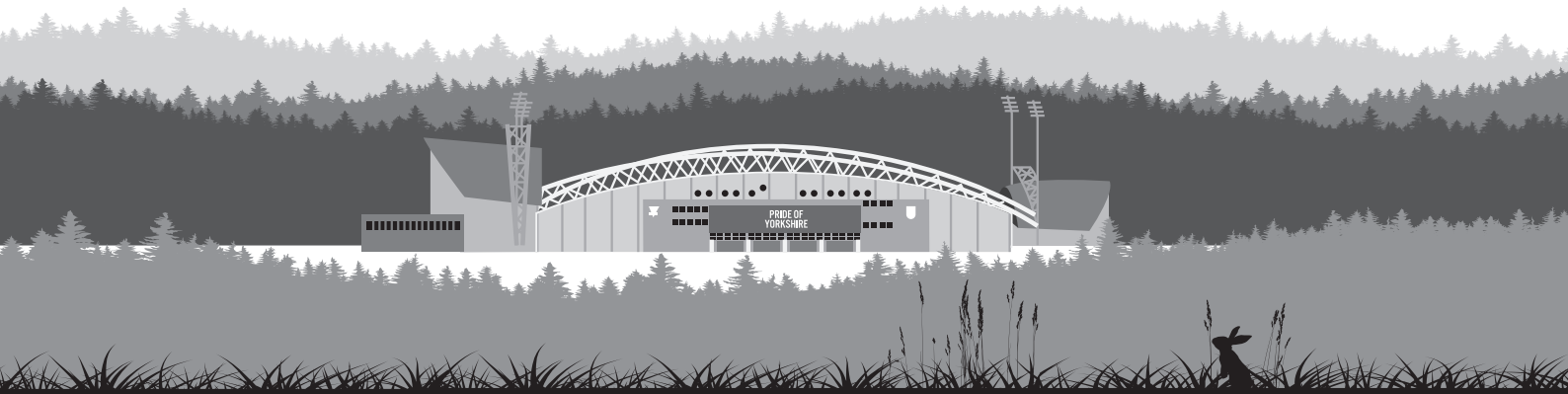


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*DMO Neighbouring Destination Management Organisations

**WYCA West Yorkshire Combined Authority

***Near Neighbours refers to out-of-county places such as Manchester, Liverpool and The Peak District, as well as London and Scotland with quick train connections. Distant Cousins refers to in-county areas such as Sheffield, York and Doncaster.



THE WAY FORWARD

The following specific priorities are aimed at achieving the overall tourism strategy objective:

By 2025 STRENGTHEN AND GROW DESTINATION
AWARENESS EXTERNALLY AND INCREASE
COMMUNITY ENGAGEMENT

In response to this objective, a comprehensive set of recommendations has been developed. Guided by the principles underpinning our tourism strategy, we can achieve our winning aspiration for 2025:

WHERE DO WE WANT TO BE IN THREE YEARS?

Through innovation and partnerships, we will share the stories of Kirklees' people and places, deliver world-class cultural experiences and ensure all visitors feel welcome.

In doing so, we will preserve Kirklees' heritage and nurture its natural places. A thriving visitor economy will benefit our communities, economy and attract inward investment.

Through this strategy we want to inspire travel and tourism that drives community enhancement and economic development.

OUR COMPETITIVE STRENGTHS

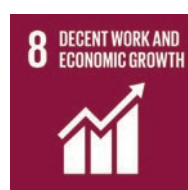
Having identified our six tourism strengths, communicating these with a content marketing approach offers more than a sales pitch to our five target markets. It's about providing practical information, ideas, and opinions that visitors might not find anywhere else. It's about adding value to the customer relationship, not just promotional noise. It's about developing stories that inspire, educate, and entertain audiences in a way that's positive, inclusive and authentic to Kirklees. It's about showing how these align to the SDGs.

To ensure the messaging is consistent and that stakeholders have an opportunity to share their plans, a visitor economy group with key representatives from each of the six subsets should be established to deliver the actions recommended and meet on a bimonthly basis.

THE WAY FORWARD (CONT.)

MUSIC & CULTURE

- Bring all existing online websites under one umbrella website to present a highly compelling and competitive offer. This will help residents and visitors navigate the year-round offer and strengthen Kirklees' profile when bidding for targeted funding or hosting high-profile sporting, music and culture events.
- Following Year of Musik 2023, develop a Kirklees approach to attracting and hosting music and culture events, meeting the needs of artists and musicians alike, maximising the opportunity for secondary spend as well as further funding streams. Working with Bradford 2025 City of Culture.



SCREEN TOURISM

- Use classic and contemporary Film and TV locations in the district to showcase Kirklees' natural and cultural assets; inform, inspire and influence travel decisions and help to market and grow local visitor economies.
- Promote local film festivals and develop a mapped route taking visitors screen-set-jetting around Kirklees to include heritage locations (eg Oakwell Hall). Multi-day, as well as day trips, to neighbouring locations of related and popular on-screen locations and media-related attraction.



TOURISM & SUSTAINABILITY (CONT.)

HERITAGE

- Align the wide variety of events more closely with the overall destination brand, strengthening the uniqueness of visiting Kirklees and attracting new audiences
- Ensure that visitors are able to easily discover our heritage in combination with other strengths, such as music, screen tourism, sport etc



LANDSCAPE & WELLBEING

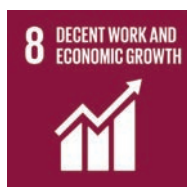
- Develop themed routes across the green, rural spaces, canals and reservoirs that encourage and help visitors to explore Kirklees, highlighting accessible tourism
- Position Kirklees as a destination for active holidays. Capitalise on Kirklees' natural scenery to develop walking, cycling, canal and Green Flag park tourism with health and wellbeing benefits, linking with spas and health retreats



TOURISM & SUSTAINABILITY (CONT.)

FOOD & DRINK

- Establish an annual Food & Drink Awards to highlight the top 20 restaurants, bars and cafes across the district, encouraging independent business and online public voting participation.
- Raise the profile and quality of employment in the hospitality and tourism sector, and its attractiveness as a career.



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SPORT

- Establish a golfing profile to attract golf enthusiasts from other areas of the UK to stay and play at Kirklees' 11 golf courses and enhance the green profile of the district.
- Encourage other sport enthusiasts to extend a day visit to overnight stay with suggested itineraries, spending longer in Kirklees and include more activities in their visit for all generations.



HOW TO ACHIEVE MAXIMUM IMPACT

INSPIRE AND ATTRACT VISITORS WITH OUR STORY

Over the lifetime of this strategy the focus will be on delivering inspired content on the right channels, at the right time. The content will be tailored to meet travel trends that motivate our target markets to visit Kirklees.

To scale this personalised approach, Kirklees Council cannot create all this content alone. We need to work in alignment with our partners, tourism business owners and content creators across the district to build a coordinated, efficient approach to content development and delivery.

Short to Mid-Term 2022-2025 Action Plan



What does that entail?

- Develop a Destination Kirklees brand and subsets relevant to our six specific strengths.
- Build, strengthen and diversify the Destination Kirklees brand in the minds of residents, current and potential visitors.
- Ensure that the Destination Kirklees brand is consistent with the experience and local sentiment.
- Establish a Kirklees Visitor Economy Group with tourism business stakeholders.
- Engage local communities to help define and tell the destination story. Share their stories online and in print to educate and ensure that messaging reflects local views and values.
- Optimise visibility and distribution of Kirklees' tourism experiences through consolidated online and offline distribution channels, including community noticeboards.
- Share the story of inward investment and destination development in Kirklees and its role in projecting and enhancing the area's environment, economy and society.
- Align with the Kirklees Climate Commission and communicate the relevant SDG.

HOW TO ACHIEVE MAXIMUM IMPACT (CONT.)

DELIVER A GREAT VISITOR EXPERIENCE

What makes an experience memorable is different for each of us, but there are still some universal elements, particularly as we progress out of the Coronavirus pandemic.

Basic requirements that form the foundation for a good visitor experience include:

- value for money • a warm welcome • a clean venue

The next step is to build an experience that evokes an emotional response. Getting this formula right leads to stronger memories, which in turn increases the likelihood of repeat visits.

Short to Mid-Term 2022-2025 Action Plan



How to approach it?

- Develop frequent experiences in support of a strong visitor economy that involve the six competitive strengths of Kirklees, with the goal to attract visitors all year round.
- Consider the eight tourism trends outlined on pages 12-14 of this strategy.
- Tailor the experiences to the relevant market segments outlined on pages 15-17 of this strategy.
- Build digital connectivity to ensure that visitors can navigate freely around Kirklees, access digital visitor experiences and connect easily with tourism suppliers.
- Make optimal use of Kirklees' accommodation resources.
- Raise the perception of employment in tourism and its attractiveness as a career.
- Develop a skilled labour force that is willing and ready to contribute to growing the visitor economy across Kirklees.
- Carry out tactical marketing actions with transport operators. Focus on transport connectivity around and to Kirklees from its key 'Near Neighbours' out of county such as Manchester and Liverpool, as well as London and Scotland with quick train connections, and 'Distant Cousins' such as Sheffield, Leeds and Doncaster.

KIRKLEES COUNCIL PROPOSED TOURISM ROADMAP

Kirklees Council recognises the importance of destination development and the economic contribution tourism makes to our community. Over the lifetime of this tourism strategy, the council is committed to building a strong foundation on which the supply side of tourism, both private and public stakeholders, can collaborate and grow. By providing compelling experiences, quality infrastructure, and remarkable services to encourage repeat visits, the strategic planning and advancement of defined areas will set us on course to achieve our goal:



RECOMMENDATION

Encourage tourism businesses to exploit B2B & digital channels to deliver their products and experiences to market.



Expand and develop a wider range of experiences in and around Kirklees in order to attract a more diverse group of traveller profiles with a booking call-to-action.



Implement the 'Destination Kirklees' brand and create marketing campaigns focussed on growth segments and year round tourism, to generate increase in bookings via new Kirklees destination website.



Introduce a bi-annual publication Winter- Spring / Summer- Autumn. This will cover Kirklees' competitive strengths to showcase a 'Stories From Kirklees' theme.



ACTION

Implement a market readiness initiative and digital training to help businesses understand the tourism aims.



Facilitate a Visitor Economy Group involving key sectors to identify and create new opportunities aligned with the overall tourism strategy. Advise businesses how to develop new visitor experiences.



Develop a 'Destination Kirklees' website and with a web page for use by tourism stakeholders, with online guidance and branding toolkit.



Develop a marketing plan for the publication of a biannual magazine full of high-quality content and messaging all year round.

KIRKLEES COUNCIL PROPOSED TOURISM ROADMAP (CONT.)



RECOMMENDATION

Develop a reputation for sustainability and encourage best practices in environmental protection and enhancement.



Optimise connectivity in Kirklees from both domestic and international destinations.



Work with other destination management organisations, Visit Britain, Visit England and align with National Strategy classifications:

- Home Turf
- Near Neighbours
- Distant Cousins



Work with public bodies and telecom operators to address gaps in digital connectivity to allow easy navigation for visitors and businesses.



ACTION

Implement SDGs more broadly and in more visitor-facing ways to increase awareness and meet more of the criteria. Build upon successes and publish Climate Commission results online and in print.



Work with airline, train and coach companies to strengthen connections and promote new visitor experiences among operators. Develop marketing campaigns with transport operators to attract visitors through easily-accessible messaging.



Identify potential partners and campaign promotions offering the greatest potential for visitor growth and spend.



Establish dialogue with relevant bodies to address blackspots in high volume visitor areas.

MEASURING SUCCESS

With all our effort and resources dedicated to strengthening and growing awareness of Kirklees as a destination and increasing community engagement, it is important to know we're on the right track. Along the way, we can collectively identify where improvements can be made. A series of Key Performance Indicators (KPIs) has been developed to help measure the performance of tourism in Kirklees.

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KPI	WHAT IT TELLS US
<ul style="list-style-type: none"> Inbound Visitor Numbers (Overnight) 	<ul style="list-style-type: none"> An understanding of overseas source markets and spend
<ul style="list-style-type: none"> Domestic Visitor Numbers (Overnight) 	<ul style="list-style-type: none"> The number of domestic visitors, where they come from and their spend
<ul style="list-style-type: none"> Day Visitor Spend 	<ul style="list-style-type: none"> The impact of day visits into the district. Visitor numbers and spend
<ul style="list-style-type: none"> Average Saturday Night RevPAR (Revenue Per Average Room) 	<ul style="list-style-type: none"> Saturday night figures will provide a clear indicator of leisure versus business and corporate interest
<ul style="list-style-type: none"> Social Media Engagement Event attendance 	<ul style="list-style-type: none"> Number of followers, engagement and interaction across Kirklees designated tourism accounts
<ul style="list-style-type: none"> 2025 Public Consultation Visitor Numbers 	<ul style="list-style-type: none"> Engagement and change in sentiment compared to 2022 results

Sector Specific

A range of KPIs will be developed in order to measure the performance of our six competitive strengths. Detailed tactical action plans for the six identified competitive strengths have been proposed as a starting point for development and will be agreed through industry dialogue from Summer 2022 onwards.

MEASURING SUCCESS (CONT.)

A Collective Effort

The visitor economy is complex; demand fluctuates from a wide range of markets, and supply is delivered across a range of sectors and activities. Gathering data helps everyone ensure we're delivering on our objective and all of tourism stakeholders in Kirklees will have a role to play in collecting this data in an accurate and timely manner.

HOW YOU CAN GET INVOLVED

This is our collective strategy and we invite all businesses and residents with an interest in supporting our tourism work to get involved. Work is already underway to deliver the recommendations in this strategy. To learn more about our progress you can:

1 Sign up to Kirklees Council's Newsletters and keep up-to-date with our plans and activities.

2 Participate in our planned series of online and in-person events where you can contribute to the action plans.

3 Keep on eye out for updates on the Kirklees Council website www.creativekirklees.com

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