LAKES CULTURE:
CULTURAL TOURISM STRATEGY
2014-2020

NOVEMBER 2014
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1 FOREWORD

The Lake District has been attracting visitors since the 18th century. Its natural and cultural heritage has been, and continues to be, a source of artistic inspiration in many fields of expression.

By harnessing the high quality tourism offer that has established the region as a must-see visitor destination, together with the vibrant and flourishing cultural sector, the Lake District has the potential to be one of the UK’s great cultural destinations. This aspiration is endorsed by the government’s recommendation that the Lake District go forward as the UK’s nomination for World Heritage status in 2016.

Several of the Lake District’s leading cultural organisations got together with Cumbria Tourism, the Lake District National Park, the National Trust and South Lakeland District Council early in 2014 to form Lakes Culture in an attempt to realise the full potential of our cultural tourism market. For the next three years (2014-17) the consortium is benefitting from additional funding generated through Cultural Destinations, a focused programme set up by Arts Council England and VisitEngland. We commissioned independent destination consultants, Blue Sail, to produce this Cultural Tourism Strategy which sets out a clear direction and arrangements for a working partnership between the tourism and cultural sectors that will be vital if we are to succeed.

The goal of the Strategy is to establish the Lake District as the UK’s leading rural cultural destination – which will lead to vibrant, successful, sustainable tourism and cultural sectors, making a contribution to the local economy through increased income and job creation. Culture is defined in this Strategy as primarily arts-based activities and experiences.

If the Lake District is going to be the destination of choice for cultural tourists, the public agencies and those working in the tourism and cultural sectors need a single-minded collaborative focus on:

- Attracting visitors – spending more – motivated by cultural experiences
- Understanding and committing to cultural tourism
- Working effectively together
- Strengthening the cultural offer to meet the needs of visitors
In the early years the Strategy will be led by a Steering Group and three task-focused Working Groups drawn from the tourism and cultural sectors, supported by a dedicated Project Manager. Beyond 2017, new partnerships will need to be put in place to maintain the momentum. Cumbria Tourism, as the destination management and marketing organisation for the Lake District will have a key role to play, assisted by national, county and local bodies. However this project will not succeed in a vacuum; it will take a mix of persistence, creativity and commitment at both a strategic and an operational level and across the tourism and cultural sectors if it is to bring the reputational and economic rewards that we deserve.

We look forward to delivering this Strategy with you.

*Richard Foster, Chair of Lakes Culture and Chief Executive Officer and Artistic Director of Brewery Arts Centre*

*Richard Greenwood, Head of Operations of Cumbria Tourism*
2 A CALL TO ACTION

The Lake District is England’s best-known, best-loved landscape – and one of the few truly iconic brands in UK tourism. It is well known as a place to visit, nationally and internationally. People know it has magnificent scenery, with England’s highest peaks and longest, widest lakes, and that it is a great place for outdoors activities. Some of them know it has inspired world-famous writers. It is mainly these things that motivate today’s 15.5m visits to the Lake District with a spend of over £1.05bn each year, sustaining over 15,000 jobs.

But the Lake District also has potential to be one of the UK’s great cultural destinations. This is endorsed by bidding to achieve World Heritage Status as Britain’s first “cultural landscape” because of its unique cultural heritage. This heritage has produced an exceptionally rich creative life and artistic experiences – inspired by, and rooted in, the extraordinary landscape.

This is good news for tomorrow’s tourism for the Lakes. Market trends show that people are increasingly looking for authentic experiences with a strong sense of place, rather than passive sight-seeing. They want to be engaged and stimulated emotionally and intellectually, and to seek out what is special and different about a place. Culture is uniquely placed to deliver this. It can demonstrate sense of place visibly and tangibly. That’s one reason why UK cities have been investing heavily in their cultural infrastructure and positioning themselves as the obvious choice for a cultural break. And other rural areas – from the Highlands of Scotland to Yorkshire to Cornwall – are strongly promoting their cultural credentials to potential visitors too.

There is enough in the Lake District to “fill a lifetime of visits” according to The Lonely Planet. But that does not mean that the Lake District can just sit back, open its doors and expect visitors to continue to come. There is work to be done. It can’t just be left to individual tourism providers and cultural organisations to grow cultural tourism. It needs support, commitment and action from local and national agencies. Policies and funding should be aligned to support cultural tourism.

Culture is a serious business – it is how the Lake District can refresh how it presents itself to new and existing audiences, and sustain its visitor economy and cultural and creative industries into the future. This Cultural Tourism Strategy, developed by cultural and tourism sectors working together, is an agenda for developing and growing cultural tourism: it will take collaboration, partnership and commitment to realise it.
3 INGREDIENTS FOR SUCCESS

THE BACKGROUND TO THIS STRATEGY

In this strategy culture is defined in terms of expressed culture rather than intrinsic culture based on way of life. Cultural tourism is defined as visits to a place for a day trip or overnight stay which are either motivated by the desire to participate in or experience cultural activities (for example, attend a festival, visit an exhibition, go to a museum) or have these sorts of activities as a significant part of the visit.

The Lake District is one of the 10 destinations chosen by Arts Council England and VisitEngland as part of the ‘Cultural Destinations’ programmes, designed to support and develop cultural tourism.

Cultural Destinations provides funding for a 3-year programme from 2014 to 2017 for a new approach to growing cultural tourism to the Lake District. The programme is based on the importance of rooting culture as an inherent part of the place and leading with the star cultural assets, clustered by themes, which will appeal to visitors.

The programme will deliver:

- The opportunity to lay the foundations to establish the Lake District as a destination of choice for cultural tourists for the future
- A Marketing Strategy to guide the repositioning of the Lakes as a cultural destination, and the promotion of cultural tourism new partnerships, networks and ways of working between tourism and culture
- Tools for partners to use in their own marketing, to make the combined promotion of Lakes Culture more powerful
- Press & PR activity to gain national and international media coverage for the Lakes as a cultural destination
- A programme to influence public agencies’ strategies and plans, to make sure cultural tourism is recognised and supported
- A curated programme – ‘Spring Awakening’ – as a showcase for the best of the Lake District’s cultural tourism offer

There have been previous attempts in Cumbria to build partnership and collaboration around cultural tourism – but the tourism and cultural sectors have not always seen things from the same perspective or been able to identify common ground. Cultural Destinations is an opportunity to organise in new
ways and demonstrate – over the three years of the project – that things can be done differently to the benefit of both sectors. It provides a vehicle for the agencies to support the development and growth of cultural tourism. It is a pilot project, focusing on the Lake District in the first instance, to put structures in place, demonstrate success and establish a firm foundation for culture to be at the heart of tourism for the whole of Cumbria, and to connect it up with other elements such as outdoor activities, heritage and food.

WHY CULTURAL TOURISM

Cultural tourism is worth pursuing because the prize is a big one.

VisitBritain estimates Britain’s culture and heritage attracts £4.5bn of inbound visitor spend with direct spend on tickets and at attractions and events amounting to £500m. Culture is one of the principle reasons why people come to Britain is ranked 4th best nation (out of 50) for its built heritage and 7th for its cultural heritage.

VisitBritain’s latest research has found that international visitors from the main source markets (USA, France and Germany) are looking for emotional, intellectual and immersive experiences which culture is ideally placed to deliver. For many people, Britain is perceived as LONDON (tradition, heritage, things to do, melting pot, atmosphere and ambience; city of contrasts) and OTHER (rolling hills, not very populated, old-fashioned, picturesque, steeped in history & tradition). Visitors – particularly those from mature markets – are interested and willing to consider going elsewhere but they need information and inspiration to help them. Lakes Culture is ideally placed to capitalise on this and exploit VisitBritain promotion of Britain as a unique blend of contemporary and historical culture. It can also provide VisitBritain with rich content in targeting some of the emerging nations with iconic names and authentic experiences.

When it comes to cultural activities by domestic holidays and breaks, around 10m trips involve a cultural activity producing over £3.6b spend. Cultural tourists are highly desirable for a destination. They tend to be higher spending – typically looking for quality accommodation, and happy to spend on eating out and shopping. They are also prepared to travel outside peak times.
VISION & OBJECTIVES

The goal of this Strategy is to establish the Lake District as the UK’s leading rural cultural destination – which will lead to vibrant, successful, sustainable tourism and cultural sectors, making a contribution to the local economy through increased income and job creation.

If the Lake District is going to be the destination of choice for cultural tourists, the public agencies and those working in the tourism and cultural sectors need a single-minded collaborative focus on:

Attracting visitors – spending more – motivated by cultural experiences

Understanding and committing to cultural tourism

Working effectively together

Strengthening the cultural offer to meet the needs of visitors

CRITICAL SUCCESS FACTORS

Many other places have recognised the value of cultural tourism and invested in their cultural sector and in their promotion. This has been particularly evident in cities and large towns in the UK and more widely in Europe; many post-industrial urban areas have used culture in their regeneration investing in infrastructure of performance space, galleries, festivals and support for artists and creative businesses. This means that, in the main, cultural breaks have focused on urban areas.

More recently rural areas have seen the opportunity for cultural tourism and responded to trends. In England, Cornwall is an established cultural destination particularly for visual arts and more recently Yorkshire has invested heavily in its infrastructure of big-name galleries and its marketing. In Scotland, Fife and Dumfries & Galloway are bringing together their cultural sectors around imaginative new festivals and programming. In Northern Ireland, Belfast and Derry are using culture to reposition and rebrand their offer.

All of this means that cultural tourism is hugely competitive. The Lake District does however have the benefit of a famous landscape, a history of inspiring artists and a reputation as a place for those who are interested in culture. This heritage means it is particularly strong in visual arts and associations with literature, and the audit has revealed a vibrant and distinctive festivals sector and a network of individual artist makers exhibiting and selling.
Destinations which are successful in cultural tourism demonstrate the following best practice:

- They have exceptionally high-quality curation, programming, performances and events
- They lead with their strongest assets in terms of appeal to target markets
- They have a clear and compelling brand story about culture which sits within the destination brand story – and is consistently told
- They join-up the experience for visitors making it easy to access and integrating it with the other elements of a visit
- Their agencies understand cultural tourism and commit to supporting it through their policies and programmes
- Their cultural and tourism sectors each have good internal collaboration, they understand cultural tourism and they transcend their own perspectives to work together
- There is effective advocacy for cultural tourism from key opinion-leaders
- There is funding for the development and marketing of cultural tourism.

To exploit the Lake District’s potential as a cultural destination, the organisations on the Cultural Destinations Steering Group will need to openly advocate cultural tourism and ensure the bodies they represent pursue policies and activities which sustain and develop cultural tourism. This will mean:

- Cumbria County Council and the district authorities’ arts and cultural activity taking into account tourism in their support and programming
- Cumbria Tourism, as the destination management organisation, making culture a key element of destination marketing and putting resources behind its promotion
- NGOs and charitable organisations in particular the Lake District National Park Authority, Forestry Commission and English Heritage facilitating and supporting cultural tourism, providing venues, facilitating events, etc.
- The Local Enterprise Partnership understanding and acknowledging the importance of cultural tourism in developing tourism’s contribution to the local economy
- Arts Council England supporting the objectives of Cultural Destinations by aligning its funding programmes behind organisations and activity which will contribute to cultural tourism as well other cultural objectives
• VisitEngland supporting the objectives of Cultural Destinations by making culture one of its main promotional themes and providing marketing platforms and resources for marketing
• The cultural organisations in the Lake District taking account of tourism in their programming and operational decisions
• Tourism providers understanding the role culture plays in enhancing the destination and using it in their promotion
• Each sector actively seeking opportunities to collaborate in an open and constructive way.

TYPES OF CULTURAL VISITORS

Cultural visitors can be defined by how much culture influences their motivation to take a trip. In simple terms, there are three types of cultural visitors:

• Motivated – a particular cultural experience is their primary reason for a visit
• Inspired – they make decisions based on both what the destination has to offer generally and the cultural experiences available
• Incidental – culture is not a primary motivation, but they will take advantage of cultural experiences when they are in the destination

This Strategy is aimed at attracting more ‘Motivated’ and ‘Inspired’ cultural tourists. ‘Incidental’ cultural tourists will certainly benefit from Lakes Culture, but are already being targeted already Cumbria Tourism.
4 CULTURAL TOURISM IN THE LAKE DISTRICT

THE LAKES CULTURE STORY

The Lake District was one of the first cultural destinations: it has been attracting artists and tourists for more than 200 years. The stunning landscape has been – and continues to be – a source of inspiration and is at the heart of the culture that visitors can experience today.

A clear and compelling narrative about the Lake District’s cultural offer is a first step to raise awareness of the Lakes as a cultural destination – both within Cumbria and in the market place. It should be used in promotion and drive investment in and development of cultural experiences.

Market analysis, research and workshop sessions with people from the cultural and tourism sectors have helped develop this narrative – a Shared Story™ – capturing what is special and distinctive about culture in the Lake District:

“In the Lake District, familiar things are made extraordinary by the landscape. There’s international film shown halfway up a mountain, rock bands in a deer park with a backdrop of the fells, a perfect arts & crafts house beside the country’s longest lake ... and high in the hills are the Sheepfolds sculptures, made from Lakeland stone.

“It’s not just England’s best-known, best-loved landscape: the Lake District has a creative spirit that puts it in a class of its own, with an abundance of cultural experiences to rival many cities.

“Big names, now known across the world, have long found inspiration here such as the radical thinkers and artist pioneers of their time: William Wordsworth, Beatrix Potter, JMW Turner, John Ruskin, Kurt Schwitters, Andy Goldsworthy.

“Today, a rich creative life builds on that exceptional heritage. You can see it and feel it within a few short miles: the artworks in mountains and forests, the scores of galleries and artists’ studios, the packed programme of festivals – not just music and comedy but wool, print, ceramics - and the intimate venues and outdoor stages in stunning settings.
“For more than 200 years, tourists have been coming to the Lakes. They come for a new perspective: to see life afresh, through a different lens. For adventures for the body and soul, the mind and spirit.

“And they’ll come back again and again. Drawn by the cultural heartbeat of this inspiring landscape. Because – in the words of Lonely Planet – England’s Lake District offers ‘enough to fill a lifetime of visits’.”

WORLD HERITAGE SITE STATUS

The Lake District is bidding to become a member of an elite group of over 1000 sites throughout the world awarded the designation of ‘World Heritage Site’ because of their significance and value. Within the UK there are only 25 such sites, very few of which are landscapes. The bid for World Heritage Site status for the Lake District National Park, is based on the concept of a unique cultural landscape, and underpins the Shared Story and the cultural credentials of the destination.

It provides a strong and prestigious platform – underlining the international status and global significance of the Lake District’s landscape because of its cultural heritage. Bidding for World Heritage Site status is an expression of a region’s ambition and vision, as well as its tangible assets. It galvanises partnership, reinforces local pride, and positions the Lake District strongly with decision makers and opinion formers in the cultural and heritage worlds beyond the region itself.

In some international visitor markets, World Heritage Site status has particular appeal and resonance and helps create identity for the place in markets where awareness and understanding of the UK is limited.

For all these reasons, World Heritage Site status would play a key role in strengthening the development of cultural tourism for the Lake District especially in the years beyond approval in 2017. But equally culture and tourism can help bring World Heritage Site status to life through providing visitors with direct, tangible experiences.

As well providing profile raising opportunities for use in marketing and PR, World Heritage Site status will provide new opportunities to create cultural experiences for visitors directly and through collaboration with the cultural sector to produce new artistic responses, commissions and programmes.
THE CULTURAL ASSETS

The Lake District’s creative spirit drives a rich, concentrated and high-quality cultural offer beyond that found in most other rural places. The Lake District has world-famous names associated with it. It has a range and depth of individual artist makers producing, exhibiting and selling their work. Visual and performing arts can be enjoyed in historic houses, galleries and in the landscape itself. Festivals give a vibrancy and energy to the place attracting participants and spectators alike. This depth and variety is made possible by creative individuals and organisations inspired by the landscape and the living cultural heritage of the place.

Blue Sail’s audit of the cultural infrastructure of the Lake District has identified 48 ‘star assets’ that are capable of attracting culturally-motivated visitors from UK and international markets. These 48 signature cultural assets will be used to lead the promotion of the Lake District as a destination for cultural tourism, because of their unique appeal and distinctiveness. Over time other assets and cultural experiences can be included from within the Lake District and from Cumbria as a whole, to give further depth and breadth.

The signature assets fall into the following themes, which will be used in promotion:

- Literature – with the international icons of Wordsworth and Beatrix Potter
- Artist Makers – the wealth of studios and galleries
- Festivals – established events such as Kendal Mountain Festival and Words by the Water and specialist niche events such as Potfest and Woolfest
- Performance – varied programmes at venues including Brewery Arts Centre and Theatre by the Lake
- Curated Venues - events & exhibitions in historic houses and museums, from Blackwell to Abbot Hall to the niche Pencil Museum

In addition to the signature assets, an important new event, Spring Awakening, is in development. It will be curated by a celebrity with Cumbrian links, and will involve the commissioning of new work, as well as selecting from the best of the current programme. Its purpose is to provide a shop window for cultural tourism at one point in the year, to be exploited for PR and media attention. The first Spring Awakening will take place in 2015.

There is breadth and depth in terms of the cultural offer the Lake District can make to potential visitors. The challenge is to make more of it.
5 ACTION PLAN

In addition to the advocacy and stepping up to the mark by all the organisations involved as set out in section 2, a practical set of actions is needed to deliver the Strategy. Results will not be achieved overnight - work needs to start now and continue to build over the next five years.

There are three areas where things need to happen to achieve the vision of establishing the Lake District as UK’s leading cultural rural destination. They cover marketing, product development and partnership:

- Build awareness of Lakes Culture in the marketplace (marketing)
- Build effective partnerships between the Lake District’s tourism and cultural sectors (partnership)
- Enhance and develop the cultural offer to attract and delight cultural tourists (product development)

For each of these three areas there are three strategic actions. This is to make sure there is focus on doing a small number of things exceptionally well, in order to make a real impact.

The first of these – building awareness – is addressed in the Marketing Strategy for Lakes Culture which identifies best prospect markets and sets out the marketing programme.
AREA 1: BUILDING AWARENESS

The Lake District already has great cultural experiences to offer but potential visitors need to know more about them. This is not about running expensive new marketing campaigns (although the Cultural Destinations project has a small budget to help get things started). The key is to have everyone in both the cultural and tourism sectors who want to benefit from cultural tourists all promoting in a consistent way in the marketing they already do.

Action 1: Providing Content

To get Lakes Culture on the map will require generating great content to reach national and international markets. This work has started through the production of a toolkit of resources including a bank of words and phrases (based on the Shared Story), images and itineraries and top experience ideas. These resources will be made available on Cumbria Tourism’s web site for tourism providers and cultural organisations to download and use. They will provide a rich resource for the destination marketing undertaken by Cumbria Tourism, VisitEngland and VisitBritain to use in their press & PR, social media, digital and other promotional programmes. These resources will be added to over time to keep it fresh and provide new content.

Action 2: Rolling out the Story

The Story gives a strong and consistent narrative. The toolkit provides resources to put it into action. Everyone working in tourism and culture needs to know about it and what to do with it. Its promotion will start at the launch of Cultural Destinations in November 2014. Cumbria Tourism’s communications with members – e-newsletters, members’ meetings etc. – will also be a valuable channel. A workshop will be developed to take people through the toolkit and how to use it for delivery at meetings, events and as a stand-alone session during 2014 and 2015.

Action 3: Culture Coming Together

Cultural organisations should work together to use their marketing spend to leverage as much as they can from tourism marketing channels. This will not only present Lakes Culture as a significant proposition in the marketplace, it will allow the negotiation of editorial space and better deals. This can be readily be done in Cumbria Tourism’s visitor guide and other channels, but other opportunities exist with regional and national media, tour operators and the national tourist boards. There is also potential in scaling this up to work with other Cultural Destinations.
AREA 2: BUILDING EFFECTIVE PARTNERSHIPS

In successful cultural tourism destinations, the two sectors of culture and tourism work closely in partnership together. There needs to be understanding, commitment and trust built over time to facilitate effective collaboration.

Action 1: Annual Gathering

An annual event will take place bringing together the cultural and tourism sectors: a gathering of minds open to everyone with an interest in attracting culturally-motivated tourists. It will be a lively, engaging event benefiting from the creativity of the cultural sector and positioned as something different—a celebration, an opportunity to see the best of Lakes Culture, a dynamic and buzzy ‘ideas factory’ taking place in an interesting cultural venue or location. The first gathering should kick-start partnership working. There will be interactive sessions to enable people to find their natural partners through themes, target markets/segments or geography. The event will have a mix of outstanding presenters with exciting things to say, workshops, facilitated networking and a taste of the cultural offer. Key political and business leaders in Cumbria should be invited to experience first-hand the vibrancy and dynamism of what’s happening, to help convince them of the importance of cultural tourism.

Action 2: Building understanding

To make this Strategy work there has to be an appreciation within both the cultural and tourism sectors about what Lakes Culture can do for them, and so that each embeds cultural tourism in their thinking and promotion. For some it may not be relevant and others may not be interested, so a start will be made by engaging with those that are. The roll out of the toolkit will be part of building understanding and a fam trip programme for tourism businesses to experience the cultural assets directly, will be organised as part of the annual gathering, where tickets, open visits and special hosted events will be made available and signed up for. In addition, individual organisations should identify potential local partners and approach them directly e.g. bespoke fam visits throughout the year, specific ideas for packages or offers, cross-promotion etc.

Action 3: Breaking down the barriers

A range of tactics are needed to break down the barriers between the sectors, to make sure that culture and tourism understand each other and that the voice for cultural tourism is heard at every level. This will include a cultural person on the Board of Cumbria Tourism; tourism people on the boards of cultural organisations, charging Steering Group and Strategic Group members with being champions of cultural tourism within their own organisations, and rallying support and commitment among the agencies involved in culture and tourism. Cultural tourism – and how it will be supported - should be featured in the Destination Management Plan and other strategies. An Ambassador Programme involving tourism and cultural people who are willing to evangelise about cultural tourism and sell the shared story should be set up.
AREA 3: DEVELOPING THE OFFER

The Lake District’s cultural offer is already good – and while the priority is to market better what there is, standing still is not an option in the increasingly competitive cultural tourism market. Over the coming years investment in cultural tourism experiences will be required to maintain and grow the market. This works for local people too: cultural tourists will support the range and depth of what is on offer to the benefit of local residents.

Action 1: Clustering

Cultural organisations must work together to present an expanded or enhanced offer. This can sensibly be done by theme, with organisations within the same theme working together, and/or by geography, with cultural organisations in the same location working together. From this process new itineraries can be created to take to market and use in PR. These itineraries can also include other tourism experiences – food, outdoor activities, as well as places to stay. In some instances packages can be created for sale (perhaps including travel providers). This process may need to be facilitated initially by the Cultural Destination project manager and the Steering Group.

Action 2: Capacity & growth

Further work is needed to calculate capacity and growth potential at cultural venues. A number of festivals, for example, are already at capacity so opportunities to move location, repeat at different times of the year etc. should be considered as well as whether the venue or festival organiser has an appetite for growth. Cultural organisations should look at how and whether they currently meet the needs of visitors. This will depend on the type of organisation and will include the likes of opening hours, public transport links, information provided, programming etc. It will also require the bigger venues to look at their summer programming, which is often a time when there is less on because residents are on holiday. There may also be opportunities for joint ventures of varying sorts between festivals – e.g. those with similar themes such as Kendal Mountain Festival and Keswick Mountain Festival. There are also opportunities for festivals and venues to take new initiatives such as showcasing or hosting other cultural activity or a cultural market place.

Action 3: New commissions & programming

Spring Awakening will involve new commissions and provides a great opportunity to profile Lakes Culture. The option to continue it beyond the three years of Cultural Destinations – providing a showcase for the best that Cumbria’s cultural organisations can offer – should be considered. The concept of an event which profiles new commissions and an opportunity for a preview of the year ahead is a good one: in effect a pop-up festival. Bids and applications will be made for new activity and programmes which deliver the Story and the themes, in particular supporting collaborations. Additional resources will be sought beyond 2017, supported by the evidence gathered from the Cultural Destinations programme from Cumbria County Council, the
Arts Council and from private sector sponsors. In particular if the World Heritage Site bid is successful, new commissions, programmes and experiences responding to the designation should be pursued.

**DELIVERY**

<table>
<thead>
<tr>
<th>Area</th>
<th>Actions</th>
<th>Timescale</th>
<th>Delivery Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area 1: Building Awareness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Providing content – words, phrases, images, itineraries, ideas, inspiration for tourism agencies</td>
<td>Produce copy&lt;br&gt;Source copyright free images&lt;br&gt;Make available on CT’s member’s website&lt;br&gt;Supply content to destination marketing organisations for use in their promotion</td>
<td>By November 2014&lt;br&gt;Continually updated</td>
<td>Consultancy commission delivers first version.&lt;br&gt;CD project manager manages design of toolkit.&lt;br&gt;CT hosts and uses content directly and via VE and VB.&lt;br&gt;Cultural and tourism businesses use content in their promotion</td>
</tr>
<tr>
<td>2. Rolling out the Shared Story &amp; toolkit – get everyone in Lake District using it</td>
<td>Promote through CD launch&lt;br&gt;Promote through CT communications with members&lt;br&gt;Promote through cultural networks&lt;br&gt;Develop &amp; deliver workshop</td>
<td>During CD project</td>
<td>CD Marketing Working Group. CT.</td>
</tr>
<tr>
<td>3. Culture coming together – to lever their marketing spend</td>
<td>Advertising &amp; editorial in appropriate CT publications&lt;br&gt;Identify other appropriate national and</td>
<td>For 2015 and ongoing</td>
<td>Cultural sector facilitated by CD Marketing Working Group. CT.</td>
</tr>
</tbody>
</table>
| Area 2: Building Effective Partnerships | international media  
Negotiate deals  
Sell opportunity to cultural & tourism organisations |  |  |
|---|---|---|---|
| 1. Annual Gathering | Plan & deliver Annual Gathering 2015  
Evaluate and review format each year | Starts 2015 then annually | CD Annual Gathering Working Group until 2017 and then new structure |
| 2. Building understanding between cultural and tourism sectors | Develop fam trip programme  
Facilitate partnerships between cultural and tourism businesses/organisations  
Facilitate bundling & packaging | Now and ongoing | CD working with CT. Cultural organisations working with tourism businesses. |
| 3. Breaking down barriers – advocacy & leadership | Secure representation on boards – tourism on cultural organisations and culture on tourism organisations  
Steering Group and Strategic Group members briefed to champion cultural tourism  
Advocacy to ensure cultural tourism embedded in all strategies  
Ambassador programme involving tourism and cultural leaders | Now and ongoing | Members of CD Steering Group. Members of CD Strategic Group. |
### Area 3: Developing the offer

| 1. Cultural clustering – by theme, by geography | Identify & facilitate the establishment of thematic and geographic clusters  
Use the annual gathering as a vehicle and forum  
Encourage individual cultural organisations to lead | Start November 2014 and ongoing | Cultural sector facilitated by CD initially |
| --- | --- | --- | --- |
| 2. Capacity & growth – identifying the opportunities | Assess capacity of leading cultural assets to attract more visitors and appetite to grow  
Identify growth opportunities and priorities | 2016 | CD Product Development Working Group working with CT. Possible consultancy commission. |
| 3. New commissions & programming | Identify sources of funding for new commissions & programming which will attract cultural tourists  
Encourage and facilitate bids  
Work with WHS (if successful) to develop new experiences which will support cultural tourism | 2016 onwards | CD Product Development Working Group initiates and legacy organisation(s) deliver |

Key:  
CD = Cultural Destinations Project  
CT = Cumbria Tourism  
VE= VisitEngland  
VB = VisitBritain
DELIVERY & LEGACY

Over the period of the Cultural Destinations project the Steering Group and the Project Manager will be responsible for taking this Strategy forward. (NB It lies outside the remit of this Strategy but it would help cultural tourism if there was one voice for the cultural sector in Cumbria. Cultural forums or partnerships have proved a useful vehicle in many places to advocate, attract resources, and encourage collaboration within the sector and with others, including working on cultural tourism.)

To deliver the Actions and to make sure that this Strategy will be embedded beyond 2017, three Working Groups will be set up, each chaired by a member of the project steering group, with a small membership drawn from that group plus invited others, supported by the Project Manager:

- **Marketing Working Group** to oversee ‘Building Awareness’ actions
- **Partnership Working Group** to deliver the event and offshoots.
- **Product Development Working Group** to take forward the ‘Developing the Offer’ actions

The three Working Groups will be delegated to develop and ensure the delivery of action plans, set milestones, evaluate the impact of their actions, and report progress regularly to the Steering Group. They will ensure that systems are put in place to gather a robust evidence base to monitor and evaluate the actions including cases studies and examples of good practice as well as numbers. This evidence will be used to make the case for cultural tourism beyond 2017 and as a basis for resource bids.
During 2016 the Strategic Group should take stock of what has been achieved, what has worked well and what has not, in terms of marketing, partnership and product development—i.e. the three areas for action in this Strategy. Next steps will depend on the outcomes of the project, but the Strategic Group should revise the Strategy and Action Plans to reflect lessons learned and taking into account resources available and state of play.

By 2017 the result of the World Heritage Site bid will be known. If successful a close partnership should be established with LDNPA to develop new ways to deliver cultural experiences based on the landscape and the designation to visitors as well as integrating the WHS status into marketing and promotion.

Structures for future delivery beyond will be established via the Strategic Group / Steering Group. There will need to be mechanisms to ensure continuing cultural tourism partnership working, and cultural tourism promotion.
6 APPENDIX 1

For information here are the outcomes and outputs detailed in the Cultural Destinations Project Plan produced by the Steering Group and approved by Arts Council England.

**OUTCOMES AND OUTPUTS**

<table>
<thead>
<tr>
<th>Output</th>
<th>Current baseline</th>
<th>Outcome/Target</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>New ‘Cultural Season’ Launch Events/Festivals</td>
<td>0</td>
<td>• 3 Festivals &lt;br&gt; • 2% increase per annum in audience nos.</td>
<td>• Events Held &lt;br&gt; • Audience numbers at Festival Events</td>
</tr>
<tr>
<td>Changing Visitor Profile (Increase in cultural tourists and proportion of visitors at arts events/venues)</td>
<td>2013 Cultural Segmentation results (vary by venue) &lt;br&gt; Venue Databases &lt;br&gt; 40,000 CT cultural database &lt;br&gt; Increasing nos. visitors going to galleries, artistic/cultural exhibits, museums (22% in 2012: Cumbria Visitor Survey)</td>
<td>• 2% increase per annum in visitor audience at consortium venues &lt;br&gt; • 5% increase per annum in CT Cultural database (currently 38,114) &lt;br&gt; • 1% increase per annum in visitors to galleries etc.</td>
<td>• Segmentation of database at each venue (2017 review) &lt;br&gt; • Post event analysis at specific events &lt;br&gt; • Nos. recruited to CTs cultural database &lt;br&gt; • 2012, 2015 and 2018 Cumbria Visitor Survey analysis</td>
</tr>
<tr>
<td>Increasing tourism growth and attracting new audiences</td>
<td>15.63m visitors to South Lakeland in 2013 (STEAM)</td>
<td>• 1% increase in visitors per annum &lt;br&gt; • 2% increase in visitor spending pa</td>
<td>• Annual STEAM reports for South Lakeland</td>
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</tbody>
</table>
| Increase visitor spend and turnover at cultural venues | Baseline of 2013-14 company accounts | • 2% pa increase in venue turnover 
• Increased visitor spending on cultural activity | • Annual accounts 
• New research at venues and events on visitor spend, perceptions etc |
| Increase in Cultural Marketing and PR activity by DMO and partners | 0 specific cultural marketing campaigns 
2 Cultural e newsletters pa | • Nos. of Cultural marketing campaigns 
• Nos. of Cultural e-newsletters to Cultural Audience 
• Increase in PR activity and AEV 
• Conversion rates from promotions | • Campaigns run 
• Nos. of e-newsletters commissioned and sent 
• Measure of AEV for cultural PR coverage 
• On site surveys at Cultural venues |
| Increased engagement of the tourism sector with Cultural Tourism | To be calculated | • businesses sponsoring arts activity/events 
• % age of businesses crediting arts/culture events with improved performance (16% in April 2014) 
• Awareness and perceptions of visitors | • Data from venues in consortium 
• CT Business Performance Surveys (annual review) 
• Perceptions surveys amongst visitors 2014 and repeated in 2015 and 2016/17 |
| Dialogue between cultural sector and key organisations involved in Visitor Economy | Steering Group established with 2 monthly meetings | • Establishment of Steering Group and Strategic Cultural Group 
• 4 workshops or training events 
• 1 Lakes Culture Conference (knowledge sharing) | • Meetings held 
• Workshops and training events held (nos. attending) 
• Conference held with nos. attending |
Outcomes

The following outcomes will be achieved by the conclusion of this project:

- The formation of a strategic group of relevant organisations, including Cumbria LEP, that continues to develop the cultural sector in the region by embedding its activity in individual organisational strategies and activity plans. Additionally this group will seek to advocate a greater partnership for culture and tourism.
- The establishment of a dynamic and ambitious partnership of cultural and tourism organisations, willing to work cooperatively on Cultural Destinations projects as a steering group and on other partnership activity beyond the duration of the project.
- The formation of committed working groups, representing varied aspects of the cultural sector in the Lake District, that will continue to meet the needs of their sectors beyond the length of the project.
- Achieve a greater buy-in and more profound awareness of the contribution to the Lake District’s appeal to visitors and the economic possibilities of culture for the tourism sector and vice versa.