



Visitor Economy Plan for Pendle 2017-18

In January 2016 Marketing Lancashire produced a Visitor Economy Strategy for Lancashire. Shortly after Pendle produced and the Executive passed an initial Visitor Economy Plan for Pendle showing how Pendle is promoting itself and aligning its own activities with the regional strategy. The key objectives to this strategy are shown in Appendix 1, alongside our promotional rationale. The 2016 Pendle Visitor Economy Plan included specific actions aimed at increasing visitor economy activity. These actions were monitored throughout the year and this plan is not only a guide to the progress on those actions but looks ahead to any new actions for the coming year.

The Pendle product aligns with some of the key activities that the Lancashire's VES seeks to develop namely outdoor activities, heritage and cultural activities. The Pendle Visitor Economy Action Plan is designed to show the practical actions which will enhance the Pendle product as well as help to meet County objectives. The stated aim of the Lancashire's VES is to increase visitor spend, with a higher proportion of that spend coming from staying visitors. Pendle supports this aim and will seek to increase visitor spend by £10 million or 10% by 2020 with the proportion of the staying spend increasing by 4%. Currently the figure for visitor spend was £101m with £24m or 24% coming from staying spend (2014 figure).

This has now increased by 4.15% to £106million. Of that 24.9% is staying spend (2015 figures). This is on target for our goal.

(please note that economic impact figures provided by Marketing Lancashire are always one year behind).

Key Planned Activities for 2017-18

➤ **Pendle Visitor Guide**

Although the guide provides important information, such as on accommodation, its primary function is to be the all-round, all year, promotional tool to raise awareness of Pendle as a visitor destination and ultimately to entice people to visit. The Visitor Guide was formally distributed to Visitor Information Centres countrywide, but with the bulk being within the North of England. Resource limitations have meant that we have reduced the number of print copies of the guide from 40,000 to 20,000 guides, and their delivery has become more focussed on the immediate catchment area around Pendle, as well as supplying an in-destination publication to service the new Boundary Mill Visitor Information Point, alongside the new mini-guide. Both the mini-guide and the visitors guide are available digitally.

➤ **Countryside Activities**

Aligned to the Lancashire VES our countryside and outdoor activities are seen as major strengths. We have a number of routes and events which appeal to visitors, both for cycling and walking.

Since 2004 we have developed the Pendle Walking Festival into one of the largest in the country. Colne Grand Prix has had a similarly long history. In 2015 we hosted stage Two of the Tour of Britain and we intend to use the legacy of this major event to power forward our promotion of cycling in the area and build on the solid base that we've already built. The Council has a new Legacy Cycling Strategy. This Plan is being linked to this strategy and vice versa to achieve a co-ordinated approach.

In audience terms walkers and cyclists can be split into distinct groups, with different needs and wants and requiring different approaches. Walkers and cyclists can be big contributors to the Visitor Economy, but more so if they are staying visitors, rather than day visitors. We intend to increase walking and cycling holidays and short breaks by:

- Advertising in national locations, such as the Rambler's Walk magazine
- Connect with walking and cycling clubs outside an 1 to 1.5hr catchment area

➤ **Heritage and Cultural promotion**

Pendle Witches – The story of the Pendle Witches is an effective marketing tool for Pendle. Consideration is being given to using it more, or certainly in a more systematic way. Currently we promote a number of trails which describe the witch's story including the walking trail and what we refer to as the Long Trail, which involves us with two other local authority partners: Ribble Valley and Lancaster. The Long Trail has proved popular and requires a review and reprint. The process of this review and re-print will be done within 2017.

The Pendle Quaker & Radicals Trail – As mentioned in last year's plan, the trail will only be delivered if funding can be found to support it. Currently we are working with Mid Pennine Arts to help deliver a "Pendle Radicals" trail. They are official delivery partners for the lottery funded Pendle Hill Landscape Partnership under its "Pendle Radicals" theme, whereby the local communities around the hill help gather and realise their own local history, and this can be utilised to design a trail, which will attract visitors to the area too. Match funding is being sort for this project from other sources, including RDPE or rural funding. According to the lottery programme 2017 is part of the Development Stage of the project and therefore the production of a Pendle Radicals Trail is expected to go into next year's visitor plan.

Pendle Sculpture Trail – It would be beneficial to undertake some further enhancement and development of this already popular trail. Again this will be dependent on securing funding.

➤ **Event Promotion**

Event promotion is an important part of our overall marketing strategy. We promote events throughout the borough all year round, including events in the main town centres of Barnoldswick, Colne and Nelson. There are also specific events which are most significant to the visitor economy in Pendle, and tie into the Lancashire VES themes of outdoor activities perfectly. These are:

- **Pendle Walking Festival** – we will continue to manage and publicise the festival, identifying the best routes to reaching the audience, including walking clubs. We will encourage a wider audience through promotion of the "family friendly" walks in appropriate places, and the shorter walks to the "health market". In addition we will investigate sponsor opportunities to enable sustainability of this popular event. Figures from the 2015 event indicate that already two thirds of those coming to this event are from outside the Borough.

- **Pendle Cycling Festival** – We will package a number of events together to strengthen the cycling product, including Cycle Sport Pendle (CSP) and other club events, SKY rides, Colne Grand Prix etc., and promote this to the relevant cycling audiences.

- **Website & Digital Media** - In recognition of the increasing use of smartphones and tablets to access information we have developed a new tourism website which is fully responsive in order make our digital promotion more effective. Keeping this website up-to-date – by checking and revising information and adding new events and content is important in growing this resource, and ensuring it is useful to visitors, and attracts more visits and re-visits to it. This hopefully will encourage actual visits to the area.





We have built a solid platform on social media through the Visit Pendle Twitter Account (668 followers), and the Pendle Walking Festival and Pendle Cycle Festival Facebook pages. Using Facebook advertising the walking festival reached 211,294 people from the 15th to 29th July, and the Cycling Festival 133,941 people from the 29th July to the 5th August. This helped increase the number of downloads of these events respective programmes from the visit Pendle website. For the walking festival: 3,000 downloads from 12th May to 22nd Aug and for the cycling festival: 1,700 from 30th May to 14th Oct).

We intend to further use and develop these platforms in order to assist our promotion of Pendle as a destination. Alongside this we will develop the Pendle destination pages on the Visit Lancashire website and so far our input has helped increase page views by 60% annually. It is planned to revise the latter annually as providing new and revised information increases visits.





- **Partnership Working** – We will encourage the development of new Visitor Economy businesses wherever possible with due consideration to their sustainability. We will work with partners in the town centres to increase visitor footfall, as part of a Pendle-wide, co-ordinated approach. We currently work in partnership with the Forest of Bowland and in 2017 we will support the development of their Landscape Partnership to establish which activities will aid the Visitor Economy. We will also continue to support and work with Marketing Lancashire to achieve the Lancashire wide aims of their Visitor Economy Strategy.
- **Business Assistance** - We will continue to help our Visitor Economy businesses by advising them, communicating with them, and providing a co-ordinating role in bringing them and their views together to lobby for Pendle To this end we are more actively engaging with them, in the provision of e-newsletters and the setting up of a dedicated Facebook page for them. Whilst Pendle has a reasonable visitor accommodation stock, many units are small. It is important to support these businesses whilst at the same time doing more to assist in bringing more units into the area. To this end the Tourism Officer has not only joined the Local Action Group responsible for LEADER/rural funding, but has become responsible for Pendle's start-up and Grants for Growth for Visitor Economy businesses.
- **New Development** – We will continue to support activities which add to the Visitor Economy infrastructure. In particular there are currently proposals to introduce new leisure facilities and other businesses at Northlight, Brierfield Mill, which has the potential to create new job opportunities. As part of the promotion of these new facilities we will seek a co-ordinated approach highlighting the wider area, in this instance that means incorporating the regeneration and tourism aspects of Brierfield as a whole, including the promotion of the Brierfield Trail, and working with local artist's In-Situ and other partners, such as Super Slow Way, to promote these new facilities and events in the mill, which will highlight the venue and help in its re-development.






- **Visitor Information** – Externally Visitor Information provision is an important communication tool. Whilst promotion plays a vital role in attracting visitors to Pendle as a destination, the accessibility and usefulness of information provided to visitors in the destination itself is also key. Currently we have two visitor centres, at the Pendle Heritage Centre, Barrowford, run by the Heritage Trust for the North West, and one at the bus station in Nelson, run by Lancashire County Council. Limited resources has meant the closure of the information centre at Boundary Mill, but this has been replaced by a visitor information point in the store's café. This new display includes a large television screen which runs promotional videos on Pendle and information on events. It also promotes the use of our new website for further information. The display also has racking for a limited number of leaflets, including the new mini-guide and Pendle Visitors Guide. With the website and these publications all of the businesses in the area are promoted. The digital signage system on the television requires monitoring and also regular updating of its content. A number of reprints of existing publications are needed to supply this racking as well at other local venues.


VISITOR ECONOMY PLAN





Planned Activity	Achieved 2016-17	Planned 2017-18	Timescale
A) Pendle Visitor Guide: 1. Produce and distribute Pendle Visitor Guide 2. Produce a new mini guide alongside the visitor guide for distribution from local information centres & Boundary Mill	1 All 40,000 2016/17 Visitor guides distributed.  2 Production achieved for end of March 2017. 	1 20,000 copies of the visitor guide produced and distributed 2 Distribution ongoing.	Production Easter 2017 Followed by ongoing distribution
B) Countryside Activities : Walking 3. Production and distribution of walking festival programme. 4. Organisation of Pendle Walking Festival (PWF) by ESP(Engineering Special Projects) 5. Manage & Promote Pendle Walking Festival by Tourism 6. Promotion of walking routes in Pendle	3 Achieved – 10,000 2016 guides successfully distributed to visitor information centres, walkers clubs, outdoor/countryside centres, and individuals  4 & 5 Achieved – 2016 PWF was launched by the Mayor on 13 th August at Foulridge Wharf. The after event report showed that it was a success with over 1,400 people attending  6 Achieved- some walks, like the Witches walking trail and Pendle's 3 Peaks are distributed in print locally and have gone very fast. Also a dedicated walks	3 10,000 copies distributed to visitor information centres, walkers clubs, outdoor/countryside centres, and individuals 4 & 5 continue to manage, organise and promote PWF 6. Continued promotion of routes	May – Aug 2017 Feb – Aug 2017 May 2017 – March 2018






<p>7. Promote to local walking and cycling clubs</p> <p>8. Package up Pendle's walking & cycling product</p> <p>Cycling</p> <p>9. Physical Signage for the Tour of Britain route</p> <p>10. Section 1 of TOB online. Work complete.</p> <p>11. Splitting the TOB route into family friendly section/s A family friendly route, following part of the TOB routes, and all in Pendle, will be devised and available online</p> <p>12. Publishing and publicising new routes from our cycle clubs.</p>	<p>8. Package holiday parts to appeal to both walking and cycling audience. After research it was found that the European Package Travel regulations prevented us from doing this 🛑</p> <p>9. Physical Signage for the Tour of Britain route (ESP/Neighbourhood services) This is incorporated in the Legacy Cycling Strategy for Pendle 2016-2021. ESP are looking into a sticker type application over existing signs Work on this is ongoing ⚠️</p> <p>10. Publishing the TOB route in bite-size sections on visitpendle.com so they can be used easily by cyclists. Section 1 (which is in Pendle) has been added to www.visitpendle.com</p> <p>11. Family Route not yet achieved from 2016. New deadline set ⚠️</p> <p>12. Publishing and publicising new routes from our cycle clubs ("Our Favourite Rides" series) Achieved – number of downloads to date from these routes is 1,022 (Apr 2016 to Apr 2017) ✅</p>	<p>7. Email out branded e-newsletters to our database of walking & cycling clubs on events such as the walking festival , Colne GP etc.</p> <p>Continue work on signage</p> <p>Two new routes to be introduced in 2017.</p>	<p>By end of Sept 2017</p> <p>By end of March 2018</p> <p>one family route online By end of 2017</p> <p>By end of March 2018</p>
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13. To provide tips to those businesses who want to be more "Cycling Friendly". A tip sheet will be emailed to all tourism businesses	13 A draft tip sheet has been drawn up (Nov 2016) and it is being discussed with Local cycling groups  Still ongoing from 2016. New deadline set.	13 Production of a Cycle Tips guide	Before end of 2017
14. To give more promotion to those identifying themselves as "Cycling Friendly", for instance accommodation providers providing those facilities in visitor guide & online	14 Introduce cycle-friendly criteria or Cycle Pledge/Charter/ Manifesto for businesses. Nov 2016 – Jan 2017. Once pledge has been signed then promote to cycle clubs online  Current progress: Cycling Friendly Criteria sheet produced and circulated to all local cycle clubs. Deadline for introducing Cycling Friendly Pledge is by the end of March 2018.	14 Produce a Cycle Pledge for businesses	Before end of 2017 End of March 2018
15 (a) Ensuring all Pendle content appears on Cycle Lancashire Website	15 (a) Achieved & ongoing – All the "My Favourite Rides" have been added to the Visit Lancashire website. Whenever new content is added the site is checked to ensure that any new cycle events or routes that have been added to the LOIS system have been picked up by the site 	15 (a)Continue to ensure Pendle content appears on the Cycle Lancashire site	Ongoing
16 (b) Set up cycling specific part of Pendle Website	15 (b) section has been set up on the new website and just 6 weeks after launch had already received a total of 1,552 downloads for cycling routes 	Email e-newsletters for walk/cycle of the Month with walks & cycle groups	By end of 2017




<p>C) Heritage & Cultural promotion:</p> <p>16. Promotion of Pendle Witches Walking Trail (short trail)</p> <p>17. Re-print of Witches Trail (Long trail) with partners Ribble Valley and Lancaster</p> <p>18. Promotion of the Lancashire Witches Walk</p> <p>19. Promotion of Heritage Days events online in 2017</p> <p>20. Promotion of Leeds & Liverpool Canal</p>	<p>16 Achieved. The printed leaflet is distributed locally </p> <p>17 Guides will be re-printed when stock is close to exhaustion for all local authorities which is now the case. Deadline set for Aug 2017 </p> <p>18 In 2016 we spoke to FOB about their promotion of Lancashire Witches Walk. It is on the FOB website. Achieved </p> <p>19 Achieved for 2016 </p> <p>20. Promotion of a 2016 Pendle Canal Festival (to mark the 200th Anniversary of the L&L canal) Achieved through a number of separate events. The Canal event was merged into the Pendle Walking Festival, which had 13 canal themed and branded events, including a special “Walk, Eat, Cruise event”. Other events, such as the journey of The Kennet were promoted by us </p>	<p>16 Continue to promote the trail</p> <p>17 Review and amend the trail leaflet and reprint</p> <p>18 Create specific feature on Visit Pendle website for the route</p> <p>19 Continue promotion in 2017</p> <p>20 Set up canal feature on Visit Pendle website</p>	<p>End of March 2018</p> <p>Aug 2017</p> <p>End of 2017</p> <p>End of 2017</p> <p>End of 2017</p>
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<p>21. The Quaker Trail – explore the potential for working with other cross-border partners on a wider multi-county trail. To do so only if finance is available</p>	<p>21 Action to identify funding still ongoing. </p>	<p>21 We are now working with Mid Pennine Arts as delivery partners for a Pendle Radicals Trail. Long term goal as its in the development phase of the PHLP</p>	<p>By the end of 2018</p>
<p>22. Pendle Sculpture Trail – though it is already very popular, further enhancement and development of the trail would make it more so</p>		<p>22 Investigating sources of funding, including RDPE and low cost options like Geo-caching and improved signage</p>	<p>By end of March 2018</p>

<p>D) Event Promotion</p> <p>23. Event Publicity - Publicising all of Pendle's events through all our available publicity channels, including visitpendle.com, Pendle Visitors Guide (Events section), and through Social Media.</p> <p>24. Manage and publicise the Pendle Walking Festival (PWF)</p> <p>25. Produce Pendle Cycling Festival flyer and publicise</p>	<p>23 Achieved for 2016 events </p> <p>24 Achieved for 2016 event </p> <p>25. Achieved in 2016. Strong assistance was given to Colne Grand Prix and the Pedal Pendle Festival Day at the SB Hub which included promotional support, featuring flyers and web and social media coverage </p>	<p>23 Promotion of all 2017 Pendle Events</p> <p>24 Continue to manage and promote 2017 PWF</p> <p>25 Produce a 2017 cycling event flyer and help with social media coverage</p>	<p>By end of 2017</p> <p>20th Aug 2017</p> <p>End of June 2017</p>
<p>E) Website & Digital Media</p> <p>26. Develop new Visit Pendle Website</p> <p>27. Social Media - To increase Social Media activity</p>	<p>26 Achieved for 2016. The new responsive website was made live on Monday 10th October and was launched at the Tourism Conference on 17th October </p> <p>27 To increase Social Media activity and gain a further 100 extra likes for Walking Festival Facebook page in 2016. Achieved. Backed by FB adverts the Walking Festival page achieved 2,945 extra page likes and</p>	<p>26 to continue develop the site in 2017 and the website to be tested by a user group</p> <p>27 To gain a further 100 extra page likes in 2017</p>	<p>By end of March 2018</p> <p>End of 2017</p>




<p>28. The further development of the Pendle Walking Festival Facebook page and the Pendle Cycling Festival Facebook page</p> <p>29. Further use of e-newsletters</p> <p>30. Use of monthly highlighted products on the website, then promoted on Twitter</p>	<p>110,558 people were reached over the two week advertising period from July 15th. Page Likes are now over 6,000. </p> <p>28 Achieved for 2016. New Photos & Posts were put on both pages </p> <p>29 Use of more e-newsletters from 1 to 3 in 2016. Achieved. One sent to walks groups about PWF. One sent to Cycle Groups about Colne GP and the Pedal Pendle Festival Day </p> <p>30. More extensive use of the website and Twitter – scheduling in more tweets, and using Event of the month, Walk of the month etc. Some events and walks put on </p>	<p>28 Continue development of both pages</p> <p>29 Further use of e-newsletters (increase from 3 to 6 per annum) in 2017/18</p> <p>30 More systematic approach to put highlighted products on website and to tweet more (dependent on capacity)</p>	<p>End of 2017</p> <p>End of March 2018</p> <p>End of March 2018</p>
<p>F) Partnership Working</p> <p>31. Continue to identify sites for larger accommodation and assist where necessary with bringing them to fruition</p>	<p>31. Identify potential sites for new, particularly larger accommodation units with the Principal Planning Officer (Policy) Consultation has taken place with the Policy PPO. Identification of three potential sites has occurred: Greenfield, Riverside Business Park at Barrowford, and Brierfield Mill </p>	<p>31 Continue to identify sites and work with others to bring them to fruition</p>	<p>Ongoing</p>

32. Work with other Departments internally to enhance the promotion of Pendle	32 A large part of the work in this plan has been captured and is reflected in the recent report to Scrutiny on the promotion of Pendle.	32 continue to work together to promote Pendle	
F) New Development Brierfield Mill/ Northlight 33. To assist in any activities that help bring the new hotel and leisure facility to reality. Once established promote these facilities to the visitor market. Promote events that occur at the mill in order to raise its profile. 34. To promote the Brierfield History Trail and distribute locally	33. Assist in any activities that help bring the new hotel and leisure facility to reality. Provided research information to assist the process  34. Promote the new Brierfield History Trail. Achieved. One initial run organised to catchment TICs and also placed on website for download – currently there have been 841 downloads 	33. Continue to assist in activities to help development 34. Continue to distribute and promote Brierfield Trail	Ongoing Ongoing
G) Networking & Communication 35. Business Advice - Advise business in the local Visitor Economy with internal and external business knowledge (marketing, grants available etc.), including referral to appropriate agencies (Regenerate, LEP, RDPE grant team etc.) 36. To provide Premises Improvement Grants to all town centre businesses – in order to enhance town centres for residents and visitors	35. Achieved. Advised a number of businesses about business start-ups, including Harwes Farm 	35 Continue to advise businesses 36. New measure	Ongoing

37. Monitor business news in order to provide good news stories on all businesses to Lancashire Enterprise Partnership e-newsletter	37. Help in promoting all local businesses as part of the "Lancashire Story". Gathered "bio" style company information on top local companies to be passed onto ML and set up Google Alerts to supply good stories for the new LEP e-newsletter. Supplied a number good news stories which have been used in the e-newsletter 	37. Continue to monitor business news in order to supply good news stories for the LEP as well as for Pendle	ongoing
38. Business Communication – make good use of e-newsletters to communicate to visitor economy businesses. Schedule four quarterly e-newsletters across the year.	38. Achieved. Six e-newsletters sent out to businesses in 2016. Two more than the target set 	38 Continue to communicate to businesses via –e-newsletter	By end of March 2017
39. Tourism Conference – to run one annual conference within Pendle Business Week in October 2017	39. Tourism Forums – to increase the number of these in the year to two. Part achieved. Ran Pendle Tourism Conference in Oct 2016. High level of satisfaction from Feedback from the event with 64% rating the conference as excellent. Capacity for only one major conference a year going forward 	39 Continue to run the annual Tourism Conference	Week beginning 16 th Oct 2017 which is Pendle Business Week. Start to organise – end of August 2017
40. Visitor Information – maintain good information provision to visitors, including the maintenance and content management of the new Visitor Information Point at Boundary Mill and to provide reprints of all the necessary guides in order to supply Boundary Mill and local venues with these	40. In 2016 supplied brochures to a number of outlets including Barley Cabin, Discover Pendle, the Rainhall Centre, Witches Galore and Pendle Heritage Centre in order that they can provide good visitor information.	40 Continue to develop new content and maintain the Visitor Information Point at Boundary Mill and amend and reprint all guides that need it	End of 2017

	Also managed the provision of a new Visitor Information Point at Boundary Mill, which was launched on 7 th March 2017. 		
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Key to progress

-  Completed
-  not achieved, and reason.
-  Partly achieved

APPENDIX 1

It is important to keep in mind the reasons why Pendle Council and its partners are trying to stimulate the Visitor Economy. Regionally Lancashire has identified that the Visitor Economy is one of 7 key business sectors, generating £3.5bn a year, growing by 10% since 2009. Nationally it is the fastest growing sector for jobs. Not only does it support local jobs but it also helps create better environments and quality of life for both residents and visitors.

Lancashire Visitor Economy Strategy 2015 – 2020 (LVES):

Lancashire's Visitor Economy Strategy 2015 -2020 sets out the county's vision as a visitor destination. Based on in depth analysis of the county's product strengths, its existing visitor profile and future opportunities, the vision provides a statement of how the county wants to develop as a visitor destination by 2020:

- To be recognised as one of the top 5 English counties for a refreshing and relaxing short break and an active family holiday.
- To be known nationally as a culinary 'must visit destination' because of the authenticity and quality of its food and drink, from field to table, locally sourced from the county's stunning valleys, plains, woodlands and coasts.
- To be a preferred location for corporate events and association conferences because of the choice and value for money of its venues and the breadth and depth of the business tourism infrastructure.
- For the county's cultural and countryside offer to be main reasons that visitors choose to visit Lancashire.
- To be recognised for its stunning 137 mile coastline that effortlessly combines seaside heritage and contemporary leisure experiences.
- A destination that offers outstanding customer service on a par with the best worldwide and is an example of best practice in offering accessible holidays.

To enhance the strategic destination marketing of Lancashire and create a platform to support the wider economy it is proposed to develop "the Lancashire Story". The story will feature four themes Leisure & Pleasure, Food & Drink, Create & Make and Links & Transport.

In economic terms, by maximising the opportunities for sector growth, Lancashire's visitor economy will seek to deliver, by 2020:

- An additional 6.3m visitors so that the total number of visitors annually is 69.3m
- A change in the current ratio between new day and staying visits of 9:1 to 8:2: 1.3m additional staying visitor and 5m additional day visitors

- An additional visitor spend of £382m to reach a total of £4.08bn
- An additional 5000 jobs so that the total direct and indirect jobs supported by the visitor economy is 59,000

Delivery of the LVES will be via a Destination Management Plan which will be monitored to assess progress. In this way, the visitor economy will contribute to Lancashire's future prosperity, identified as one of seven key business sectors within the Lancashire Enterprise Partnership's Strategic Economic Plan, for major employment growth. Alongside the importance of the visitor economy in driving jobs, the contribution of the sector in providing leisure and recreational opportunities is recognised as a vital component in delivering a high quality of life for local communities.

The Pendle product aligns with some of the key activities that the Lancashire's VES seeks to develop namely outdoor activities, heritage and cultural activities. The Pendle Visitor Economy Action Plan is designed to show the practical actions which will enhance the Pendle product as well as help to meet County objectives. The stated aim of the Lancashire's VES is to increase visitor spend, with a higher proportion of that spend coming from staying visitors. Pendle supports this aim and will seek to increase visitor spend by £10 million or 10% by 2020 with the proportion of the staying spend increasing by 4%. Currently the figure for visitor spend is £101m with £24m or 24% coming from staying spend (2014 figure).

This has now increased by 4.15% to £106million. Of that 24.9% is staying spend (2015 figures). This is on target for our goal.

Though there are other non-controllable factors which will influence the way these figures move we will evidence whether we are achieving this objective by using the figures from the economic impact model known as STEAM as provided to us and other Lancashire districts by Marketing Lancashire annually (please note that STEAM is always one year behind). The PVEP is not just the work of the Council; businesses involved in the Visitor Economy were consulted at a Tourism Forum in November 2015 and 2016 and their views taken on board.

Promotional activity is key to retaining our existing visitors and attracting new ones. There are certain key aspects in the way that we promote Pendle:

- Audience Alignment – we need to target the right audience, at the right time, with the right message. We can strengthen our product, but we must first target audiences which are attracted to Pendle's current product strengths. These are primarily the area's countryside and its heritage, (in particular the Pendle Witches story), but also includes its quaint villages and active towns and a strong events programme.
- Targetting – those who are attracted to our countryside and participate in outdoor activities can be segmented into different audiences, who have specific needs and wants, and need to be attracted in different ways. It is important to identify those audiences and to find the best ways to target them.
- LVES Alignment – a good number of Lancashire's identified strengths, particularly Countryside and Heritage are present in Pendle, and appropriate target audiences identified in the Lancashire VES are relevant to Pendle.