Pendle Hill Tourism Scoping

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Commissioned by:
Forest of Bowland AONB

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1 Introduction

From 2018 – 2022 the Forest of Bowland AONB Unit is planning to deliver sustainable tourism activity in the area through the Heritage Lottery Landscape Partnership scheme. The project, entitled 'Discover Pendle Hill' will include £35,000 of investment from HLF and other sources for the development of sustainable tourism products and projects.

The following document provides a baseline of current tourism activity in the area and an evaluation of possible areas of such activity during this four-year funded period and into the period beyond this timescale.

Specifically, the report provides details on:

- The tourism context, including headline volume and value figures, the policy context, broader market trends
- An assessment of the current tourism product
- Visitor profiling
- A baseline of current business performance
- Potential opportunities for product development.

The evidence in this document has been compiled from a number of sources:

- Desk based research to summarise the economic and policy context, to identify key market segments and to identify potential market and consumers trends
- Consultations with strategic tourism officers and managers at regional and local level
- Consultations with key stakeholders in the business community to establish a baseline of activity and to discuss potential product development ideas
- Consultations with practitioners who have established similar products (e.g. Ambassador scheme, electric cycle hire)
- An online survey of tourism businesses in Pendle Hill to establish a baseline of activity and to gauge opinion for potential product development ideas.

2 The Importance of Tourism

The following table summarises the estimated volume and value of tourism in the Pendle Hill area and the surrounding districts (of Pendle and Ribble Valley).

It is estimated (see methodology below) that there were approximately 770k trips to the Pendle Hill area in 2015 which generated an estimated £9.5m of direct expenditure in the area.

	Pendle and Ribble Valley Districts[1]	Pendle Hill[2]	Pendle Hill as % of surrounding area
Trips (k)			
Day	5794	682	11.8%
Staying	497	88	17.7%
Total	6291	770	12.2%
Nights (k)			
Day	N/a		
Staying	1612	190	11.8%
Total	1612	190	11.8%
Spend / Impact (£m)[3]			
Day	190.4	4.9	2.6%
Staying	99.0	4.6	4.6%
Total	289.4	9.5	3.3%

1. Source: STEAM 2014
2. Source: RJS Associates Ltd estimates
3. The Pendle / Ribble Valley figures are based on economic impact which will include indirect and induced impacts (normally 20-25%). The Pendle Hill figures provide an estimate of direct expenditure (with **no** indirect and induced impacts)

The Pendle Hill figures were estimated using a bespoke model. This followed a similar model to STEAM but made a number of assumptions in the absence of bespoke data on the area. Estimates of staying visitors were based on accommodation stock in the area times occupancy. Visiting friends and relatives was based on the population of the area times a ratio of trips per head of population (derived from GBTS). Day visitor estimates were simply based on a ratio of day to staying trips derived from the STEAM analysis. Spend was based on accommodation rates (derived from our product audit) and an estimated spend per day (which was derived from the GD Day Visitor Survey).

The data highlights that the Pendle Hill area attracted about 12% of trips and nights that were taking place in the surrounding districts. The share of expenditure was much less significant (about 3%). There are two reasons for this:

1. The Pendle Hill figures do not include indirect and induced impact figures. This will account for some of the discrepancy (but probably only about 1%).
2. Compared to the surrounding districts, Pendle Hill is a relatively small area and opportunities for spend are limited. As a consequence, spend per head in the area is low.

3 The Policy Context

There are a number of policy documents that set the context for potential tourism development in the Pendle Hill area. These include:

- **The Lancashire Visitor Economy Strategy and Destination Management Plan 2016-2020** identifies that the vision for Lancashire as a visitor destination by 2020 is:
  - 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
  - For the county's cultural, countryside and heritage offer to be main reasons that visitors choose to visit Lancashire
  - To be recognised for its stunning 137-mile coastline
  - To be a preferred location for corporate events and association conferences
  - A destination that offers outstanding customer service.

  The strategic approach is predicated on:
  - Attract and disperse
  - Customer focused – targeting three groups: Independent explorers containing lots of families (7-14);Connoisseur searchers - people that travel as couples and with friends and are aged 35+, looking for quality and authentic experiences; and Entertainment seekers – families and groups of friends looking for fun and entertainment
  - Leveraging the county brand 'Lancashire'
  - Market Intelligence
  - Partnerships
  - Quality
  - Responsible tourism.

- **The Pennine Heritage Investment Strategy** identifies heritage as an asset to attract visitors. It highlights some projects in and around Pendle – including Brierfield, Whitefield, and Lomeshaye. Potential tourism impact of these on the Pendle Hill will be limited.

- **The Integrated Economic Strategy for Pennine Lancashire** identifies the Visitor Economy as a potential growth sector for the area but is largely unexploited (compared to other areas). The strategy identifies a range of interventions – of potential relevance to the visitor economy is the development of a place brand 'Pennine Lancashire'.

- T**he Pendle Local Plan Core Strategy** is positive towards tourism and recognises the importance of Pendle Hill as an attraction and tourism development opportunities should seek to spread economic benefits over a wider area. In rural areas development needs to be sensitive and sustainable.

4 Market and consumer trends

- **The continuing "Staycation".** The 2008 economic downturn led to a change in holiday behaviour and attitudes, with leisure becoming ever more important even as finances were stretched. The increase in domestic trip taking and parallel decline in overseas travel was initially driven by cost, but many other factors have contributed to the continuation of the trend – including a preference for multiple short breaks over the year, risk aversion, last minute planning, more deals and offers available through online travel agents and daily deals sites, hotel and visitor accommodation development and improvement, including a number of new accommodation products that have captured the market's imagination and new visitor attractions, events and festivals. In the short term, the staycation effect is likely to remain, particular as concerns regarding safety (due to terrorist threats) and the stability of exchange rates (as a result of Brexit) continues to influence decision making.

- **Economics and recession-led trends**. In the longer term, holiday taking patterns are unlikely to revert to pre-recession patterns – for some people behaviours have changed fundamentally, while others have discovered and genuinely enjoy breaks in England. There is however an ambition to have long holidays abroad, which people will do when they can afford to. There is also likely to be a continuation of recessionary spending patterns (and especially among younger generations) – this means more emphasis on deals, offers and added value packages.

- **Other recent domestic tourism trends** include:

    - Turning VFR trips into leisure ones. The driver behind this has partly been economic (see above) but other drivers exist which may mean the trend may continue – these include maximising leisure time, and the changing demographic picture (creating more opportunities for family get-togethers).
    - Domestic tourism can benefit from wider trends – e.g. health tourism (spa breaks) and active / adventure tourism. This will be driven by a more active retired generation.
    - Rural and urban tourism have experienced strong growth in recent years. Both destination types can benefit from the growth in short breaks, with an opportunity to combine breaks (rural and urban)
    - A blurring of boundaries between business and leisure trips, with business travellers extending their business trips to further enjoy the destination.

- **Domestic visitors are often creatures of habit** -two thirds of people booking a UK destination do not consider another destination – 93% of these will have visited that place previously. Four fifths are not influenced by any advertising. Destination choice, especially for short breaks, tends to be driven by where someone lives – they will typically be looking at options in their immediate region (up to 2 hours away).

- **Population changes** include:
  - **An ageing UK population** – in the medium term the number of people over 65 is increasing. This generation is a powerful economic force, with sufficient time and disposable income to enjoy short breaks and regular holidays – albeit spending power can be threatened by declining values in pension plans and savings.
  - **Growth in younger generations** - while this is a potential opportunity for domestic destinations, it is also a challenge – this group is characterised by a lack of knowledge and also prejudices about England and English destinations which prevents them considering these as holiday or break options. The Generation Y market also has very different requirements and expectations from hotels, accommodation businesses and destinations, with a greater importance placed on distinctive design, a relaxed atmosphere and a high level of technology and connectivity.
  - **A 'squeezed' middle generation –** the 35-49 age group is going to decline numerically. This group will be time poor with a potential consequence an enhanced desire for quality time and treats.
  - **Family composition** is also changing – with grandparents more involved in childcare (the 'Vertical Family'). This has implications with potentially more intergenerational family holidays and a need for appropriate products to cater for this. Similarly, the UK population is becoming increasingly **ethnically diverse** and this represents a market of increasing importance but one that is poorly understood.

- **Online booking and marketing** - Information technology and the ways in which consumers access tourism information have changed dramatically over the last twenty years - and continue to do so. The following are some of the key factors relevant to tourism information provision:
  - In general, the internet is the primary source of visitor information. Mobile (tablet and smartphone) are becoming increasingly important - particularly in terms of providing in-destination information.
  - There are a number of well-established internet players providing potential visitor information. These include Google, TripAdvisor, Online Travel Agents (OTAs) and booking sites (like Expedia, Last Minute, Booking.com, Late Rooms), meta-search engines (or aggregators like Trivago and Kelkoo) deal sites (Groupon, Wowcher), and the 'Sharing economy' (AirBnB).
  - Destination sites are only one of these - they tend to be used at the planning stage of the customer journey.
  - Different market groups (life-stages) will plan their trips in different ways - some groups will often leave their trip planning to the 'on-the-move' / in-destination stages. There are differing attitudes to, and use of, digital and social media. The largest (and growing) group are 'info-seekers' who are actively using digital to seek and find information.
  - **Social networking will increase in importance** - online networks will be a vital channel for businesses for distribution, awareness creation and recommendations. Impacts of this include the amplification of negative experiences, disintermediation (consumers direct to businesses), fear-of-missing out' (FOMO), which means consumers want to share the experiences of their peers – they want to hear stories and have stories to tell and share.

- The direction of travel in information provision is '**mobile first'** for all stages of the customer journey – particularly in terms of in-destination information. **Rating experiences, making information simple, and developing customised unique experiences** are also key trends in customer demands – For marketeers, there is need to convey the potential experiences quickly and visually. Wireless access on holiday and information in the right format will be key. Bookings will be more 'last minute'. There is an expectation that the use of travel apps will increase into 2017.

- **Tourism is becoming increasingly experiential** - tourists are looking for 'immersion' in a culture, unique experiences, authenticity, exploration, adventure and personal fulfilment from their holiday experience. The 'what' is more important than the 'where'. From a marketing perspective customising and personalising are key – different market segments want different experiences.

- As a society, have become **more 'active'** (i.e. doing many things) we have created time pressures and a subsequent desire for control in our lives. This means a desire for greater simplicity in some of our choices and, linked to the technology trend, is the move to 'Individualocracy' and the desire for personalised products. The **human touch** – interacting with locals and genuinely engaged staff is increasingly important. Linked to this, people are seeing travel as a way to bring balance back into their hectic lives. Consumers see going on holiday as a moment to reflect and make better and **healthier lifestyle choices**. The coming year will see many travellers prioritising health conscious trips.

- While environmental concerns are not currently mainstream in terms of holiday taking decisions in the UK, for some markets, other consumer trends include **evolving ethical concerns** among consumers. These are now broader than more established environmental concerns and conspicuous forms of consumption have fallen out of favour (with an emphasis on consumers learning new skills and acquiring 'cultural capital' to distinguish themselves). There is a growing audience in interested in an eco-tour travel experience.

5 The Visitor Product

The product audit was compiled from a number of sources. The initial list of tourism related businesses operating in the area was developed from contacts identified by the Forest of Bowland AONB as those who are part of the Bowland Experience Membership as well as a preliminary list of other businesses operating in the area. This was supplemented by a search using Google Maps to identify other businesses which are based within the LP area and the immediate 'buffer zone'[1]. This list was further supplemented with reference to the visitor guides produced from Ribble Valley Borough Council and Pendle Borough Council. The visitor guides also informed the themes and activities that are currently promoted.

[1] The buffer zone was defined as the area encircled within the A59, A671, A6078, A682 which gave an area of no more than 3km at the furthest distance.

The audit provides quantitative information in terms of location and type of business as well as more qualitatively. In order to explore sense of place and to identify the businesses' relationship with the wider area the types of activities that the businesses promoted beyond of their own offer were recorded. Any distinctive USPs were also noted. A measure of the quality of the offer was also recorded, based on TripAdvisor ratings (where available) and on the awards that the businesses had received.

In total 53 businesses that have a tourism related focus have been identified in the Landscape Partnership Area. Of these businesses, 21 are Bowland Experience members. A brief assessment of AirBnB product in the area was also undertaken. In total there are 5 AirBnB properties (1 in Pendleton, 2 in Sabden, 1 in Padiham and 1 in Fence), but these were not added to the main list. In terms of geographic dispersal, the majority of the businesses are on the north and eastern sides of the area. For details of the geographic location of the businesses see Appendix 1.

The following types of businesses were identified:

- The majority of businesses are pubs (17). All of these offer food, 5 offer accommodation and 2 cater for weddings
- 7 B&B establishment. 2 of these also provide self-catering accommodation
- 7 self-catering establishments
- 5 activity providers: 2 fisheries (one of which also provides accommodation in log cabins), a dry ski slope, narrow boat hire and an outdoor adventure centre
- 4 caravan parks
- 4 shops: 2 ice-cream shops and 2 farm shops
- 3 cafes and 1 restaurant
- 2 Visitor attractions: The Pendle Heritage Centre, which offers events and has a café and Whalley Abbey which also offers B&B
- 2 hotels, both of which cater for weddings and business tourism.

In terms of bedspaces in the area, these can be estimated to be:

- Bed and Breakfast (ex AirBnB) – 140 bedspaces
- Hotels – 95 bedspaces
- Self-catering – 107 bedspaces
- Caravan and camping – 300 pitches plus 137 privately owned caravans.

With regards to the types of products and activities that are on offer, the following themes / activities are promoted in the two Visitor Guides:

- Distinctive towns and villages
- Food and drink
- Cycling
- Walking
- Weddings
- Star gazing
- Inspirational stories
- Healthy lifestyles and relaxation
- History and heritage
- A well-developed programmes of events.

These product themes are reflected in the wider activities that are promoted on businesses website. Of the 19 businesses that mention the offer in the wider destination, the most commonly promoted activities and experiences are **walking** (14), **cycling** (6), **local events** (4), **food and drink** (4), **wildlife** (4) and the **Pendle witches** (3).

For many businesses it was difficult to identify, from their website, a clear USP. By far the **clearest identifiable USP is food and drink** (14). However, for many of the businesses reviewed here as part of the audit both **a clear sense of place and a clear USP are not apparent**.

The average Tripadvisor rating is 4.3, with scores ranging from 3.5 (2 businesses) to 5 (7 businesses). Fourteen of the businesses demonstrate, via their website, that they have received some an award for excellence or outstanding performance. While some of these awards are for general levels of service or quality (e.g. Visit England Silver Award), half of these awards relate to **culinary excellence**.

6 Visitor Markets

Data on visitors to the area is patchy but the stakeholder survey (see section 6 below) and various visitor surveys (e.g. the Fourth Street survey 2016, and Forest of Bowland Survey 2012) do provide some indication of visitor characteristics and a number of segments can identified:

Segment	Description and characteristics	Approx. market size (share of visits)
Locals – mature couples / friends (inc. VFR)	Visitors from the Pendle area itself, the Ribble Valley, and M65 corridor. This group also includes people visiting friends and relatives. The group will be typically aged 55+, of various socio-economic groups (C1s are likely to be the modal group) These are very likely are to be repeat or frequent visitors. Primary activities will be walking, and eating out.	~50%
Locals – families	Similar to the previous in terms of origin and socio-economic groups. This group will contain children (probably less than 12 years). The focus of activity will be on a family day out (possibly with a wider family group including grandparents). Activities will include walking, pottering, picnics, eating out / ice cream. Probably repeat but not necessarily frequent visitors.	~15%
Day visitors – inc VFR	These are visitors travelling from further afield – typically the rest of Lancashire, Greater	~10%

	Manchester and to a lesser extent North and West Yorkshire. They are most likely to be mature couples (or friends) visiting for a walk and meal out. Probably repeat but not frequent visitors.	
Tourists	These are leisure visitors staying in the Pendle Hill area – possibly as a base for the wider area. Or staying in the surrounding area and visiting Pendle Hill for the day. Likely to be more mature couples from higher socio-economic groups (Bs)	~10%
Other / special interest	This is a mixed group comprising a number of different segments that probably account for 1-2% of the overall Pendle market. This will include staying visitors – e.g. for business, and weddings – and day visitors coming for events, cycling etc.	~15%

7 Business Views and Priorities

An online and telephone survey was conducted among businesses in the Pendle Hill area. Of the 49 businesses surveyed in the area, responses were received from 13 (a 24% response rate).[2] Respondents covered a number of different sectors including accommodation serviced, self-catering,) pub (with accommodation), café, and activity operators. The results should be treated as indicative.

Business levels
The majority of respondents were open all year round. They were ***generally satisfied with business levels*** (often very satisfied) but a couple were not satisfied. Accommodation establishments typically had occupancy levels in the 50-70% range (a couple were higher (70%+) and one was lower).

Respondents indicated that they were busy and operating near capacity most of the year - specifically:

- Around four fifths indicated they were busy in summer (both weekends and weekday), and the shoulder months (at weekends)
- About half were also busy weekdays in the shoulder months and at weekends off-peak

[2] Nine were online, four were by telephone.

- For some respondents, the quieter periods were in November, this was not necessarily seen as problematic as it allowed for routine maintenance and improvements to take place.

In addition, about a third were busy on weekdays in the off-peak period.

The respondents highlighted extra business was typically required on ***weekdays*** – mainly off peak (about half of respondents) but also the shoulder months and summer (about a third).

Markets and reasons to visit
For accommodation operators, most business (over 70%) was ***from beyond Lancashire***, with about a quarter from the M65 corridor, or the rest of Lancashire. For other operators, there was a ***more mixed pattern*** (albeit on a small sample) – the local area generated about a sixth of business, with the Ribble Valley, M65 corridor, rest of Lancashire and further generating around a quarter to a fifth of business (but this varied from business to business). From the more in-depth telephone conversations it was apparent that business can be generated from a very broad area, including Canada, Australia, USA, New Zealand, Holland and Germany.

In terms of reason for visit, accommodation operators indicated that the main one was for a ***holiday or short break*** (just under half of business), followed by visiting friends and relatives and business (about a fifth each). Weddings accounted for a further 15%. Leisure events were not significant (less than 2% of business). From the in depth interviews the importance of the weddings markets was emphasised both for those who directly offer wedding services and from those who received guests who were attending weddings in the area.

A ***general day out / pottering***, and ***walking*** were rated as the two most important reasons for visiting Pendle Hill (rated as very important). Walking festival was seen as quite important. The ***heritage, eating out and the inspirational landscape*** were all rated as quite to very important. One respondent commented on the excellent food and drink offer, but that the message that this was available was not getting out to potential visitors.

The following quote sums up the difficulty of retaining visitors and visitor spend in the area:

> *Visitors might travel to Blackpool and up to 40 miles away to visit something. They also like to go to Skipton. But there isn't much on Pendle hill and in the villages. They like Barley and Downham and other little villages, and to Whalley, that's a nice village for shopping and cafes. Barley is nice to visit… but for shops there's only Newchurch, but not much elsewhere to spend your money.*

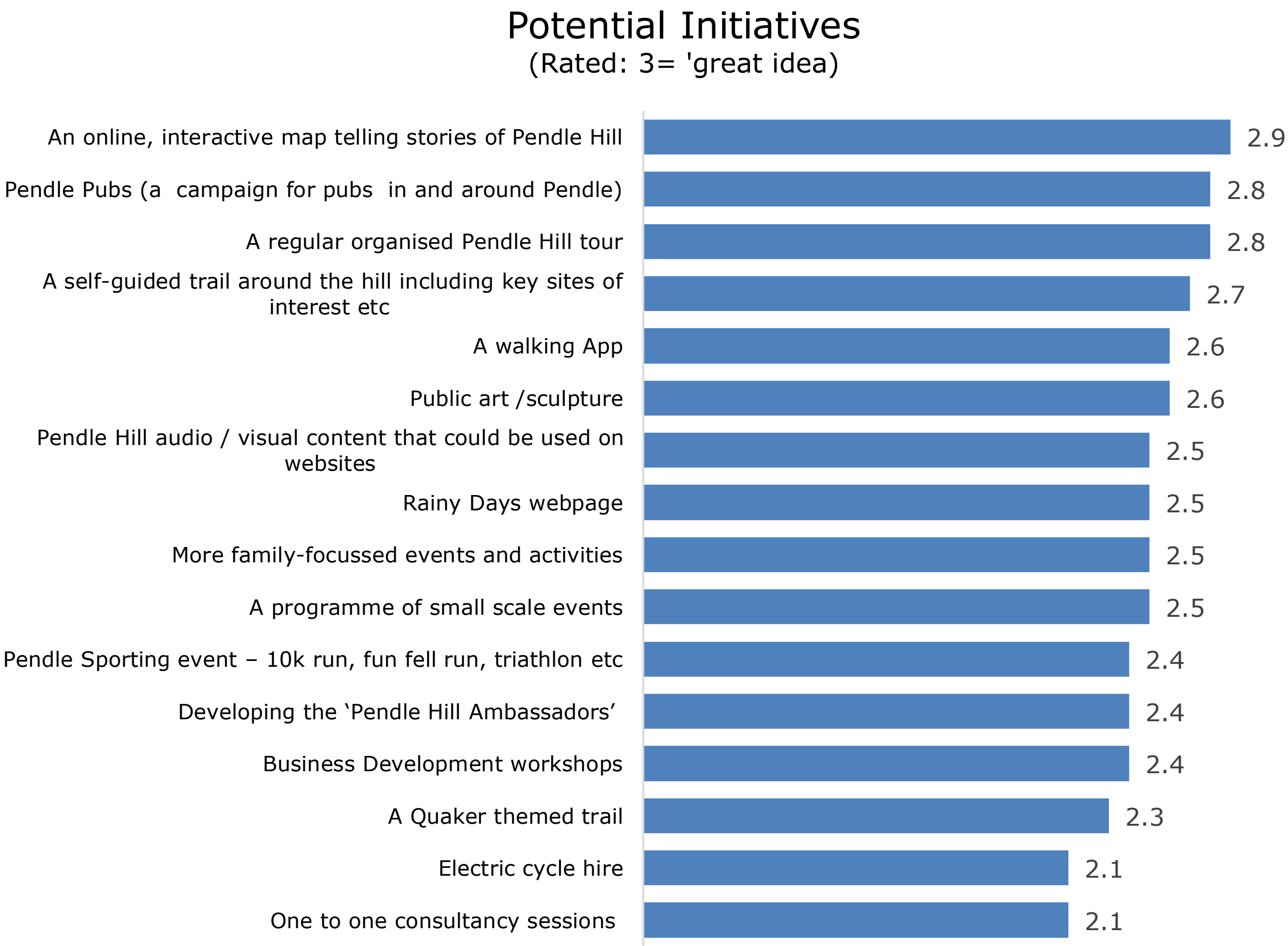
Wildlife/ birdwatching, cycling, and leisure events were rated as quite important. Some respondents reported on the breadth of wildlife locally and that they encouraged visitors to log sightings. Some of the telephone respondents commented that cycling was primarily an activity for locals and that for some the rural location (along steep and rutted farm tracks) may deter cyclists. The Dark Skies Project and shopping were not seen as important. One of the telephone respondents was not aware of the Dark Skies Project while another commented that the Dark Skies were probably not as relevant for other parts of the AONB because there was more light pollution than in the heart of Bowland. Outdoor activities and weddings were also highlighted as reasons to visit. There was some concern expressed regarding the wide-spread potentially negative impact if the wedding market decreased in size and popularity.

Product Development

Potential initiatives of product development that respondents spontaneously (or unprompted) mentioned included:

- 'More car parking facilities with map boards for walking, wildlife information etc.'
- 'More signs (directional and informational) in and around of Barley.'
- 'Provide more opportunities, through funding, for disadvantaged communities to access the countryside that is on their doorstep in order to promote respect and appreciation for the environment and for active and healthy lifestyles away from technology.'
- 'We have lots of project for next year for example to collaborate with small producers to develop new products for the hospitality business and foodies, already we collaborate with 3 producers but we would like create a sort of Laboratory of ideas and collaborations.'
- 'Opportunity for people interested in walking to attend the Mountain Training Hill Skills course in the area. Qualification courses for people leading walks in the area. E.g. Mountain Training'.
- Interactive video content that can be used on individual businesses' websites.
- DVDs for use in guest rooms, with locally relevant content.
- 'Lane signage'.
- 'Transport to the hotel for staff and visitors. We need more staff but can't get them here because of transport. I'd like to see better public transport and vouchers to get to work. Or possibly transport run by private operators'.
- 'Have a go at crafts – we used to do crafts at the information centre at Clitheroe. Traditional crafts. Village halls could be opened and have a day of crafts'.

Respondents were asked to rate a number of potential initiatives for the Pendle Hill area. Responses are summarised in the following chart:



These are discussed in more depth in the next section. Ideas for family orientated and small scale events included

- Child rangers group, i.e.; pond dipping etc.
- Dark Sky Events local to Pendle
- Trails, outdoor crafts, conservation workshops
- Heritage/history/territory/traditions/nature and wildlife are key for children's events
- Outdoor activities, walking, orienteering, mountain biking
- The telephone conversations also identified that there are not many events or activities for families and children and some suggestions were indoor soft play (using barn conversions on farmland) and interactive trails to make the most of the current offer including the Pendle Sculpture Trail.

The importance of attracting small amounts of people constantly rather than hundreds of people in one event was highlighted as key to helping the economy of the area. However, the point was also made that it can almost take as much effort to organise a large event as it would to organise smaller events so this needs to be managed carefully.

Assistance required by businesses included:

- Grants and funding – for capital development, new product development and marketing – was mentioned a few times. Although not mentioned by the business respondents, it was noted by other who were consulted that there might be potential to help existing businesses grow and diversify.
- Marketing support e.g. organising events in school, advertising
- Advice on farm diversification. "*Perhaps the farmers might like to know a bit more about the opportunities….The new generation might have the energy for it and might want the security of a diversified income stream. Farmers are adept at changing according to market conditions. They will find a way of staying on the land. It might be helpful to show them some ideas and how this can be done and what level of investment is required. They could be offered business support advice and guidance and help with a business plan".*

8 Potential Development Projects

Scored on a scale of 1 – 5, where the higher the score the more highly the project would be recommended.

Potential project	Description and comments	Project scoring					Total
		Enhances sense of place	Engages local community[3]	Economic Impact	Achievability	Future potential[4]	
An online, interactive map	• The map would document and tell the stories of Pendle Hill and could have potential to guide people from the hotspots to other locations and could make recommendations for opportunities for spend (e.g. recommendations for lunch / refreshments stops etc.). • The map could link to layered / thematic stories including witches, wildlife, and archaeology as well as tapping into some of the broader market tends to make the most of opportunities for health and well-being for example. • Businesses could use this content on their websites. • There is a sense that there are layers of history that are not being told at the moment. • Content for the map could be generated both by professional copy writers and could also compile contributions from the community linking to the sense of place work, the interpretation and audience development activities as well as the community ambassador scheme. • Dispersal of visitors via the content could link to the recommendations from the visitor management plan.	5	5	3	5	4	22

[3] Community here is taken in a broad sense to include residents and local business owners
[4] i.e. sustainability beyond the duration of the HLF funding period

Potential project	Description and comments	Project scoring					Total
	• The story of the Quakers (for which a lot of the initial thinking has already taken place) could be included in the Pendle map, as could the stories of other radical thinkers.						
A self-guided printed trail	• Same comments as above. • Given the nature of the audience, print versions may be more appealing.	5	5	3	5	4	22
A walking App around the hill	• Same comments as above. • The app alone won't encourage youngers markets to visit, but may help to engage them during their stay. • Links to recommendations in the communications report.	5	5	3	5	4	22
Pendle Hill audio / visual content that could be used on business websites	• Same comments as above.	5	5	3	5	4	22
Developing the 'Pendle Hill Ambassadors'	As with other areas (e.g. South Wales Valleys, Kent Greeters) who have employed Ambassadors there may be a number of different opportunities: • Training of interested / engaged businesses to promote the stories of the hill / sense of place / things to do etc. Linked to this there could be potential for social media training for businesses to ensure that the sense of place messages are reinforced via business websites • Volunteers who can be deployed at busy times and for key events (businesses to pay a small fee) • Meet the locals (N.B. care needs to be taken not to disrupt economic opportunities for paid guides) • Volunteers can also be engaged to blog, or to organise the deployment of other volunteers. NB: Once community ambassadors have been engaged it is particularly important to ensure that they are deployed regularly in order to maintain their engagement.	4	5	2	4	3	21
One to one consultancy sessions	• Sessions providing advice and highlighting opportunities on business development and diversification.	4	5	4	4	4	21

Potential project	Description and comments	Project scoring					Total
	• As above, the focus for the consultations could be on farm diversification, to work with farms who were not yet engaged with tourism and to provide advice on potential projects (wet weather activities for children such as soft play in barns, accommodation, farm shops) the level of investment and expected return on investment. • An alternative to the diversification focus would be to link the workshops to the Ambassador scheme (see below). • One to one consultancy received a relatively low score in our survey, however, with the right approach and in keeping with the AONB culture one to one consultancies could be the better approach, both more achievable and more sustainable. AONB staff would be provided with initial training (re. opportunities for farm diversification for example) and this could then be imparted to stakeholders in the area in a way which was more appropriate and tailored to individual audiences.						
Business Development workshops	• Workshop providing advice and highlighting opportunities on business development and diversification • A potential focus for the workshops could be on farm diversification, to work with farms who were not yet engaged with tourism and to provide advice on potential projects (wet weather activities for children such as soft play in barns, accommodation, farm shops) the level of investment and expected return on investment. • An alternative to the diversification workshops would be to link the workshops to the Ambassador scheme (see below). • This is relatively easy to achieve an *output* in terms of delivering the workshops, but not so easy to ensure that the intended *outcome* of the workshops will be achieved.	4	5	4	3	3	19
Public art /sculpture	• Further public arts / sculpture development. • This would be in keeping with the sense of place and help to tell the stories of the hill further. • Good provision for local community. • Could provide more opportunities for family activities.	4	4	2	3	5	18

Potential project	**Description and comments**	**Project scoring**					**Total**
	• Local community could be engaged in producing local art						
A programme of small scale events	• An enhanced events programme would attempt to link up the existing events across both sides of the hill into a collaborative programme of events. • These events should attempt to spread the economic benefits evenly around the hill. • Further events could include arts and crafts, outward bound activities, etc. • There are currently limited opportunities for family-focussed activities and events. A benefit of providing more for this market is that local families can also enjoy the benefits. • There are already a lot of events taking place on both sides of the hill. Any further events may over-crowd the offer and raises questions about resourcing these events. • One large event might be preferable to a number of smaller events because these could be just as difficult to organise, but without the impact.	5	4	3	3	3	18
Rainy Days ideas and webpage	• Potential to bring businesses together in a way which is creative, to think of opportunities for visitors when it is raining and celebrate the weather, in all its forms. • Businesses can go that little bit further by providing drying rooms, waterproofs, umbrellas etc. • Could link to content for maps etc. mentioned as above • Links well to local schools and communities. • See here for an example: http://www.yorkshiredales.org.uk/visit-the-dales/things-to-see-and-do/what-to-do-on-rainy-days and here http://www.dalestourism.com/rain.html	5	3	2	3	3	16
Pendle Pubs	• A marketing campaign / website that brings together the pub offer in and around Pendle. • There may not be sufficient critical mass to realistically do this. Although this would be in keeping with the food and drink offer, the quality would	4	3	3	3	2	15

Potential project	Description and comments	Project scoring					Total
	vary and would need to be consistent or else those who are 'doing well' already would not want to be associated. • See here for an example http://www.greatcountrypubs.com/						
A regular organised Pendle Hill tour	• An organised day excursion which would take visitors in a small minibus to key places of interest, led by a professional guide. • This might take quite a lot of investment and could be quite high risk. Although there was some enthusiasm for this idea, some of the businesses consulted suggested that this has been tried before and was not financially viable. • To some extent this already exists (see here http://www.tophattours.co.uk/pendle_witch_tour.html, but could be developed further) if a suitable local entrepreneur was identified • See here for a further example of a similar tour http://www.mountain-goat.co.uk/Home • See also www.pendlewithexperience.com and www.davidjohntours.co.uk	5	2	3	2	2	14
Electric cycle hire	• A network of electric bike hire and related infrastructure (such as charging points) within the Pendle Hill area and beyond. • The consultations identified a lot of concerns over this scheme regarding health and safety, maintenance, recharging points and the inaccessibility of many rural accommodation providers. • This is illustrated by this quote: "*We tried them, but they weren't that successful. There wasn't very much take up*". • The experience of other AONBs has shown that there are quite high up-front costs, with a low return on investment. • In order to be successful a clear and accessible route would need to be established (possibly off road) and an engaged business partners who are keen and knowledgeable about cycling and cycle hire. • See here for an example of a similar scheme established on the Isle of Wight http://www.nutsnotto.co.uk/home/4591293387	5	2	4	1	2	14
Pendle Sporting event	• For example, 10k run, fun fell run, biathlon etc.	3	3	2	2	2	12

Potential project	Description and comments	Project scoring					Total
	• Possible creation of more team events and identification of any traditional village team events • There are currently quite a few cycling and walking events and also some fell running events. • Good provision for local community. • Could provide more opportunities for family activities.						

9 Priority Projects

Following further consultation with the Forest of Bowland AONB and other key stakeholders, it was agreed that the following areas of activity will be a priority:

- Relationship building and networking
- One to one business advice for rural business diversification (undertaken by Forest of Bowland)
- Content generation which reinforces sense of places and key thematic ideas, in a variety of formats (print, podcasts, videos etc.)
- Pendle Hill Ambassador scheme
- A series of small scale events

Project	**Description and potential activities**	**Next steps and timescales**	**Potential Outputs**	**Approx budget**
Networking and relationship building	A core initial activity will be to develop relationships with businesses in the Pendle Hill area – through both one-to-one meetings and networking events. This will provide the basis for future projects and should explore business needs, interest in product development and support required. It also links with Ambassadors Programme (below) and areas of AONB activity (e.g. identifying product developments and of developing themes for sense of place and content generation).	• Start series of one-to-one meetings • Incorporate Pendle businesses into wider Forest of Bowland networking events • From 2017 and ongoing	• Development of themes for content generation. • Increased membership of BEX • Detailed understanding of what business advice is required for 2018 programme.	Staff time £500 (cost of hosting networking event)

Project	Description and potential activities	Next steps and timescales	Potential Outputs	Approx budget
	This will require officer time with a short-term focus. It will be a core element of the first 12 months of activities.			
One to one business advice	Following on from the above, AONB staff to engage with businesses on a one to one basis, in particular to advise on content for website development, business development and for enhancing sense of place. In some cases, where appropriate, refer businesses to specialist advisors	Make initial contacts with businesses in Pendle catchment. Early 2018 and ongoing	• Target 10 businesses assisted through meaningful one-to-one sessions •	Staff time £1000 for specialist support / training the trainer dependent on business requirements
Content generation	Content generation for digital and print channels to develop the stories and sense of place for Pendle Hill area. This will include a number of elements: • Treasure Trails – commission local treasure trail writer to work with local communities to develop a series of trails, focussing on spreading economic activity throughout the area and focussing on engagement with the local environment and heritage. Content for trails to be developed based on local expertise and knowledge, in particular local engaging local businesses. • The local Treasure Trails contact can also help to develop a walking app	• Meet with Treasure Trails contact to discuss requirements for trails and for possible development of walking app • Engage local business sponsors for walking app • Roadshow for Sense of Place development • Engage local schools, other community and	• Series of Treasure Trails (4 @ £800 – this will cover the cost of a semi-bespoke trail with front cover to include FoB AONB logo) • Walking app (NB can be very costly circa £10,000 - £15,000 although a simple online audio guide app could be delivered for less than this • Archive of local stories and images • Sense of Place toolkit for Pendle Hill	£19,500

Project	Description and potential activities	Next steps and timescales	Potential Outputs	Approx budget
	• Interactive online map • Sense of Place Toolkit (extension of existing work) • Self-guided trail / map for Pendle – print copy and downloadable • Involvement of local schools and other community groups in content generation.	volunteers groups in collection of local stories • All 2018 and ongoing		
Pendle Hill Ambassador Scheme	This proposal has a number of connections with other areas of work including the development of Sense of Place, links to events (where ambassadors are deployed to assist with events and links with the Marketing Lancashire scheme). The programme of work should develop a tiered approach to developing Pendle Hill Ambassadors with initial training and engagement of tourism businesses, followed by further engagement and training of local community ambassadors. Business ambassadors will provide information to visitors and reinforce sense of place. Community ambassadors will be deployed to assist in events and at busy times. There is potential here for revenue generation to 'hire out' volunteers for local business events. Local subject specialists (recruited from volunteers / ambassadors) could help to generate and manage content.	• Recruit, and develop 2 day bespoke training courses for businesses (40 business ambassadors including frontline staff at various tourism product providers) - 2017 • Recruit and develop a bespoke two day training course for generic community ambassadors (x 30) - 2018 • Recruit and develop bespoke training course for subject specialists (x 10 places) 2018 • Promote ambassador scheme to wider business network. Ongoing • Recruit and train volunteer from	• Pool of trained Ambassadors based in local businesses – target 40 ambassadors • Establishment of local community Ambassadors including face to face guides and as well as content managers - target is 30 ambassadors, with 10 specialists	£7,000

Project	Description and potential activities	Next steps and timescales	Potential Outputs	Approx budget
		community Ambassadors to manage Ambassador programmes - 2019		
Series of small scale events	The programme of small scale events will largely build on existing events and developing these further. Activities will include: • Linking with events that are happening as part of other areas of HLF activity. Position these as tourism events and market them as such • Walking Festival. Pursue the possibility of extending the Pendle Hill Walking Festival – to develop new content and new walking routes. Ambassadors to act as guides deployed during this event. Extend the walking festival from Pendle Borough across to Ribble Valley. • Food Festival – extension of existing Clitheroe Food Festival across Pendle Hill. Develop stronger links with food producers. • Dark Skies – a week long festival during the quieter autumn season, preferably in November when there is a chance of seeing the Leonid meteor shower. Scope of working with accommodation operators to support the festival, and potential 'Discovery' sites (e.g. Barley) • Develop series of locally specific events "Happening in Pendle". Business / community driven events with more local focussed 'authentic' events such as tractor pulling.	• Work with Ribble Valley and Pendle Borough Council to coordinate and extend existing Pendle Walking Festival and Clitheroe Food Festival. • Work with businesses and local communities to identify potential listings for Happening in Pendle. • Identify potential Discovery Sites for sky gazing and develop interpretation at these sites (working in partnership with local astronomers). • Identify participatory businesses keen to support and engage with sky gazing activities. • Above ongoing from 2017	• Extension of two or three existing events • Four to five new events to be created or significantly developed over course HLF project	£7,000

10 Appendices

Appendix 1: Geographic location of businesses

Area	No. Businesses
Gisburn	8
Barley	5
Rimington	5
Higham	4
Roughlee	4
Fence	3
Sabden	3
Barrowford	3
Downham	2
Simonstone	2
Barnoldswick	1
Blacko	1
Chatburn	1
Darwen	1
Paythorne	1
Pendle	1
Sawley	1
Whalley	1
Wiswell	1
Worsten	1