

MATLOCK BATH



Destination Management Plan

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Project Groups

The Steering Committee

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Chair of the Parish Council - Cllr Peter Baranek
Parish Councillors – Cllr Lorraine Keeble, Cllr Trevor Bowmer
Representatives of Derbyshire County Council - Cllr Irene Ratcliffe (County Councillor), Malcolm Marshall (DCC Officer)
Representatives of Derbyshire Dales District Council - Cllr Garry Purdy, Cllr Joyce Pawley District Councillors), Paul Wilson (DDDC Officer)
Accommodation sector: – Chris Hipwell, Hodgkinsons Hotel
Attractions sector: – Robin Hall, Mining Museum
Community Groups -: - Mel Richardson, Friends of Matlock Bath

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Stakeholder Groups

Local businesses, residents and visitors that supported the research

1. Introduction

Matlock Bath is an attractive tourism destination situated south of Matlock in Derbyshire. Matlock Bath's attractions include the Heights of Abraham, Gulliver's Kingdom theme park and the Peak District Mining Museum as well as many other amusements and museums making Matlock Bath an attractive destination for thousands of visitors. Matlock Bath has an inland 'seaside' resort image set within the breath-taking scenery of a wooded limestone gorge and the river Derwent. Byron described it as 'a romantic fragment of Switzerland set in the heart of England'. Today, the village makes more of its seaside day visitor image but much of its Victorian charm, history and culture remains hidden from the visitor.

Matlock Bath needs to adapt to changing tourism demands to meet the expectations of visitors, residents and people who work in the village. Matlock Bath Parish Council asked the University of Derby to undertake a tourism destination audit and propose a destination management plan for the future of tourism in Matlock Bath. The project is supported by the Derbyshire Dales District Council who provided a letter of support commending the Parish Council for showing such enthusiasm and a commitment to work collaboratively across both the private and public sector in order to obtain a clear understanding of the challenges and opportunities for Matlock Bath in the future.

2. Executive Summary

This Destination Management Plan (DMP) was completed on behalf of Matlock Bath Parish Council by the University of Derby. It sets out clear actions that need to be taken and suggests resources that will be required to contribute to the visitors' experience. The Plan also considers the views of local residents and businesses, and the impact on the environment.

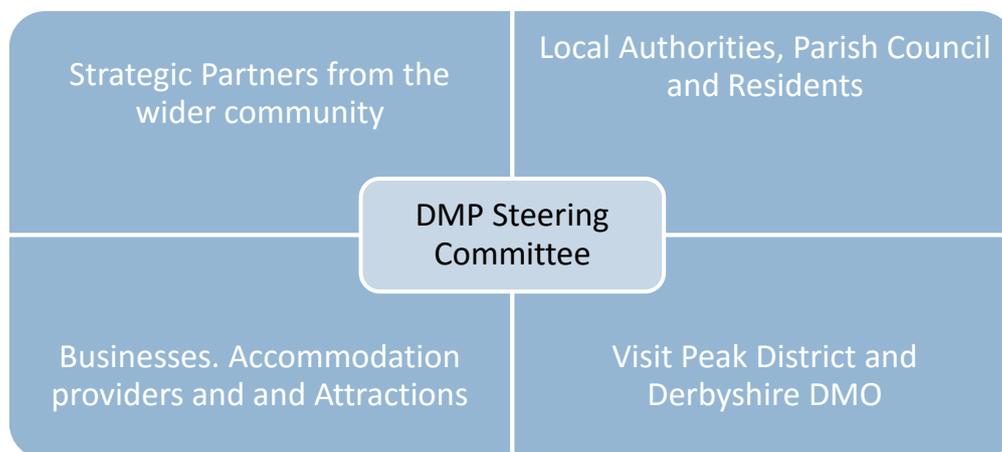
The DMP was developed in partnership with Matlock Bath Parish Council, Derbyshire County Council, Derbyshire Dales District Council, The Heights of Abraham tourist attraction, the Mining Museum, Hodgkinson Hotel, and the Friends of Matlock Bath. Consultation has also taken place with Derwentwise, Cromford Mills, Derwent Valley Line Community Rail Partnership, local businesses and residents.

The DMP provides recommendations in the form of priorities for action which have emerged from a study by the University of Derby on the visitor experience in Matlock Bath and the views of residents and businesses in Matlock Bath. The study included a destination audit of the overall appeal and appearance, access, infrastructure and visitor services, stakeholder surveys and a competitor analysis. The process formed part of a live case study, for tourism students at the University of Derby, of the challenges and opportunities of repositioning a tourism destination.

The priorities for action which have emerged from the study are aligned with the Peak District and Derbyshire Growth Strategy for the Visitor Economy 2015 – 2020 and rely on the identification of funding sources and resources.

- **Priority One: Implementing the Destination Management Plan (DMP)** – establish a Community Interest Company to manage the implementation, and measure the impact of the plan.
- **Priority Two: Communication and Profile** – understand and communicate the current tourism position and future opportunities to attract new higher spending consumers.
- **Priority Three: Destination Development (Infrastructure)** – focus on the public realm and preserve the historic character of the village.
- **Priority Four: Business Development and Skills** – develop businesses, business support and mentoring, training and customer service.
- **Priority Five: New Product and Market Development** – new product development to attract new markets and encourage visitors to return and stay longer.

The implementation of the DMP will require a steering committee comprising of key stakeholders from businesses, including accommodation providers, food and drink establishments and tourist attractions, local authorities, local partnerships, the parish council and residents, representation from Visit Peak District and Derbyshire DMO and stakeholders and partners from the wider tourism business community including Cromford, Matlock, Wirksworth and Crich. The steering committee will manage the implementation and measure the impact of the plan.



3. Regional Context

The Local Enterprise Partnership (LEP) for Derby, Derbyshire, Nottingham and Nottinghamshire's (D2N2) Strategic Economic Plan identifies the D2N2 region as having a dynamic and diverse economy. The D2N2 Strategic Economic Plan (SEP) sets out proposals for raising growth rates in the D2N2 area, creating increased prosperity and higher levels of employment. The region north of Derby includes the Peak District National Park and an upland rural economy, vibrant market towns, Chatsworth, the University of Derby at Buxton, Derwent Valley Mills World Heritage Site, and industries at Glossop and Bakewell. The Visitor Economy has been

identified as one of six priority sectors which offer the potential for significant economic growth within the D2N2 region.

Matlock Bath has a population of around 750 people of which approximately 100 are under the age of 15. The village supports around 90 businesses providing services for its many visitors. Matlock Bath forms part of the Peak District and Derbyshire tourism region which is recognised by Visit England as a key global tourism brand in the “Growing Tourism Locally Campaign”.

The visitor economy in the region was worth over £1.7bn per annum in 2015 and had shown a year on year increase from 2008. It currently employs around 27,000 people. Added to this is the injection of £850m into tourism over the next 5 years with major developments including the Crescent in Buxton, the development of a health and wellness resort outside Chesterfield; a new train station at Ilkeston; the development of Cromford Mills, part of the UNESCO World Heritage Site, and investment in the White Loop cycling trails. (The Peak District and Derbyshire Growth Strategy for the Visitor Economy 2015 – 2020). Specifically, Premier Inns have opened new hotels in Buxton Matlock and Derby and the New Bath Hotel has reopened after £4m investment, which are indicators of national, regional and local confidence in the visitor economy moving forward in the area. The returns on this level of investment can only be realised with growth in the visitor economy of which Matlock Bath will be a recipient.

Tourism is therefore an important economic driver for Matlock Bath. Initial concerns were that the number of overnight tourism trips to the Derbyshire Dales had declined by 22% from 2006- 08. However, by 2015 the annual value of these trips rose by 7% over the same time period with a peak between 2009 -13 at £89m. (Visit England Local Authority). The data does need further interrogation as to typologies of tourists and demographics but it does emphasise that with so many businesses in Matlock Bath depending on the visitor economy it is important that the village has a clear focus on its priorities for managing and developing the business going forward.

Visit Peak District and Derbyshire (VPDD) the destination marketing organisation for the region identified the following priorities to maximise growth in the Peak District and Derbyshire Growth Strategy for the Visitor Economy 2015 – 2020:

1. Maximise the impact of the visitor economy in key destinations and hubs;
2. Capital investment to improve the visitor offer;
3. Create a leading festivals and events destination;
4. Maximise the potential for growth through tactical marketing campaigns;
5. Develop a successful thriving tourism industry;
6. Develop a consistent brand for the Peak District.

All of these apply to Matlock Bath which is why the Parish Council is helping to drive this agenda for the benefit of the village.

4. Competitiveness of Matlock Bath

In order to succeed as a competitive destination, Matlock Bath must ensure that its overall attractiveness and the integrity of the visitor experience equals or surpasses that of alternative destination experiences. Competitiveness is about producing better quality products and services that are marketed successfully to consumers. This means using its resources more effectively. Matlock Bath has the physical, historical and cultural resources required to give it that advantage but it needs to improve the management of these resources and to promote them more effectively. This includes strategies to protect the natural and built environment. Investment in the growth of tourism products and services, education and training of human resources, and the construction and maintenance of the tourism infrastructure is essential not desirable. To sustain growth requires a destination that has a tourism vision shared by all stakeholders, by understanding its strengths and weaknesses, developing an appropriate marketing strategy, and implementing it successfully.

5. Destination Audit

A key objective of the research project was the completion of a destination audit which included a review of the tourism resources, including the strengths and opportunities, and the visitor experience. The review concluded that Matlock Bath is a “destination village” in the heart of the Peak District and is a gateway to the Peak District National Park. The village attracts day visitors at weekends and weekly during peak season.

Matlock Bath has some outstanding tourism resources: -

1. It is positioned at the north end of the UNESCO Derwent Valley Mills World Heritage site.
2. The village has many areas of ancient woodland including High Tor, Heights of Jacob and Lovers' Walk which are designated as a “site of special scientific interest” by English Nature.
3. The High Tor Grounds are listed as Grade II* on the National Register of Historic Parks and Gardens.
4. The village contains four registered historic parks and gardens (The Heights of Abraham, Lovers' Walks, High Tor and Derwent Gardens).
5. The village is a Conservation Area with Georgian and Victorian architecture and a significant number of listed buildings.
6. It is home to two major visitor attractions Gulliver's Kingdom, a family theme park and the Heights of Abraham, a country park with caverns set in 60 acres of woodland and reached by cable car over a deep limestone gorge.
7. Matlock Bath has developed an identity as an inland resort with amusement arcades, fast food restaurants and entertainment for the typical day tripper.

The above should mean it is easy to develop a coherent and positive strong brand. However;

1. The Lonely Planet Guide describes Matlock Bath as “unashamedly tacky, Matlock Bath is like a seaside resort that lost its way and ended up at the foot of the Peak District National Park”.
2. The village attracts a large number of motorcyclists who enjoy riding through the Peak District to reach the village.
3. The village experiences similar challenges of the typical seaside resort such as an image of overall decline, traffic congestion and pressures on car parking at peak times.
4. It needs to appeal to a wider target market, to increase the number of visitors staying overnight and expand the tourism season.

The review of the visitor experience in Matlock Bath provided the following visitor profile:

- Visitors to Matlock Bath (41%) come from cities and towns within a 50 mile radius including Derby, Sheffield, Nottingham, Leicester, Stockport, Manchester and Stoke on Trent.
- A large proportion of visitors (33%) come from Derbyshire.
- Two thirds of visitors are repeat visitors.
- Almost 50% of visitors are 36 - 55-year-olds visiting with children.
- Visitors came for the day although over 30% of visitors in July stayed for less than 4 hours
- The majority of visitors to Matlock Bath (60%) come for a walk which included a walk around the village, or to visit an attraction.
- Just over half of the visitors have lunch.
- A high proportion of visitors to Matlock Bath who accessed car parking were satisfied with both car parking (68%) and the cost of parking (59%)
- The Heights of Abraham was the most popular attraction with approximately 40% of visitors.
- Visitors have a high level of satisfaction with the attractions in Matlock Bath (94%)
- The majority of visitors said that Matlock Bath met their expectations (85%) and would visit again.

Visitors suggested the following would improve their experience:

- More information on what there is to do
- More information about Matlock Bath.
- Better entertainment and activities in different price ranges.
 - Better quality of shops and cafes.
 - Better signs to the cliffs and walking routes.
 - More seating, picnic areas and Improvement of public toilets.
 - More information on the heritage of the village.
 - Less congestion on the pavements.

The review also included visitors in Bakewell, Buxton and Chesterfield to find out whether they were aware of Matlock Bath and planned to visit. The research findings suggest that:

- The majority of those interviewed (72.7%) was aware of Matlock Bath and had visited previously.
- Just over half of those rated their experience as good (57.1%) but the remainder said that they had a poor experience.
- Those that had not visited Matlock Bath had not done so because they were not aware of it (33.6%) or lack of interest (44.9%) and the remainder provide a variety of other reasons.

The University also consulted with local businesses and residents to establish their views of the strengths and weaknesses of Matlock Bath's tourism offer.

Residents describe Matlock Bath as an attractive, old fashioned, weary, family friendly resort that is a bit unusual. The respondents consider that the impact of tourism is generally positive. They suggested the main negative impacts of tourism were traffic, the lack of shops that met the needs of locals and the impact tourism has on the appearance of the village. The respondents consider that to improve tourism there should be a greater focus on promoting the natural beauty and history of the village. They suggested that more focus on promoting these assets would improve the village's image.

The number of businesses that responded to the survey was only 18. The majority of those businesses were well established, but there were responses from some new businesses that had only been established for less than three years. The majority of local businesses that responded to the survey did not employ staff, or had less than 4 employees (77%). During the busiest months, some businesses do not open 7 days a week stating that it is not cost effective. In the quietest months over 50% of respondents say they open 7 days a week. The number of businesses completing the survey was low and it is evident if you visit the village in the quietest months, the majority of businesses do not open.

Businesses would like to see the following improvements:

- Car parking,
- Entertainment and events,
- Image and brand of Matlock Bath.
- Diversification and the quality of the experience
- Retail experience
- Extend the tourism season beyond October to January

The following is an overview of the strengths and opportunities of the tourism offer in Matlock Bath.

5.1 Strengths

- Physical, historical and cultural resources that support a strong tourism offer.

- A high percentage of repeat tourist visits. Two thirds of visitors return to the village.
- Strong local customer base and proximity to large conurbations.
- Good transport links. The A6, good rail links to Derby, Nottingham and Newark with connections to large conurbations such as London, Birmingham, Bristol and the south coast.
- Proposals to expand weekend services during the next franchise of the Derwent Valley Railway line.
- An important gateway to the Peak District National Park.
- Gateway to the UNESCO Derwent Valley World Heritage Site. The southern end of the village forms part of the Derwent Valley World Heritage site and the remainder of the village is in the World Heritage “buffer zone”.
- A wide variety of attractions in the village and within a five mile radius including Heights of Abraham, Gulliver’s Kingdom, Mining Museum, Aquarium, Masson Mill, Cromford Mills, Crich Tramway Museum, Derbyshire Eco centre, National Stone Centre and Mount Cook Outdoor Centre.
- Good standard and variety of accommodation with a new spa hotel development due to open in 2016.
- A new outdoor adventure residential complex at Middleton by Wirksworth.
- Outstanding landscapes and views with good walking, climbing, caving, canoeing/kayaking and cycling.
- Proximity to two climbing routes of national importance.
- Unusual and characterful destination.

5.2 Opportunities

- Provide better and more available communication of the tourism offer.
- Investigate methods to make visitors aware of the history and culture of the village.
- Signpost the walks and physical attributes the village has to offer.
- Provide a ‘what to do’ in the village.
- Re- image and re-brand.
- Establish ways to increase the retail and food and drink offer - probably organically following growth in visitor numbers and increased spend etc.
- Encourage businesses to open outside of peak times and during the evening to provide an evening economy – again probably organically following growth in visitor numbers and increased spend.
- Monitor the quality of the tourism offer on Trip Advisor to reduce the variability of reviews that do not showcase the village in a positive manner.
- Tackle poor public facilities i.e. toilets, signage, seating.
- Find ways for better collaboration and comminution between local businesses.
- Tackle low visitor numbers out of season and during the week in high season.
- Target visitor numbers from cities within a 50-80 mile radius such as Birmingham, Leeds, Hull, Lincoln Crewe, Doncaster and Wakefield.
- Competitor towns and villages open all year round.
- Monitor traffic congestion at peak times.
- Apply for grants to support tourism development and promotion.

- Apply for grants to overcome the lack of accessibility for disabled visitors.
- Exploit Matlock Bath's heritage and landscape to attract new markets.
- Provide new experiences including heritage, culture and nature.
- Exploit the nostalgic and historical appeal of the seaside.
- Exploit the natural beauty of the area to offer activity, health and wellbeing, and adventure.
- Interpret and present the story of Matlock Bath for visitors.
- Provide new activities and events for repeat visitors.
- Exploit the good accommodation and attraction offer to develop as a short break destination.
- Take advantage of the proposal to develop a multi-use trail connecting Cromford Mills to Matlock.
- Exploit Matlock Bath's unique offer as having something very different to offer than other Peak District villages.
- Create a sense of place centred on nostalgia and a family narrative to be shared with children and grandchildren.

5.3 Visitor trends

- Visitor trends will have an important impact on the future domestic leisure tourism market. Understanding socio-demographic trends is crucial to developing tourism products and services.
- The growth in inter-generational family holidays (including grandparents and great-grandparents) is already providing growth in the visitor economy and is predicted to have sustainable growth.
- The changes in family structures include larger family groups that include children from second marriages.
- There is a growth in the trend to bring extended families together for short breaks and leisure trips to spend time with family and celebrate big family events such as weddings, birthdays etc.
- Socio-demographic trends also include increased ethnic diversity in the population. The leisure tourism needs of ethnic groups are poorly understood in the sector but this group will become increasingly important.
- The economic downturn provided an increase in domestic tourism as consumers stayed at home rather than holiday overseas. It is not clear whether this trend will continue and whether consumers' experience and benefits of holidaying at home compensate for the hassles of travelling overseas. An important factor in choosing to holiday at home may be the increasing security risks and uncertainty of travelling overseas.
- Technology is changing the way consumers access information and make holiday decisions.
- Technology enables a destination to increase its visibility, reduce its marketing costs and enhance local co-operation in marketing.
- Google is the first step to finding a destination for the majority of consumers; at the inspiration stage, and the conceptualisation, comparison and defining stages of the decision making process.

- Technology is also facilitating the trend for personalised, tailored products and services.
- Consumers are seeking new experiences that meet their needs that are easy to book and are ready to access when they arrive in the destination.
- As lives get even busier and more pressured people place greater value on their leisure time and experiences. This means that consumers continue to prioritise short breaks and different types of holidays despite tighter budgets.
- More than half of consumers in England (56%) say that 'trying new things' is important to them, and two-thirds (67%) say that art or culture is important to them. Spa breaks, skills tourism and active tourism meet the needs of consumers who are health conscious, seek adventure or want to learn new skills and have a desire to get away from their everyday routine and sedentary lifestyle.
- Time pressured consumers are also seeking products and services that simplify the complexity of taking a domestic holiday and saves time.
- The increase in the number of people living in cities has increased the appeal of rural destinations. However, there can be a lack of understanding for many of what there is to do in rural areas for more than a couple of days.
- There is also a lack of geographical knowledge of rural areas with many not knowing where places are beyond the more iconic places such as Cornwall, Devon, Lake District and the Yorkshire Dales.

Being able to respond to changing visitor trends requires an understanding of the tourism offer and a willingness to reposition the product to meet the new demands. The following recommendations are based on the research for the DMP.

5.4 Socio-demographic trends

Traditional destinations like Matlock Bath have a lot to offer family groups. There is an opportunity to capitalise on the family market by expanding the current offer to market the area as a family friendly holiday resort with short-breaks and celebration packages in family friendly accommodation such as local camping at Middlehills Farm, Birchwood Farm or Packhorse Farm for example, family friendly holiday cottages and Airbnb.

5.5 Technology trends

Matlock Bath is well represented on a number of websites in the region. Many attractions and accommodation providers make good use of technology and have a presence on a number of tourism websites including late booking and consumer sites. It is important to monitor this because the quality of reviews on sites like TripAdvisor are very mixed and can have a negative impact on a consumer's decision to visit the village. The VPDD website is an important tool for consumers to find information about the region. Posting events, walks and activities on the VPDD website is a good way to raise awareness.

Social media is a good way to raise consumer awareness of Matlock Bath. This requires a lot of social media activity and content. An example from other destinations include encouraging visitors, particularly loyal repeat visitors, to post photos of their recent visit on-line using hashtags such as #whyilovematlockbath and residents to post stories using #mystorymyvillage .

5.6 Short breaks

The growth in the short-break UK holiday market provides opportunities for Matlock Bath to extend its visitor mix from the mainly daytrip market to short-break consumers. The time limited consumer values their leisure time and is seeking short-breaks that take them away from their busy lifestyles and provide new experiences and challenges. Matlock Bath can provide active holiday experiences that include learning new skills, adventure, and opportunities for health and wellbeing breaks. This needs to be part of a short-break marketing strategy that is led by the accommodation providers. Booking activities alongside a short break needs to be easy to access, quick to plan and book. The time pressured consumer wants to be met by their activity provider and transported to their new experience, have their lunch already planned and their table already booked for dinner, all before they arrive at the destination. There is an opportunity for accommodation providers to provide a package solution on their website with links to adventure companies, guided walks etc. Matlock Bath could benefit from the growth in the desire for health and wellbeing and active tourism. Encouraging new businesses to set up in the village offering health and wellness services and activities where visitors can learn new skills.

6. Priorities and Action

6.1 Priority One: Implementing the Destination Management Plan.

To achieve this priority there needs to be a mechanism to bring together stakeholders and form a strategic partnership group to implement the DMP. Other towns and villages have set up community interest companies (CIC) that provide the skills and expertise to deliver community objectives. Local examples include the Buxton Town Team and the Wirksworth Transition Group. CICs are normal companies. They can be established either as companies limited by guarantee or companies limited by shares. The advantage of a CIC is that their objective must be to carry out activities which fulfil a community purpose in the form of a community interest statement that meets the criteria for a CIC. CICs are also increasingly successful in attracting grant-funding. This may be an approach that the village wants to consider. Another approach would be to establish a less formal strategic partnership group such as a business and tourism association with a steering committee comprising of key stakeholders. The disadvantage of this approach is the lack of legal status of the group and opportunities to bid for funding. There are a number of tourism associations around the country whose aim is to promote their area in partnership with the local council and DMO. In addition to promotional activities, tourism associations liaise and negotiate with local councils and other interested parties on matters concerning tourism and make representations where appropriate. They are also a forum to exchange ideas between members and encourage members to provide a high standard of service and quality to enhance the tourism offer. It is important that the steering committee has the necessary skills and expertise to deliver the DMP. Some of these skills are likely to come from outside the village due to the relatively small community. Community Volunteer Connections is an organisation whose mission is to bring communities together by promoting and creating meaningful volunteer engagement. They help to find the right volunteers for organisations.

The research that underpins this plan provides the evidence required to understand and identify the opportunities and the potential for future funding bids to support the implementation of this DMP.

6.2 **Priority Two: Communication and Profile**

Matlock Bath has a real opportunity to celebrate its unique characteristics and grow the value of tourism. It would be wrong to assume that the higher the volume of tourists, the more benefits Matlock Bath can achieve. Already the village is experiencing the worst type of tourism; high volume, low spending tourists that have a negative impact on the environment and its image. There needs to be some changes that maximises the benefits from the consumers that already visit the destination and attract new higher spending consumers.

Successful destination marketing involves understanding the motivations and preferences of consumers and how they make decision and travel plans. New tourism experiences need to be developed that 'fit' the destination attractions and experiences and align with community values. The research that underpins this plan provides the evidence required to understand consumers and achieve this priority.

The research recommendations are to:

- 6.2.1 Develop a brand that communicates Matlock Bath's location and celebrates its unique position as an inland "seaside" resort.
- 6.2.2 Focus on the strategic direction and infrastructure development opportunities.
- 6.2.3 Identify new target markets.
- 6.2.4 Develop new products and offers to attract new markets and extend the stay.
- 6.2.5 Connect the tourism offer with neighbouring products and services.

Destination branding is the way of describing the experience of the place to the consumers, creating unique tourist experiences and building a sustained image that emotionally bonds with the target market. A strong brand provides added value, brings a strong sense of place, creates trust and respect and raises expectations of quality. A strong destination brand must deliver *distinctive, compelling, memorable and rewarding* experiences to its target audience. (Morgan 2011). It is about identifying Matlock Bath's strongest and most competitively appealing assets in the eyes of its prospective visitors, building a story from these that makes the destination stand out above its competitors, and running this narrative consistently through all marketing communications. (Tom Buncle Destination Scotland).

Developing a brand requires the destination to:

- Identify the unique selling points that separate the destination from the competition.
- Produce and prioritise clear motivational messages for tourists that address positive characteristics of the destination.
- Craft a market positioning statement that describes the destination.
- Create a theme line or slogan and graphic logo for the destination that supports the positioning statement.

Matlock Bath needs to position itself as the well-loved village that has a lot to offer the visitor. It is somewhere that can provide everything the Peak District has to offer all in

one village; excellent landscapes, walks, climbs, caves, festivals, events and family attractions. It also offers something unique. It is an inland resort with a seaside feel. The traditional Matlock Bath Illuminations are an important part of this. It has a loyal repeat visitor market that enjoys the traditional, old fashioned, nostalgic resort. Matlock Bath needs to align its brand to the Peak District and develop a local destination strapline. VPDD provide examples in their Growth Strategy for the Visitor Economy plan; Derby – city of the Peak District and Chesterfield- Gateway town to the Peak District. A suggestion for Matlock Bath is - the Jewel of the Peak District or Matlock Bath - a little Gem in the Peak District. The use of “jewel” or “gem” provides connotations of something special that is valued, preserved and treasured by its loyal consumers. Using the strap line also places Matlock Bath geographically which helps the consumer. The strapline would also optimise google searches when consumers are looking for places to visit in the Peak District. Matlock Bath offers far more than other Peak District villages and should make a point of this when marketing its target consumers.

Technology is forcing a decline in traditional sources of information such as guide books and tourism information centres, in favour of new sources of information such as TripAdvisor and Booking.com.

Social media is also an important technology trend. Social media provides a huge opportunity to share information and leisure activities amongst friends, peers and even with people they do not know, and increases exposure to different experiences. Social media gives access to ideas, offers, products and a sharing community that post their holiday photos and share their experiences in real time. Pictures and images can be very inspirational and a strong motivator to visit. Encouraging visitors to share their experiences on sites such as TripAdvisor and responding to their comments can build trusted communities and loyal customers.

There needs to be more positive content about Matlock Bath on social media. Matlock Bath’s digital footprint needs to be monitored and replies posted. There is an opportunity to encourage visitors to share their experiences of Matlock Bath on the Matlock Bath Facebook page using the hashtag #whyilovematlockbath and for residents to post stories using #mystorymyvillage. There are opportunities for volunteers to share their favourite images of the village through the seasons. The Pro-loco photographic competition organised by the Parish Council could be a useful forum for this. The images can be used for publicity on websites.

Businesses that took part in the research said their main marketing activity included word-of-mouth, Twitter, Facebook and TripAdvisor. Businesses need to engage with social media so that they know what is being said about their business and the village, and to interact directly with consumers. While it is not possible to control what customers say about a business or destination, it is possible to provide a professional response that can reassure future visitor and create a positive impression.

6.3 Priority Three: Destination Development (infrastructure)

A key finding from the research conducted for this project was to improve the tourism infrastructure in the village and to preserve the public realm. Protecting and caring for the natural and built environment is important if Matlock Bath is to remain competitive.

- 6.3.1 One of the key assets in the village is the Grand Pavilion operated by Grand Pavilion Ltd. Restoring the Pavilion and finding a future use for the building should be a priority for the village. It is recognised that public funding for infrastructure improvements is no longer available to the extent it once was, hence the earlier recommendation for a Community Interest Company to be formed to undertake funding applications.
- 6.3.2 The future tourism strategy and long-term economic future of Matlock Bath depends upon the preservation and enhancement of the historic character of the village. An Article 4 (1) Direction was introduced in Matlock Bath in December 1991 and was reviewed in 2007/8. It is a special planning measure that allows the Council to work alongside building owners to prevent the loss of the historic character of the village. The special historic and architectural interest of the buildings and spaces in Matlock Bath was recognised and identified by a Conservation Area Character Appraisal in 2006 and Derbyshire Dales District Council (DDDC) is committed to the protection and enhancement of the Matlock Bath Conservation Area. It is recommended that the District Council work closely with Matlock Bath Parish Council to ensure education, compliance and enforcement of the Article 4(1) Direction applicable to the village.
- 6.3.3 Visitors complained about congested pavements; particularly those with mobility problems, pushchairs or wheelchairs. There is a need to establish some guidelines relevant to the control of outdoor advertisements that affect the appearance of the buildings and obstruct the pavements. The Highways Department at Derbyshire County Council need to work with local businesses to ensure compliance relating to street furniture and obstruction of public places. Matlock Bath was designated as an Area of Special Control of Advertisements (ASCA) in 1984 with the most recent review in 2012. The ASCA acts as a deterrent for the display of discordant advertising material to protect the character and appearance of the Matlock Bath Conservation Area, particularly along the Parades.
- 6.3.4 One of the major tourism assets in the village is Lover's Walk. It is believed to be the oldest surviving example of a public pleasure ground in continuous use since the 1740's. Along with Derwent Gardens, High Tor, Pic Tor and Matlock's Hall Leys Parks, it was carefully restored in the 2000s by Derbyshire Dales District Council. The £3.5 million Matlock Parks Project was supported by the Heritage Lottery Fund and several local organisations. It provides a continuous footpath from Matlock to Matlock Bath, but it is poorly signposted, some of the iconic views of the village have become overgrown and obscured and some safety measures are required. The Parish Council's environmental committee is working with the DerwentWise Landscape Partnership to bring back the historic views. They have a management plan for Matlock Bath and are working with landowners and Derbyshire Dales District Council. The project also includes encouraging volunteers to train to protect the area for the future.
- 6.3.5 Visitors suggested that more information on what there is to do in the village, better signage for walking routes and more information about the heritage and culture of the village would improve their experience. The village would benefit from a project to review all signposting and include interpretation boards that tell the story of Matlock Bath. Visitors also suggested that they would like more seating and all weather picnic areas and improvements to the public toilets. Derbyshire Dales District Council is spending £236,000 on renovating the Memorial Gardens shelter including the public toilets due to be completed by Christmas 2016.

6.3.6 The issue of car parking is something that the research group heard repeatedly from the steering committee, local residents and businesses. Though the majority of visitors surveyed were satisfied with the availability and cost of car parking, the pinch points of busy weekends and bank holidays were seen as inevitable. The location of Matlock Bath within a gorge could preclude much further development of car parking.

6.4 Priority Four: Business Development and Skills

The findings from this research identified a need for a more diverse food and drink, and retail offer in Matlock Bath. This priority aims to encourage and support investment in businesses that develop high quality visitor and retail products and services that help to extend the tourism season and encourage visitors to stay longer. This will then reposition Matlock Bath's tourism offer and enable it to remain competitive. The aim is to bring together tourism and retail businesses, local authorities, the DMO and others, working together to develop activity and provide support for micro and small businesses as outlined in the D2N2 SEP. Further aims for existing businesses are to provide support to seek additional funding opportunities to encourage investment in improving the visitor experience and to provide education and training to improve both customer service and business skills.

Although more than 70% of businesses that took part in the research thought a traders' association was a good idea with nearly 40% were interested in taking part, those responding was only a small sample of local businesses. During the focus group, the business community suggested that they needed a collective voice and to link together to improve communication between businesses.

6.5 Priority Five: New Product and Market Development

An objective of many stakeholders in this project was attracting a new type of consumer that brings greater economic benefits and aligns with community values. In order to achieve this objective there needs to be collaboration between the development of the tourism offer and tourism businesses promoting the destination, and a high standard of service and quality.

Matlock Bath has a broad appeal and attracts a wide range of visitors, including families, the visiting family and friends market, the motorcyclists and walkers. The research found that consumers were satisfied with their visit to Matlock Bath, but did not stay very long in the village and said that they wanted more things to do which would have improved their experience. Whilst it is critical to develop new markets, maintaining existing markets is also important. The research undertaken as part of this project has identified the potential for a number of new products and markets for Matlock Bath.

The research recommendations are to:

- 6.5.1.** Develop new tourism products and services that encourage visitors to come outside of peak times and to stay longer
- 6.5.2.** Encourage collaboration between the development of the tourism offer and tourism businesses promoting the destination

- 6.5.3. Improve the standard of service and quality
- 6.5.4. Connect the tourism offer with the wider area
- 6.5.5. Revive previous target markets

7. New Products

7.1 National Landscape Gallery

The UK is famous for its museums and galleries but does not have a national landscape gallery. Matlock Bath Parish Council and VPDD could partner with Grand Pavilion Ltd to launch the country's first national landscape gallery in the Grand Pavilion. The location of the gallery would celebrate the special landscape of the Peak District and its position as the country's first national park which was established to protect the landscape. This would be a similar venture to the Turner Contemporary gallery which celebrates Margate's association with JMW Turner, one of Britain's best loved artists. Further examples of art and its links to seaside resorts include the Great Promenade Show, a series of outdoor art installations set on the 2 km sea defences along Blackpool's south shore. The landscape gallery could be established as a separate gallery like the Turner Contemporary gallery or as a satellite gallery along similar lines to the Tate Gallery in Liverpool or the V & A in Durham. Darren Henley from Arts Council England suggests that the rewards and benefits of investing in art and culture can deliver economic prosperity to cities, towns, and communities who are willing to take the creative plunge.

7.2 Vintage Railways

Promoting the Dales Strategy 2003-08 recommended the use of an electric vehicle to provide transport between Hey Lees Park and Matlock Bath and to use the railway to move visitors between Cromford, Matlock and Matlock Bath. An interesting suggestion would be to operate a vintage train through the village linking it to other towns. There are two vintage train companies that operate close to the Derwent Valley Line; Peak Rail operating from Rowsley to Matlock and the Ecclesbourne Valley Railway operating from Duffield to Ravenstor. Both companies already carry passengers and run excursions and themed events. It would be worthwhile to discuss the feasibility of running a weekend vintage train service from Rowsley to Matlock Bath and from Duffield to Matlock Bath four times a day with East Midland Trains. The route can be promoted through organisations such as the Railway Touring Company who provide a variety of UK day trips by vintage trains.

7.3 Telling the Matlock Bath Story

There are many ways for tourism destinations to communicate their heritage and culture to the visitor but none are stronger than story telling. Matlock Bath has some interesting stories to tell but these stories are not available to the visitor. This can be done through guided walks using maps, interpretation boards and providing experiences with historical characters telling the story (see Discover Buxton).

7.4 Events

Events can be used to develop and enhance local image and identity. They are used to improve economic and socio-cultural benefits and to create a sense of place and identity. Events are a good way of raising awareness of a destination and celebrating its heritage and culture. They provide experiences and cultural vibrancy in a destination and would be a good tool in repositioning Matlock Bath. Carefully selected events that appeal to the current tourism market will provide opportunities for loyal repeat visitors to return, and encourage current visitors to stay longer. Matlock Bath has a strong tradition of hosting the Illuminations, an event held every year between mid-September and the end of October. These are run by the District Council to extend the tourist season in Matlock Bath into the autumn. For that reason the village should consider a calendar of events throughout the year that would encourage visitors out of season. A finding from the research with businesses is their willingness to support local events and to extend the tourism season beyond October to January.

Some suggestions include:

- Bringing the seaside to Matlock Bath for the school summer holidays – complete with sand and donkey rides (see The Deliveroo Beach Nottingham 22 July - Sunday 4 September).
- Matlock Bath Book Festival – celebrate great books and book characters; invite authors and actors to read extracts. Link the festival to the Children in Need short story competition with donations to Children in Need.
- Adventure weekends – there are many adventure companies that will provide activities (see Mobile Adventure Activity Service Matlock and also see Buxton Adventure Festival and Base Camp Festival Matlock)
- Health and Wellbeing weekends – bring the spa back to the village and link with New Bath Hotel
- Children’s Festival – celebrating childhood - partner with the local school. (see Cheltenham Children’s Festival)
- Victorian Weekend – (see Glossop)
- Bikers Festival – (see Rock and Bike Fest South Normanton)
- Artisan street markets – there are a number of artisan market companies that will run the event on behalf of the village.
- Matlock Bath Festival weekend - (see Melbourne Festival 17-18 September)
- Matlock Bath Carnival – bring the village together to celebrate and attract visitors from local towns and villages
- Eco and Wildlife weekend in partnership with Derbyshire Wildlife offering activities
- Great British Fish and Chip Festival (see Skegness)
- French Christmas Market– invite producers from the twin town of Eaubonne
- Build on existing festivals such as the Music Festival and Pro-LoCo Photography Competition

7.5 Connecting the tourism offer in the area

Currently there is a considerable disconnect between the many attractions and accommodation providers promoting Matlock Bath. Research for this project found that visitors to the Heights of Abraham were not aware of the attractions in the village. Connecting the tourism offer and creating an area that is planned and managed for the visitor will encourage visitors to stay longer because they are more aware of what the destination has to offer. Connecting the attractions was first considered in the Dales Strategy 2003-08 outlined above. It can be achieved by developing a pass that gives entry to a number of attractions and discounts in cafes, restaurants and shops and provides a guide book to help plan a visit (see York Pass). One way to increase the tourism offer in Matlock Bath is to make connections with tourism products in the immediate area such as Cromford Mills, Crich Tramway Museum and Mount Cook Adventure Centre and include them in the pass scheme.

7.6 Transport connections

A further example of connecting the wider tourism attractions is to provide transport to link them. Discover Buxton is a good example of how this has been achieved in Buxton. They have designed a vintage bus offering tours of Buxton and linking visitor attractions including transporting visitors to Poole's Cavern. A similar model could be used to link Crich, Cromford Mills and the village

7.7 Accommodation links

Making connections with the tourism offer also extends to accommodation providers. Adding value to a room booking by connecting the visitor to what is on offer in the area with tailored local information such as cycle routes, walking tours, guides to local wildlife or promoting attractions and events. Other opportunities include connecting to organisations such as Treasure Trails UK who offer over 1,000 Trails across the UK.

8. Encouraging new visitors or reviving previous target markets

8.1 Short breaks

Developing Matlock Bath as a short break destination will require accommodation providers to offer more than just accommodation. For example, Matlock Bath's connection between the environment, landscape, nature and its history of spa provides an opportunity to realise a variety of visitor motivations related to health and wellbeing ranging from relaxation, traditional spa breaks to energising walks, connections to nature and the great outdoors and adventure activities. The Peak District receives millions of visitors each year attracted by the natural beauty of its landscape, but Matlock Bath has all the visitor needs in the environs of the village. By selling the benefits of Matlock Bath's natural resources to climbers, canoeists, walkers and those seeking an opportunity to reconnect with nature without even leaving the village. This would meet the needs of the time poor consumers seeking new experiences, especially if the accommodation came with an offer to arrange a climbing session or rent bikes on behalf of the visitor and have them ready when they arrive, or simply providing a secure lock up for storing cycles and other types of sporting equipment.

8.2 Adventure market

The adventure tourism market can be divided into "hard adventure" such as caving and climbing, or "soft adventure" such as canoeing and kayaking, orienteering, cycling,

walking and bird watching. Matlock Bath has the natural resources to attract both markets. There are two climbing routes of national importance in the area at High Tor in Matlock Bath and Black Rocks in Wirksworth and a variety of grade 1 and 2 caves around the village. The “hard adventure” market is seeking good quality affordable accommodation where they can meet others with similar interests. They are also more likely to use the services of professional guides. The Mount Cook Adventure Centre provides accommodation and professional services that would meet the needs of this market. The adventure market can also include visitors following special interests who regard their trips as both recreational and educational experiences. There are opportunities to combine activities such as archery, yoga, photography and dancing with a short break in the village.

8.2.1 In order to attract the adventure market and encourage them to spend time in the village they need to feel welcome. An example used in other destinations is signs in cafes and restaurants welcoming climbers and walkers and accommodation that provide special facilities for this market. The adventure market requires tourism providers to have good local knowledge of adventure activities, to provide information that is readily available and contacts to specialists who provide professional services for mixed ability groups from beginners to advanced skills. It would be useful to consult with the adventure activity organisations in the area to see what the village can do to attract this market.

8.2.2 There has been considerable investment in cycling and cycling routes in the Peak District. The White Peak Loop is a 60 mile circuit connecting the High Peak, Tissington and Monsal Trails into Buxton, Bakewell and Matlock. The Derwent Valley Cycle Way is developing a cycle route to link Matlock with Derby. This will be planned in three stages; Matlock to Cromford, Cromford to Belper and Belper to Derby. This project is an important development for Matlock Bath because it will include the village in the cycling agenda for the Peak District and will also provide a short cycle route from Matlock to Cromford which would be ideal for families, an important market for the village.

8.3 Coach tours

Matlock Bath was once a popular stop for coach tours. In order to encourage this market to return to the village there needs to be a clear commitment to welcoming coaches. One suggestion is to develop an information pack for coach companies including directions on where to park, details of coach friendly cafes and any special events. A further suggestion would be to have a dedicated coach group point of contact to answer questions and to meet and greet coach parties. This could be the tourism information centre and a “Welcome Information” team of volunteers who have a wealth of experience about the village and can recommend a variety of tourist attractions for the independent day tripper or even provide guided tours of the village.

8.4 Education market

The Mining Museum, Cromford Mills, Derbyshire Wildlife and the new Mount Cook Adventure Centre all offer products and services targeting the education market. There is an opportunity for these organisations to work together to extend the education offer and avoid duplication of effort.

9 Conclusion

Matlock Bath has key areas that will need to be addressed to move forward within the local and regional visitor economy, and to develop a national identity. The loyal visitor base and new visitors both have a good experience and say they would return to the village. The visitor experience provides a good family day out in a picturesque setting with many attractions that meet the needs of the market. It creates a sense of place centred on nostalgia and a family narrative to be shared with children and grandchildren. Those surveyed do however suggest that more could (and perhaps should) be done to create a broader based experience. They say they would like more information about the heritage of Matlock Bath, better quality of shops and cafes and better signage. The amount visitors spend is not high enough to sustain the existing offer and to encourage new businesses to the village. There is a sustainable visitor footfall, but not a sustainable visitor economy based upon the existing offer and visitor spend.

The identification of this shortfall is easy to acknowledge but harder to overcome. The visitor economy that needs to adapt to changing tourism demands so as to meet the expectations of current visitors and to appeal to a wider target market. Improvements in visitor spend, for example, require an upgrade of the existing food and drink and retail provision and event tourism offer. This is identified within the recommendations, but will require organic growth to ensure sustainability.

The future of Matlock Bath requires a tourism vision shared by all stakeholders. The village needs to understand its strengths and weaknesses and develop and implement an appropriate marketing strategy. Attractive destinations with good local services such as restaurants, attractions, entertainment and shopping benefit both the local community as well as tourists making a destination an attractive place to visit and live. Matlock Bath needs to improve its offer and build its reputation in these areas.

10. Destination Management Implementation Plan

Matlock Bath Destination Management Implementation Plan

The Lead is the person who has oversight responsibility but may not be the person completing the task. The completion dates are intended to be a guide as to when the task is complete. The Matlock Bath Steering Committee will have overall oversight for the completion of these tasks and deadlines and as such is the only authority that can make changes to the intended outcomes and completion dates.

Priority Rating Key

- | | |
|---|---|
| 1 | Priority need (December 2016 completion) |
| 2 | Essential Need (February 2017 completion) |
| 3 | Important Need (March 17 completion)) |
| 4 | Implementation required before April 17 (can wait if necessary) |

Details	Organisation	Lead	Priority rating and completion date	Intended Outcome
Priority One: Implementing the Destination Management Plan - establish a Community Interest Company to manage the implementation, and measure the impact of the plan.				
Approve the Destination Management Plan (DMP)	Steering Committee ⁱ	Chair of Steering Committee	1 December 2016	<ul style="list-style-type: none"> To provide a clear statement of intent To gauge opinion To understand impact To seek alternative arrangements where necessary
<i>Description:</i> To review the DMP and agree the priorities and actions for implementation. Consider moderation and long term strategic priorities		<i>Linked to :</i> Any new developments or activities in the region and village		
Establish a Community Interest Company (CIC) to implement the DMPⁱⁱ	Steering Committee	Chair of Steering Committee	2 February 2017	<ul style="list-style-type: none"> To provide a legal entity that can bid for funding to support the implementation of the DMP To provide a strategic approach to the development of the visitor economy To include a wide variety of stakeholders as outlined in the DMP To include a broad set of skills and knowledge required to implement the DMP
<i>Description:</i> To investigate the advantages and disadvantages of setting up a CIC and decide whether a CIC is the most appropriate means to implement the DMP		<i>Linked to:</i> Terms and reference for the CIC and establishing a Board of Directors		
Consult with Local Businesses, Councils and Organisations	Steering Committee	Chair of Steering Committee	1 December 2016 January 2017	<ul style="list-style-type: none"> To consider any conflict of interest in the DMP To consider any additional requirements for the implementation of the DMP To gauge support
<i>Description:</i> To consult with local businesses, councils and organisations on any areas of concern with the proposed strategy for implementing the DMP		<i>Linked to.</i> Local plans, individual businesses' plans, community action group plans		
Consult with Residents	Parish Council	Chair of Parish Council	1 December 2016 January 2017	<ul style="list-style-type: none"> To gauge opinion and support To consider any feedback

Priority Two: Communication and Profile - understand and communicate the current tourism position and future opportunities to attract new higher spending consumers

Develop a Marketing Strategy	Steering Committee	Chair of Steering Committee	2	February 2017	<ul style="list-style-type: none"> To agree target markets To agree a strategic approach to marketing the village To include the strategic market approach in local businesses marketing plans To consider opportunities for joint marketing campaigns To establish a marketing sub group
<i>Description:</i> To develop a marketing strategy with the support of local businesses and the wider tourism providers		<i>Linked to:</i> Visit Peak District and Derbyshire strategy			
Improve Communication	Steering Committee	Chair of Steering Committee	2	February 2017	<ul style="list-style-type: none"> To agree and support new product development ideas To agree ways of working together To support marketing activities
<i>Description:</i> To improve communication between attractions and local businesses to develop products and offers to attract new markets and extend the visitor stay		<i>Linked to:</i> Matlock Bath Marketing Strategy			
Establish a Brand	Marketing sub-group	Chair of Marketing sub group	3	March 2017	<ul style="list-style-type: none"> To bring a strong sense of place To deliver a distinctive, compelling, memorable and rewarding experiences To raise expectations of quality To add value To build a story that allows the village to stand out from its competitors
<i>Description:</i> To develop a brand that communicates the unique characteristics of the village to visitors, builds a sustained image that emotionally bonds with the target market and communicates the location and wider tourism offer		<i>Linked to:</i> Visit Peak District and Derbyshire brand			
Develop a Marketing Plan	Marketing sub group	Chair of Marketing sub group	3	March 2017	<ul style="list-style-type: none"> To provide clear direction on marketing campaigns and where to use resources. To ensure the right message is being delivered to the right people. To increase brand awareness To set out a PR strategy To commission website development To agree a social media strategy
<i>Description:</i> The marketing plan will set out where to target resources. It will act as the foundation for getting the right message to target markets		<i>Linked to:</i> Visit Peak District and Derbyshire marketing plan			

Priority Three: Destination Development (Infrastructure) - focus on the public realm and preserve the historic character of the village.

Preserve the Public Realm and Natural Environment	Parish Council	Chair of Parish Council	2	February 2017	<ul style="list-style-type: none"> To work with DDDC and local businesses to improve the appearance of the Parades To work with local businesses to find a solution to street furniture and obstruction of public places. To work with Grand Pavilion Ltd to consider future uses for the Grand Pavilion To engage volunteers to work with the (DLP) to restore some of the iconic views To anticipate any challenges
<i>Description:</i> To protect and care for the natural and built environment		<i>Linked to:</i> Derbyshire Dales District Council (DDDC) Article 4 (1) Direction and the Area of Special Control of Advertising (ASCA) Derbyshire County Council (DCC) Highways Department, the Derwentwise Landscape Partnership (DLP) and Grand Pavilion Ltd			
Improve the Tourism Infrastructure	Parish Council	Chair of Parish Council	2	February 2017 April 2017	<ul style="list-style-type: none"> To provide interpretation boards detailing the history of the village To improve sign posting for visitors To provide all weather picnic facilities To monitor car parking capacity and find temporary solutions for peak times and any growth in visitor numbers as a result of the DMP
<i>Description:</i> To provide additional facilities to improve the visitor experience		<i>Linked to:</i> Derbyshire Dales District Council (DDDC) and Derbyshire County Council (DCC)			
Improve Access	Parish Council	Chair of Parish Council	2	February 2017 April 2017	<ul style="list-style-type: none"> To conduct an access audit To make as much of the village as possible accessible for all To engage local businesses in the audit to identify possible improvements to make their businesses more accessible
<i>Description:</i> To improve access for the disabled, older people and families with pushchairs		<i>Linked to:</i> Derbyshire County Council (DCC), Derbyshire Dales District Council (DDDC) and Accessible Derbyshire			

Priority Four: Business Development and Skills - develop businesses, business support and mentoring, training and customer service.

Establish a Traders Association	Steering Committee	Chair of Steering Committee	2	February 2017	<ul style="list-style-type: none"> • To represent the local business community • To offer a range of information and support to local business • To offer specialist advice and mentoring • To provide updates and communication about activities related to local businesses • To undertake specific projects which benefit local businesses • To provide networking opportunities
<p><i>Description:</i> Provide local businesses with a platform to work together and make decisions that affect their businesses</p>		<p><i>Linked to:</i> Steering Committee ,Business Peak District and East Midlands Chamber</p>			
Encourage business development and attract new businesses to the village	Steering Committee	Chair of Steering Committee	4	April 2017 June 17	<ul style="list-style-type: none"> • To attract new business • To build a supportive and healthy business community • To develop an economic development plan that sets out the advantages of locating a business in the village • To agree vision and set goals for local economic improvements • To provide support and advice for new business start ups
<p><i>Description:</i> To improve the quality of the retail and food and drink experience for visitors and the local community</p>		<p><i>Linked to:</i> Traders Association, the D2N2 Local Enterprise Partnership, East Midland Chamber and Visit Peak District and Derbyshire</p>			
Engage local businesses	Traders Association	Chair of Traders Association	4	April 2017 June 17	<ul style="list-style-type: none"> • To provide support and advice for local businesses • To seek funding opportunities to develop businesses • To seek providers to deliver customer service training • To seek support to develop specialist business skills

Priority Five: New Product and Market Development - new product development to attract new markets and encourage visitors to return and stay longer.

New product development	Steering Committee	Chair of Steering Committee	4	April 2017	<ul style="list-style-type: none"> To consider applying for funding to develop the Grand Pavilion as a National Landscape Gallery To research the feasibility of vintage trains providing a service to the village from Rowsley and Duffield To create an events plan that encourages visitors to come outside of peak times and to stay longer
<i>Description:</i> Develop tourism products and services that encourage visitors to come outside of peak times and to stay longer		<i>Linked to:</i> Traders Association, Visit Peak District and Derbyshire, Grand Pavilion Ltd, Derwent Valley Line, Peak Rail, Ecclesbourne Valley Railway, coach tour companies D2N2 Local Enterprise Partnership and the Friends of Matlock Bath, Marketing Strategy			
Telling the story of the village	Steering Committee	Chair of Steering Committee	4	April 2017	<ul style="list-style-type: none"> To use local stories to engage visitors and enhance their experience To use local stories as part of the marketing plan To use local stories to develop new products
<i>Description:</i> Develop ways to communicate the heritage and culture of the village to the visitor		<i>Linked to:</i> Marketing strategy, interpretation boards, new product development			
Connecting the tourism offer	Traders Association	Chair of Traders Association	4	April 2016 (17)	<ul style="list-style-type: none"> To consider offering a pass that gives entry to a number of attractions, gives discounts at attractions cafes, restaurants and local businesses To make connections with the wider tourism offer at Cromford and Crich To research the feasibility of offering novelty transport between Cromford and Crich To encourage accommodation providers to connect their guests with tailored local information such as cycle routes, cycle hire, walking tours, guides to local wildlife and promoting attractions and events.
<i>Description:</i> Tourism attractions, hotels and local businesses in the village and the tourism attractions in the local area work together to connect the tourism offer		<i>Linked to:</i> Marketing strategy and new product development			
Improve the economic impact of visitors	Marketing sub group	Chair of Marketing sub group	4	April 2016 (17)	<ul style="list-style-type: none"> To develop the short break market To develop the adventure market To develop the coach tour market To develop the education market
<i>Description:</i> To attract new type of consumer that brings greater economic benefits and aligns with community values		<i>Linked to:</i> Marketing Strategy, Visit Peak District and Derbyshire, Traders Association, accommodation provider, Mount Cook Adventure Centre, local adventure businesses, coach tour companies, The Mining Museum, Cromford Mills, Derbyshire Wildlife			

ⁱ The current status of the steering group is that of a committee of the Parish Council. If the steering committee is that of a CIC, the Parish Council could have a representative on that committee but the status of that committee would change completely. This could only be done with the approval for the change from the Parish Council. This would have to be done at a full council meeting.

ⁱⁱ Once the CIC is created, it will have to be self-financing and therefore one of its first roles will be to access the necessary finance to enable it to function as a body – basic admin support, meeting facilities, website / other communication tools etc.