



Explore • Discover • Enjoy

MALVERN HILLS DISTRICT

# visitor economy action plan

OUR VISION TO 2020





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## introduction

This action plan is for all tourism related businesses and organisations across Malvern Hills District. Its aim is to increase visitor spending and support the local retention of this income within the visitor economy, to benefit local employment, businesses and communities. It builds on the previous three year plan and supports the district's Economic Development Strategy.



The plan also supports the aims and objectives outlined in the Visit Worcestershire Destination Management Plan 2016 - 21. It has been drawn up by Malvern Hills District Council with input from partners and businesses. The plan's purpose is to focus efforts by the council, its partners and tourism businesses on the actions which are likely to have most benefit for the visitor economy of the Malverns.

Visitors and the visitor economy are taken to include 'tourists' staying overnight away from home in the area – whether for a holiday, visiting friends and relatives or for business purposes – and also 'day visitors' who are in the area for leisure trips, including local residents taking leisure trips within the district.



# economic impact of tourism in malvern hills district

The visitor economy is a very important element of the district's economic base. The most recent Economic Impact Assessment in Malvern Hills District was completed for 2015/16.

## key findings:

- 3.46 Million trips were undertaken to (and within) the district – 3.296m day trips and 164,000 overnight visits
- During their visit to the Malverns, visitors spent approximately £105,933,000 of which £26,185,000 was from overnight visits
- The overnight trips account for a total of 0.6 million nights in the area (an average of 3 nights per trip)
- Overnight visits generated approximately £26 million in the area, compared with £79 million from irregular day trips
- This spending supported in the region of 2,500 jobs within Malvern Hills - approximately 2,100 direct tourism related jobs plus about 400 non-tourism jobs dependent upon multiplier spending from visitors
- This equates to over 8% of employed people in the district. These figures were a slight increase over the

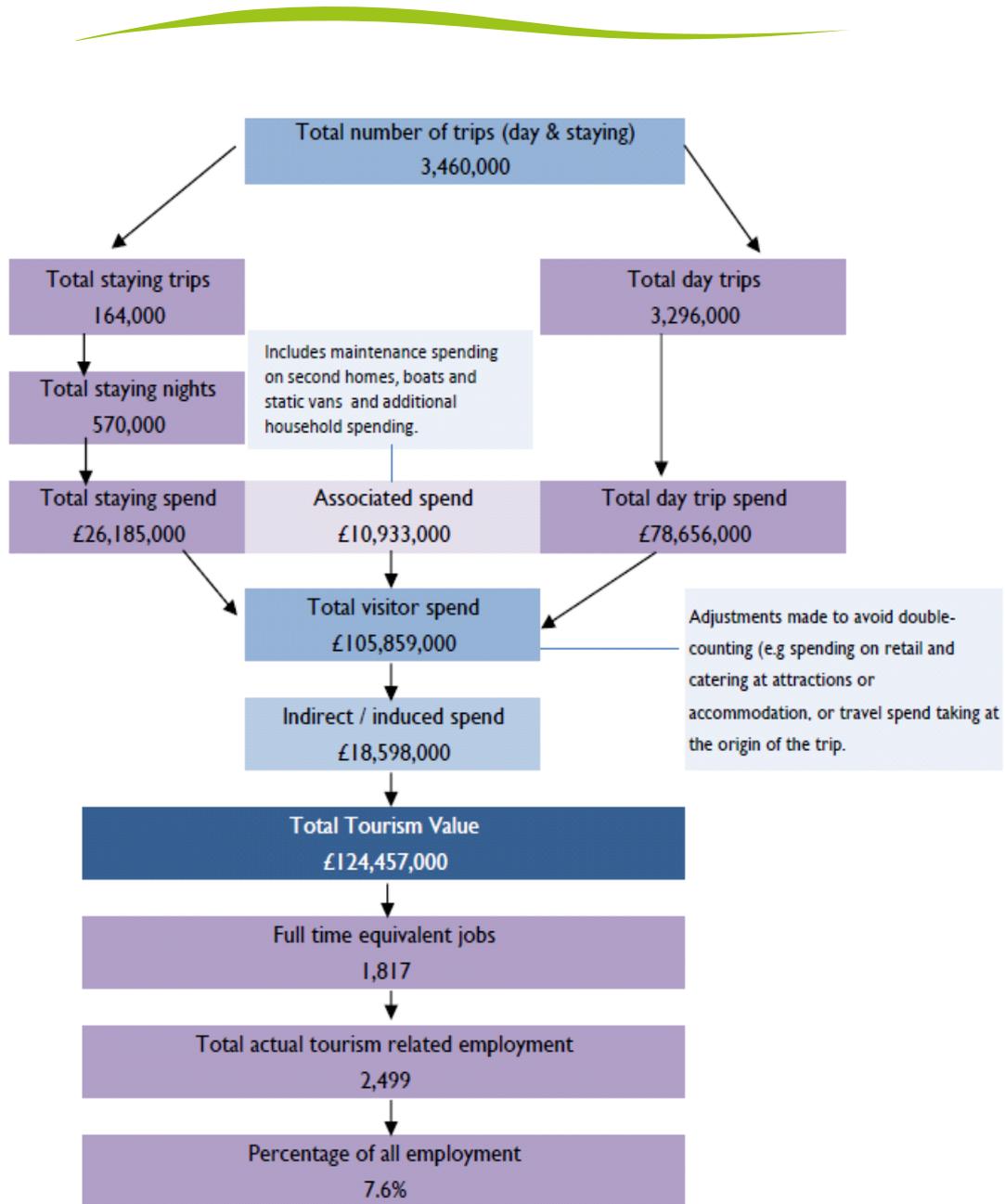
figures from 2008 (cited in the 2009-12 action plan) showing the visitor economy was continuing to grow despite the challenging economic environment.

- The average spend per day trip was about £25 with overnight stays generating an average of about £160 per visit.
- Catering businesses received the highest proportion of visitor spending at £35.5 million, retail received £29.5 million, attractions/entertainment £13.7 million, accommodation £8 million and transport £8 million.

The Malverns is one of the most visited districts in Worcestershire. Although the population living in the district is only 75,000, with approximately 35,000 economically active, the area is close to larger population centres and is an accessible and popular day visit destination. The local population is economically better off than average and therefore likely to spend more on leisure trips. It can be seen that the visitor economy is a very important element of the district's economic base.

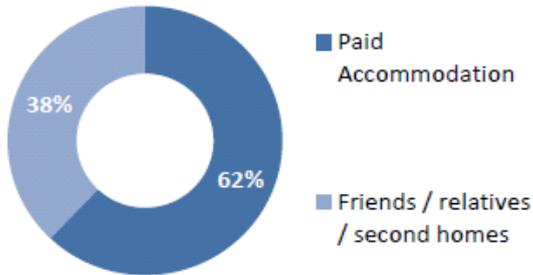


# economic impact of tourism – headline figures

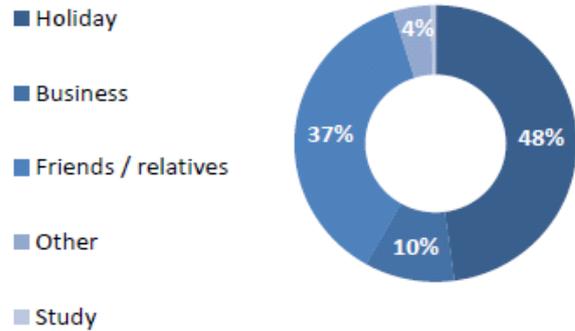




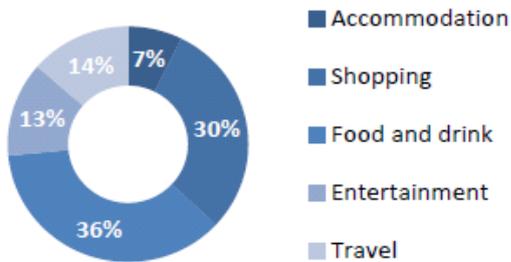
### Type of Accommodation



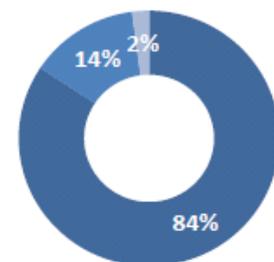
### Trips by Purpose



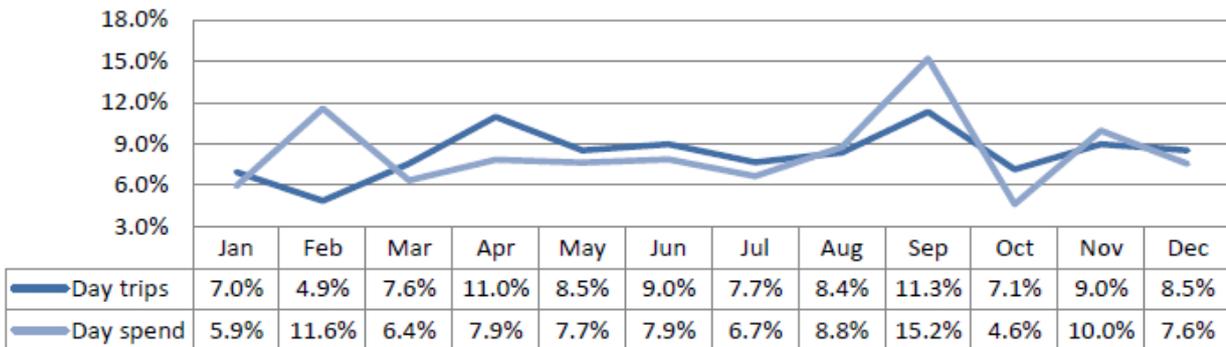
### Breakdown of expenditure



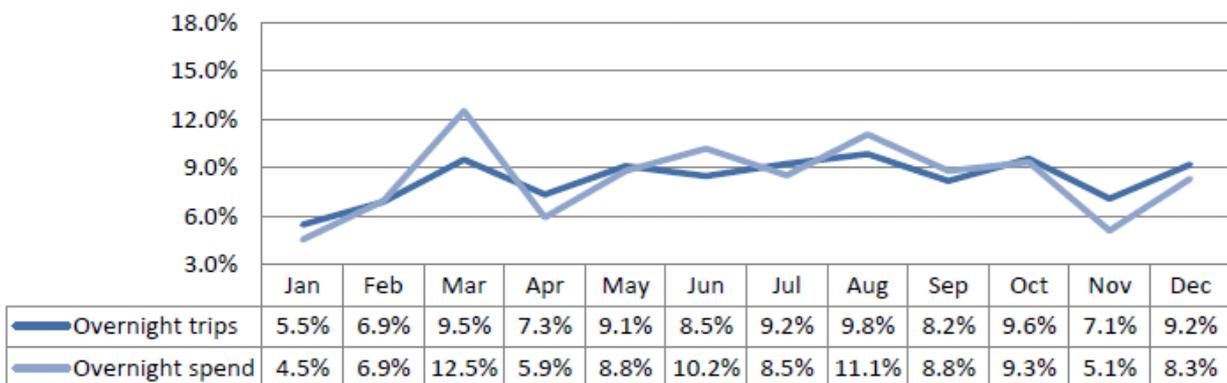
### Type of employment



### Seasonality - Day visitors



### Seasonality - Overnight visitors



# aims and objectives

The aim of the Visitor Economy Action Plan is:

**To increase visitor spending and support the local retention of this income within the economy, to benefit local employment, businesses and communities.**

## aims

**A. To build stronger partnerships** to effectively promote, manage and invest in tourism with businesses, supporting organisations, other sectors and across the district

**B. Raise the market profile of the Malverns** with better targeted, focused and packaged information and promotion, using digital technologies wherever possible

**C. To enhance the tourism product** and visitor experiences in the Malverns - including quality food and drink, accommodation, attractions, events and activities, better access to and understanding of the culture, heritage and landscape of the district and attractive and welcoming environments in the three main towns which are key visitor destinations

**D. To support successful businesses** across the visitor economy which deliver quality service, including improving the skills and training of those working and volunteering in the visitor economy.

## partnership working

The council's aims and objectives reflect countywide objectives outlined within the Visit **Worcestershire Destination Management Plan 2016-21**

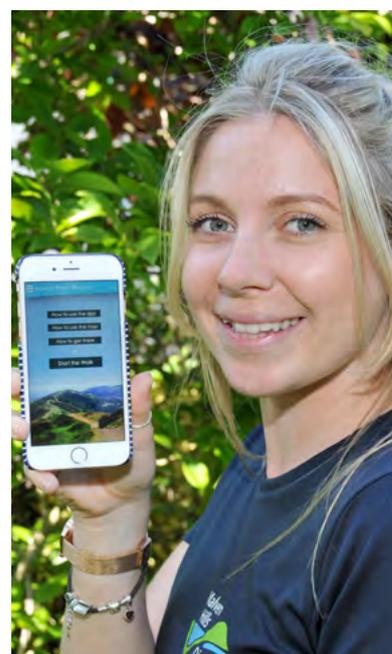
## objectives:

**Objective One** – To ensure that visitors experience good quality tourism experience from pre-visitor information, to arrival in the county, to interaction with tourism related staff to leave with a positive impression of the county.

**Objective Two** – To improve ensure that there is finance available to support tourism businesses and raise the profile of Worcestershire with Business Tourism visitors and other Destination Management Organisations to increase visitor spend across the county.

**Objective Three** – To grow and promote the tourism offering in Worcestershire through greater collaboration

**Objective Four** – To raise the profile of Worcestershire as a place to visit regionally, nationally and internationally working with the LEP ensure a World Class visitor experience for Worcestershire.



## changing trends



A number of changes have impacted on the visitor economy since the last action plan was published in 2012 including the following:

- Impact of Brexit on visitor numbers, spend and investment - Visit Britain has indicated trends may well put more emphasis on staycation breaks within the UK however falling value of the pound will potentially make the UK a more attractive destination for overseas visitors .
- Reduced public sector resources may produce a challenging time for traditional tourism support - It will be important to work in partnership with other districts, Visit Worcestershire, Worcestershire LEP and the private sector to maximise opportunities.
- Quality assurance of accommodation – the increased use by visitors of review sites and changed policies of official tourism bodies shifting away from insisting on official inspection schemes. Visitors still want reassurance and are much more inclined to undertake their own research prior to visiting.
- Changing visitor behaviour – many people are increasingly using comparison sites to find discounts and booking at the last minute.
- Increasing use of new technology, smart phones, social media, apps, review sites, online booking and ticketing – offering new opportunities and approaches to promote tourism.
- Continuing concern about climate change plus increasingly unpredictable weather patterns affecting traditional patterns of seasonality and causing localised problems such as flooding.
- Continuing shifts in social demographics and behaviours such as an ageing population, more diverse forms of families, more but shorter holidays including staycations and people's increasing interest in self-development, well-being and challenging activities.
- Rise of Air B&B as an alternative with bookings direct to people's rooms/ smaller properties competing with direct bookings and increase of Expedia/ Tripadvisor/etc for making bookings.

## SWOT analysis

The following SWOT helps identify areas that can be built upon and those that need attention and feed into the lists of opportunities and threats. This analysis underpins the recommended actions which follow in the rest of the action plan.

strengths	weaknesses
<ul style="list-style-type: none"> <li>• Rural area with extensive attractive countryside including Malvern Hills Area of Outstanding Natural Beauty (AONB), the rivers Severn and Teme and Geopark status</li> <li>• New updated Visitthemalverns.org visitor website went live in spring 2017 offering and enhanced accessible information focussed on key customer searches such as walking information and links to Tripadvisor</li> <li>• Quality local food and drink producers</li> <li>• Viewed as quintessential England including associations with Edward Elgar, the Archers, etc..</li> <li>• Three Counties Showground and its major events, many of which generate good media coverage</li> <li>• Malvern Theatres and high quality performances</li> <li>• Specialist shops such as arts and crafts, antiques and many traditional shops</li> <li>• A good range of heritage sites, historic houses and places of worship</li> <li>• Good train links to Birmingham and other areas and easy access to the motorway network</li> <li>• Iconic products such as Morgan cars and Holywell Malvern Water</li> <li>• Renowned walking</li> <li>• Local festivals and events which emphasise the distinctive character of the area, market towns and local people</li> <li>• Tourist Information Centres in all three market towns</li> <li>• Strong independent businesses – few national chains</li> <li>• Several independent schools and the University of Worcester attracting regular family visitors</li> <li>• Strong local volunteer groups running events and facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Low number of overnight stays compared to the day visitor market</li> <li>• Opening times not catering to visitor markets (e.g. Sundays and late afternoons)</li> <li>• Limited marketing and promotional resources due to lack of funding</li> <li>• Limitations of public transport including service timings and routes to suit visitors needs e.g. links to attractions, Sunday services</li> <li>• Poor signage to and within the area – some signs missing or poorly maintained</li> </ul>



## opportunities

- Making greater use of online marketing, social media and smart phone apps to reach wider audiences and improve interpretation i.e .Walking App
- Refurbishments at the Elgar Birthplace and take-over by National Trust
- Updated Teme Valley Trail now in place and further development taking place (at time of writing) to update the Elgar Trail
- Strengthen links with key attractions which are investing and attracting more visitors
- Joining things up for visitors using itineraries, packages, apps and encouraging longer stays
- More cross-border promotions with Herefordshire, Shropshire etc.
- Make more of the market towns' events and festivals and twinning connections
- Encourage more innovative products, services (including at TICs) and generate publicity from these and celebrate our successes
- Coach excursions and group travel market
- Consider which new overseas markets hold most potential and develop packages to meet their requirements
- Promotions with transport operators (rail, bus, coach, etc.) and better facilities
- Specific development opportunities i.e. hotel, self catering, camping/caravanning

## threats

- Continued reduction in public sector budgets for tourism – Developing sustainable models for Tourist Information Centres provision
- Pressure on disposable income for leisure activities
- Increasing fuel costs reducing car-based leisure trips
- Climate change, unpredictable weather and more extreme weather events impacting on the area and affecting its image
- Not keeping up with technology
- Not embracing new trends, new visitor markets or changing market tastes
- Fragile nature of voluntary sector tourism provision and volunteer fatigue
- Too much focus on Malvern Hills District and not on working across administrative boundaries
- Terrorist threat/ crossing borders/ visa restrictions



# action plan



This action plan is designed to be used to guide work programmes and collaboration between partners over the period up to 2020. It will be reviewed and updated each year to monitor progress.

**MHDC** Malvern Hills District Council  
**AONB** Area of Outstanding Natural Beauty  
**VW** Visit Worcestershire  
**EDO** Economic Development Officer  
**TIC** Tourist Information Centre  
**WCC** Worcestershire County Council  
**WLEP** Worcestershire Local Enterprise Partnership

**UBA** Upton Business Association  
**EBM** Elgar Birthplace Museum  
**WDC** Wychavon District Council  
**WC** Worcester City Council  
**MTC** Malvern Town Council  
**TBC** Tewkesbury Borough Council

Actions	Outcome	Lead	Priority	Partners	Resources required
<b>Objective 1. Building Stronger Partnerships</b>					
<ul style="list-style-type: none"> <li>Support and improve <b>cross promotion and communications</b> local tourism and town organisations / groups – to increase their membership, activities and capacity. Support <b>networking</b> tourism groups such as Malvern B&amp;B Consortium, Tenbury Area Partnership, Upton Partnership and facilitate an annual district Tourism Forum</li> </ul>	One joint district forum per year	MHDC	Medium/High	Local groups Attractions Accommodation	Small budget For meeting space

Actions	Outcome	Lead	Priority	Partners	Resources required
<b>Objective 1. Building Stronger Partnerships</b>					
<ul style="list-style-type: none"> <li>Encourage better <b>communications</b> through email networks, e-bulletins and better exchange of information and best practice. Continue to increase the use of <b>social media such as Twitter</b> for communications and promotion by individual businesses, TICs and tourism groups. Encourage more businesses and partners to have <b>reciprocal links</b> on websites and cross promote each other more</li> </ul>	Effective use of contact database/ Produce minimum two bulletins pa	MHDC	Medium/ High	MHDC/VW	Graphic design input
<ul style="list-style-type: none"> <li>Encourage and promote <b>joint offers</b> between businesses e.g. linking events and accommodation or attractions and eating out</li> </ul>	Longer stays	MHDC	Medium	Local tourism and town groups	Websites/ Social media
<ul style="list-style-type: none"> <li>Work with <b>Town twinning</b> groups to maximise opportunities from twin town links. Also encourage more visitors from twinned areas</li> </ul>	Economic benefits	MTC	Medium	MHDC/ Twinning Associations	
<ul style="list-style-type: none"> <li>Capitalise on visiting parents to <b>large independent schools</b> – Malvern College, Malvern Saint James, events, etc</li> </ul>	Provide promotional material to colleges/ also refer to TIC	MHDC	Medium/ High	Schools	Specific literature/ Website/ Social media
<ul style="list-style-type: none"> <li>Confirm need for additional tourism accommodation in the area and encourage <b>quality development</b> in the area where it fulfils identified need</li> </ul>	Quality welcome and experience	MHDC	Medium	Planning/ Hotel chains	Funding for study
<ul style="list-style-type: none"> <li>Investigate the approach for a seasonal <b>occupancy survey</b> and implement as resources permit</li> </ul>	Understanding of capacity	MHDC	Medium/ High	Tourism Businesses	Online form





Actions	Outcome	Lead	Priority	Partners	Resources required
<b>Objective 1. Building Stronger Partnerships</b>					
<ul style="list-style-type: none"> <li>Continue to work with <b>Three Counties Showground</b> to promote the Malverns to people attending events and support develop the site and facilities</li> </ul>	TIC information at key events	MHDC	Medium	Three Counties Showground	
<ul style="list-style-type: none"> <li>Explore further initiatives and promotions with <b>Malvern Theatres, Eastnor Castle, National Trust</b> properties Croome, Brockhampton and now the Elgar Birthplace</li> </ul>	Joint promotions		Medium	Malvern Theatres, National Trust Eastnor Castle	MHDC to provide some budget in partnership with other sponsors
<ul style="list-style-type: none"> <li>Encourage all <b>visitor attractions, museums and heritage/ countryside sites</b> to better network, collaborate and cross promote the area e.g. consider joint ticketing /promotions/ Attractions meetings/ Tourism Forum</li> </ul>	Annual Tourism Forum		Medium	Hotels, Conference venues, all attractions	
<ul style="list-style-type: none"> <li>Work with partners - VW, AONB,WLEP, Herefordshire, Shropshire, etc...</li> </ul>	Attractions Group	MHDC	Medium	Tourism Stakeholders	
<ul style="list-style-type: none"> <li>Work alongside Wychavon DC to deliver a <b>press visit to the area</b> to generate promotional editorial</li> </ul>	Future promotional opps	MHDC/ WDC	Medium	VW/attraction	Press contacts and accommodation
<ul style="list-style-type: none"> <li><b>Coach Stop Upton</b> - Deliver coach tour visit for Upton</li> </ul>	Increased Coach visits to the Town	MHDC/ UBA	Medium	Upton Partnership/ Steve Reid	
<ul style="list-style-type: none"> <li>Represent the Malverns in <b>funding bids, improvement schemes, research</b> and other projects which emerge to improve tourism facilities, heritage and countryside sites, marketing and intelligence</li> </ul>	Investment in Visitor Economy infrastructure	VW/ WCC	High	WLEP/MHDC	EAFRD LEADER Grants /Joint council funds
<ul style="list-style-type: none"> <li>Continue to build on links with <b>Worcester University</b> through developing concepts for '<b>Elgar Trail</b>'</li> </ul>	Strong partnerships	MHDC	Medium	University/Elgar BP	Officer time



Actions	Outcome	Lead	Priority	Partners	Resources required
<b>Objective 2. Marketing</b>					
<ul style="list-style-type: none"> <li>Support and provide content for VW's <b>national and international marketing</b> including specific target markets such as group travel</li> </ul>	Maximise itineraries	MHDC	High	VW, attractions and other tourism businesses	MHDC Comms
<ul style="list-style-type: none"> <li>Work with Worcestershire LEP and VW to promote the Malvern's at <b>regional gateways e.g. Birmingham Airport/ Railway Station/NEC</b> using World Class Worcestershire brand</li> </ul>	National/ International exposure	WLEP	Medium	VW/WCC/ MHDC	LEP Funds
<ul style="list-style-type: none"> <li>Promote <b>staycation</b> for UK domestic visitors. Central UK location for family gatherings/ activity groups. Research one advertising campaign at London stations as above</li> </ul>	Economic benefits	VW/MHDC	Medium	TIC	Guides
<ul style="list-style-type: none"> <li>Deliver and monitor the <b>role of TICs</b> continuously reviewing their operation to ensure sustainability and service delivery</li> </ul>	Higher sales	MHDC	High	TICs	Sales plan
<ul style="list-style-type: none"> <li>Deliver <b>Route to the Hills project</b>, connections, signage, marketing / Include a page on the website</li> </ul>	Improved visitor experience	MHDC	High	RTTH partners	Website/ Leaflets/ Signage
<ul style="list-style-type: none"> <li><b>Continue</b> to develop and promote <b>suggested itineraries</b> – themed and geographical day visits which can be linked for longer trips. Promote online, through TICs, partners and social media</li> </ul>	New Elgar trail Coach Stop Upton	MHDC	High	WLEP/EBM/ VW/ WC	Funding National coverage

Actions	Outcome	Lead	Priority	Partners	Resources required
<b>Objective 2. Marketing</b>					
<ul style="list-style-type: none"> <li>Smart targeting of niche markets/ Top priority markets are:               <ul style="list-style-type: none"> <li>- <b>group travel</b> – coach tours and group visits</li> <li>- the <b>walking market</b> – older active couples and groups – Walking app, leaflets, website resource</li> <li>- <b>cultural visitors</b> – with interests in theatre, music, events - Itineraries</li> <li>- <b>business tourism</b> – overnight business stays, meetings and conferences, <b>spa and well-being</b> visits</li> </ul> </li> </ul>	<p>Increased visits</p> <p>Monitor response rates and return on investment</p>	MHDC/VW	High		Website builder/manager
<ul style="list-style-type: none"> <li>Develop a seasonal programme of varied promotions. Markets can be targeted through trialling and monitoring <b>imaginative promotions</b> and mailshots</li> </ul>	Annual Promotions plan	MHDC	High	Comms	Social Media/ Website
<ul style="list-style-type: none"> <li><b>Develop specific databases.</b> Work more closely in partnership with commercial operators active in each sector/ Develop customer databases for future promotions/ Compile further information on specific features of interest to key markets e.g. locally sourced eating, family and dog friendly businesses, cycling support services, itineraries using public transport– Use TIC &amp; MHDC databases to do promotions</li> </ul>	<p>Increased social media. Website hits and stays Downloads and users</p>	MHDC	Low/ Medium	Tourism groups, TICs All other marketing and information partners	



Actions	Outcome	Lead	Priority	Partners	Resources required
<b>Objective 2. Marketing</b>					
<ul style="list-style-type: none"> <li>Develop new district tourism <b>website www.visitthe malverns.org</b>. Update imagery on regular basis. Use film to promote the three towns. Integrate and exploit new technology and innovative media i.e. Use Apps, online interpretation and augmented reality to promote the District offer to visitors</li> </ul>	<ul style="list-style-type: none"> <li>Ease of use</li> <li>Walking App</li> </ul>	MHDC	High	Tourism Groups	
<ul style="list-style-type: none"> <li>Use the newly Commissioned <b>Visitor survey and Economic Impact survey</b> to measure trends and help understand visitor profiles and reasons for visiting</li> </ul>	<ul style="list-style-type: none"> <li>New research completed</li> <li>Enquiry numbers</li> <li>Social media statistics</li> </ul>	VW	High	VW/WDC/WC	Funding for survey
<ul style="list-style-type: none"> <li>Investigate opportunities to jointly <b>promote riverside towns</b> with Wychavon, Tewkesbury, etc..</li> </ul>		MHDC	Low	WDC/TBC/VW	





Actions	Outcome	Lead	Priority	Partners	Resources required
<b>Objective 3. Enhancing the Visitor Experience and Product</b>					
<ul style="list-style-type: none"> <li>Pressures increasing on the 'honeypot' location on the Hills – issue for future <b>dispersal of visitors</b> around the lower hills/ wider AONB/ Conservators land /towns and villages across the district</li> </ul>	More visitors	MHDC	High	TIC	Website enhancements/ walking app
<ul style="list-style-type: none"> <li>Upgrade and develop the <b>Elgar Trail</b></li> </ul>	Enhanced visitor offer	MHDC	Medium	WLEP/WCC	
<ul style="list-style-type: none"> <li>Support the growth of <b>varied types of festivals across district</b> - a year round range of activity across arts/ Science and Innovation/ food/ music/ Water/ Heritage, etc</li> </ul>	Improved offer and attraction for visitors	MHDC	Medium	Festival Groups	Events Budget
<ul style="list-style-type: none"> <li>Capitalise on <b>Route To The Hills</b> improved town centre visitor experience</li> </ul>	Improved information	MHDC	High	MTC/AONB	HLF/Website
<ul style="list-style-type: none"> <li>Promote LEADER and EU funding mechanisms to support <b>new investment</b> in tourism product and experience</li> </ul>	Tourism business growth	MHDC	Medium/ High	LEP/WDC/ WC	Marketing
<ul style="list-style-type: none"> <li>Promote improvements to <b>the public realm</b> in Great Malvern and Tenbury through WCC and RTTH to meet the needs of visitors and give a good first impression of the area</li> </ul>	Enhanced visitor experience	WCC	Medium/ High	MHDC/ Town Councils	Highways budgets
<ul style="list-style-type: none"> <li><b>Disabled access</b> – continued improvements are required for physical access, information and services to assist those with a variety of disabilities. Consider access audit</li> </ul>	Sharing of info/ Worcs Ring		Medium/ High	MHDC/ WDC/WC	

Actions	Outcome	Lead	Priority	Partners	Resources required
<b>Objective 3. Enhancing the Visitor Experience and Product</b>					
<ul style="list-style-type: none"> <li><b>Coach parking</b> – suitable facilities and good information on location, routes, and support services should be published annually</li> </ul>	On-going	MHDC	Medium/Low	MHDC	Funding
<ul style="list-style-type: none"> <li><b>Tourist information points</b> – noticeboards, panels, maps, leaflet racks and interpretation are all valuable to visitors if they are well located, up to date, well-maintained and interesting. Can also be included in any audit</li> </ul>	Maintain up to date info	MHDC	Medium	TIC/Tourism groups	
<ul style="list-style-type: none"> <li>Promotion of <b>Public transport</b> which meets visitors’ needs – TIC staff and volunteers are often the best source of information on current services and take an active role in promoting things to see and do using buses and trains</li> </ul>	TIC offer this service	MHDC	Medium/High	WCC	Good Transport provision/ TIC’s  Leaflets/ Website
<ul style="list-style-type: none"> <li><b>Linking towns and countryside</b> – Route to the Hills project in Malvern and Teme Valley Trail/ Elgar Trail/ explore opportunities for similar scaled down actions in the other towns including access to riverside and country walks/ Encourage links to accommodation, inclusion in seasonal itineraries and packages so as to generate more overnight stays</li> </ul>	Teme Valley Trail/ Elgar Trail	MHDC/WCC	Medium/High		





Actions	Outcome	Lead	Priority	Partners	Resources required
<b>Objective 3. Enhancing the Visitor Experience and Product</b>					
<ul style="list-style-type: none"> <li>Strengthen the <b>walking and cycling product</b>, including promoting more routes and where there are significant gaps in location, length etc. additional routes could be researched to fill any gaps. Feature <b>recommended walks and rides</b> more simply at TICs and on websites (including searches for walks and downloads) so as to help visitors find suitable and enjoyable routes. Encourage more businesses to provide facilities and information for walkers and cyclists and promote walking and cycling breaks</li> </ul>	<p>Updated website info Walking App</p> <p>Dedicated pages and routes on website</p>	MHDC	Medium / High	Local walking and cycling groups, VW	
<ul style="list-style-type: none"> <li><b>Make more of local festivals</b> and events such as Autumn in Malvern, Apple Fest, Mistletoe, Upton Blues and Jazz, plus events in nearby towns, villages and venues/ Support volunteer groups which run local festivals and events/ Add value to their promotional efforts and facilitate the sharing of events expertise</li> </ul>	Increased attendances and associated stays	MHDC	Medium/ High	Volunteers/ Festival committees	Event Budget/ Grants/Venues
<ul style="list-style-type: none"> <li>Promote <b>local food and drink</b> –local produce, specialities, markets, pubs and cafes, fine dining/ Food Festivals and food walks / Work with <b>Visit Worcestershire</b> to ensure all local producers , specialities and foodie businesses are featured and promoted through their activities/ Integrate eating options and producers more into itineraries and promotions generally</li> </ul>	Food Fest/ Farmers markets/ Artisan food markets	VW/ WCC countryside/ MHDC	Medium	Farm shops/ Eating and catering businesses, Markets MHDC/ LEP	
<ul style="list-style-type: none"> <li>Investigate possible <b>product gaps and assist new investment/</b> Provide help and information to anyone considering investing in upgrading or developing new visitor facilities in the area, including new hotel accommodation</li> </ul>	New bedspaces and attractions in the district	VW/MHDC	Medium/ High	MHDC	

Actions	Outcome	Lead	Priority	Partners	Resources required
<b>Objective 4. Quality, Skills and Business Support</b>					
<ul style="list-style-type: none"> <li>Build links with <b>hospitality courses/ colleges/ universities</b> – especially University of Worcester/ Heart of Worcestershire College/ HIT – training /placements / highlight student success / Encourage <b>local schools</b> to view the visitor economy options for learning/ employment by involving the sector in schools liaison</li> </ul>	Numbers participating/ Successful projects/ Promote courses	MHDC	High	VW, heritage and countryside partners, attractions, tourism groups Schools colleges	
<ul style="list-style-type: none"> <li>Encourage new investment in skills development / Encourage more take-up of any <b>training and business support</b> opportunities available to new and existing enterprises and information staff/volunteers – especially on marketing and social media – Promote skills support for workforce free training programme to hospitality/ tourism businesses</li> </ul>	More students involved / engaged	WCC/WLEP	High		Funding
<ul style="list-style-type: none"> <li>Promote support for businesses setting up – guidance, etc... and facilitate planning</li> </ul>	Monitor	WCC	High/ medium	MHDC	Funding
<ul style="list-style-type: none"> <li>Incorporate Tripadvisor ratings into visitthemalverns.org website</li> </ul>	Enhanced website/ visitor information	MHDC	Medium		



# appendices

## key partners and stakeholders in the action plan include:

- Local authorities: Malvern Hills District Council, Worcestershire County Council and surrounding districts and counties
- Destination Marketing Partnerships: Visit Worcestershire, Visit Herefordshire, Visit Worcester
- Local tourism and business groups: Tenbury and Upton tourism groups, Malvern B&B Consortium
- Major local tourism businesses: Three Counties Showground, Malvern Theatres, attractions such as Great Malvern Priory, Croome Court, Elgar Birthplace, Morgan Cars and Eastnor Castle and key accommodation providers
- Environmental and heritage management organisations: Malvern Hills AONB, Malvern Hills Trust and National Trust
- All tourism businesses and other businesses which derive a significant proportion of their business from visitors
- Organisations and volunteers which run local museums, information centres, societies and events around the area (include in appendices)

## current marketing and visitor publications

[www.visitthemaalverns.org](http://www.visitthemaalverns.org)

(Malvern Hills District Council Visitor Website)

[www.visitworcestershire.org](http://www.visitworcestershire.org)

(Visit Worcestershire)

[www.allaboutmalvern hills.com](http://www.allaboutmalvern hills.com)

(All About Malvern Magazine)

[www.malvern hills aonb.org.uk](http://www.malvern hills aonb.org.uk)

(Area of Outstanding Natural Beauty)

[www.malvern hills.org.uk](http://www.malvern hills.org.uk)

(Malvern Hills Trust)

[www.tenburywells.info](http://www.tenburywells.info)

(Tenbury Wells Tourist Information Centre)

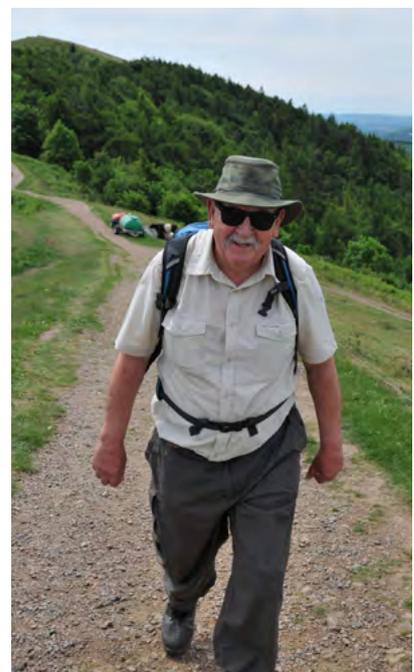
[www.malvernbandbconsortium.co.uk](http://www.malvernbandbconsortium.co.uk)

(The B&B Consortium's site with accommodation listings)

## economic impact of tourism to malvern hills 2016 /mhdc visitor survey 2016

Both surveys were undertaken by Research Solution in 2016 with support of Visit Worcestershire and Worcestershire LEP.

Both above documents are available to download from our website [www.malvern hills.gov.uk](http://www.malvern hills.gov.uk)



## attractions and leisure

The area has a wide range of visitor attractions and leisure activities of interest to visitors. The list below aims to bring these together, including some of the more significant attractions just around the borders of the district.

Attractions	Visitor numbers
Three Counties Showground	1 million
Malvern Theatres	275,000
Croome Court	129,733
Witley Court	49,969
Great Malvern Priory	80,000
Morgan Motor Company Visitor Centre	25,000
Elgar Birthplace Museum	Circa 10,000
The Fold, Bransford	12,000
Malvern Museum	5,098
Upton on Severn Heritage Centre	17,000
Tudor House, Upton	1,779
Tenbury Museum	1,216
Little Malvern Court	691
Malvern Splash Leisure Centre	360,000
Tenbury Wells Swimming Pool	78,000
The Malvern Spa	35,000
The Regal Cinema, Tenbury Wells	20,000
Malvern Hills Outdoor Elements	6,500
Eastnor Castle (Herefordshire)	29,870
Ledbury Heritage Centre (Herefordshire)	30,564
Brockhampton Estate (Herefordshire)	54,945
Berrington Hall (Herefordshire)	73,841
Westons Cider Visitor Centre (Herefordshire)	48,000



MALVERN HILLS DISTRICT

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# visitor economy action plan

OUR VISION TO 2020

