

**Building Collaboration,  
Enabling Growth**



# Section A

## Details and Overview

Growth Plan Details			
Name of LVEP	Cotswolds Plus	Destination(s) covered	The Cotswolds National Landscape including all West Oxfordshire Cheltenham, Gloucester & Forest of Dean & Wye Valley
Key Contact	Chris Jackson	Regional Development lead	Robin Tjolle
Date Plan Agreed		Date of Plan Review	

### Overarching LVEP Priorities for 2023/2024

*Need to reflect both local and national priorities and LVEP/VE collaboration.*

*Work with VisitEngland on the development of the new sustainable visitor economy strategy for England and the England brand.*

#### **Harmonisation of information**

Looking at the information the partners collect and disseminate and trying to ensure, wherever possible that it is uniform/agreed. E.g. that business support information on our websites is consistent, that surveys have largely uniform questions (but allowing for local individuality), etc.

#### **Setting up of workstream activity plans**

Agreeing areas of activity, specific involvement of individual partners, collecting and incorporating information on non-LVEP activity relevant to workplans, agreement of the LVEP board and timescales/funding. Prioritising of work plans/funding.

#### **Building channels for advocacy and involvement**

Identifying and using channels for advocacy at every level

#### **Improved co-ordination**

Better coordination & joined up strategic thinking especially across boundary working. Closer working with other LVEPS in neighbouring regions as well as local DMOs, tourism officers and town groups.

#### Promotional activity

Look to hold an annual forum and arrange a series of coordinated activities centred around ETW involving local MPs and publicizing the LVEP.

## Section B

# Growth Plan

DESTINATION MANAGEMENT PLAN			
Growth Area	LVEP Action	VB/VE Action	Timescale/Measures
<p><i>New/updated DMP in process of being written/published – provide details of delivery plan incl details of any consultants involved and the time frame it will work to</i></p> <p><b>Or</b></p> <p><i>DMP is active/being delivered – include title of doc and timeframe it is working to e.g. 2022 – 2032</i></p> <p><i>Include top line details of delivery plans for financial year, discuss and agree with LVEP the priorities for them, highlight areas where they would like VB/VE assistance.</i></p> <p><i>Capturing all top line plans will help inform VB/VE and we can identify common threads and where other destinations are doing similar activity to share best practice.</i></p>	<p>Continue using the Cotswolds Tourism DMP in the short term but agree:</p> <ul style="list-style-type: none"> <li>• Format/scope for a new DMP – as a collaborative grouping it is difficult to see how we could work to one agreed overall DMP – too many strategies we are already answering to. Our collaboration agreement only covers certain areas and intentionally avoids some other important areas (e.g. marketing)</li> <li>• Instead we are exploring what we think would be a more realistic and workable arrangement – a Mission, Vision and Values type document that tried to give a strategic overview of the actions in the work stream activity plans.</li> <li>• In turn the delivery plans to include priorities for current financial year, growth criteria, alignment with national priorities and connectivity.</li> </ul>	<p><i>Agree how VB/VE will support the DMP.</i></p>	<p><i>e.g. 1<sup>st</sup> April 2023 for DMP to be published</i></p> <p><i>Quarterly updates with Regional Development Lead</i></p>

	<p>LVEP to provide quarterly update to Regional Development Lead on delivery</p> <p>Regional Development Lead to feed into update on VB/VE support</p>		
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**DESTINATION MANAGEMENT ACTIVITIES**

<b>Growth Area</b>	<b>LVEP Action</b>	<b>VB/VE Action</b>	<b>Timescale/Measures</b>
<p><i>Questions for the LVEP – are there any new or additional activities you would like to explore delivering?</i></p> <p><i>Are there any activities across the wider place-shaping and transport agenda they feel they are working/should work on and where we can support?</i></p> <p><i>Was there anything picked up in the LVEP application (QB3) which the assessors/panel thought the LVEP may want to explore delivering?</i></p> <p><i>Discuss and agree here – is this something VB/VE can assist with, or signpost to LVEPs who deliver this activity, depending on resources on both sides.</i></p>	<p>General feeling that there is not much capacity at this early stage for additional new activities but there are a couple of areas that we are looking at potential additional activity:</p> <ul style="list-style-type: none"> <li>● Coach tourism strategy</li> <li>● Cotswold Designer Outlet (M5 Jct9)</li> </ul>	<p><i>Working with DCMS to support engagement with ALBs and other government departments.</i></p>	<p><i>Quarterly update on progress with Regional Development Lead in June, September, December and March.</i></p>

## ENGAGEMENT WITH DESTINATION STAKEHOLDERS

Growth Area	LVEP Action	VB/VE Action	Timescale/Measures
<p><i>Should include reference to destination organisations, AONBs and National Parks.</i></p> <p><i>Should also reference LEPs, Local Authorities (LAs) and Combined Authorities.</i></p> <p><i>Ensure that identified organisations are properly supported and engaged by the LVEP.</i></p> <p><i>Discuss and agree how they will do this e.g. MOU with a national park, coordinated with other LVEPs / quarterly sit downs/meetings</i></p>	<p>One of the strengths of our collaborative grouping is that we have fingers in most pies in the area and well established communication channels with most stakeholders</p> <p>Monthly officer meetings that include not only LVEP members but other relevant parties (e.g. district council tourism officers from Tewkesbury and Stroud, Cotswold National Landscape)</p> <p>Regular meetings with the economic and sustainability leads at respective district councils via members of the LVEP.</p> <p>LVEP is chaired by CEO of AONB and AONB staff members involved in individual workstreams</p> <p>Key stakeholders involved directly or indirectly in workstreams.</p> <p>LVEP officers sit on relevant committees for both Gloucestershire and Oxfordshire LEPs.</p>	<p><i>Capture how VE will work with DCMS / Wider government</i></p> <p><i>Set up national network of LVEPs</i></p> <p><i>VB/VE can support with specific engagement with key destination stakeholders where required, attend wider meetings with Destination Organisations or attend LVEP partners meetings</i></p>	<p><i>Update on engagement and associated activity delivered and support given to Regional Development Lead in quarterly updates.</i></p>

	<p>Involvement of towns where there is an active Chamber of Trade/business grouping/town council either directly or through local DMOs.</p> <p>Regular town and parish updates, dissemination of relevant LEP and council updates</p>		
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COMMERCIAL STRATEGY			
Growth Area	LVEP Action	VB/VE Action	Timescale/Measures

<p><i>Capture current commercial activity/plans/strategy from LVEP application here</i></p> <p><i>Explore how the LVEP may seek to develop a commercial strategy that diversifies and grows private sector commercial income.</i></p> <p><i>Areas you may want to consider include:</i></p> <p><i>Growing membership base and funding structure</i>  <i>Optimising website functionality for bookable product</i>  <i>Digital marketing strategies to drive product sales</i>  <i>Diversifying funding streams</i>  <i>Accessing additional funding/grants (private/public)</i></p>	<p>Commercial activity is the responsibility of individual DMOs within Cotswolds Plus and not covered by our collaboration agreement.</p> <p>All DMOs are concentrated on retention of existing members and where possible the growth of membership.</p> <p>Membership of Cotswolds Tourism has been a slightly problematic area for the last few months due to the departure of our previous Partnership Manager – her replacement is due to start before Christmas. This role is central to our commercial activity and it is only right that they are involved in major decisions on commercial activity.</p> <p>As Cotswolds Tourism we will be reviewing membership levels and benefits, increased monetisation of our website, as well as looking to increase bookable product on our site.</p> <p>While not covered by our ToR, partners are committed to working together and are exploring means of raising income for the LVEP. This work is at any early stage but we have been actively looking at sponsorship for discrete areas of activity (e.g. overseas trade), individual projects (e.g. forum) or specific workstream activities (e.g. Sustainability/public transport)</p>	<p><i>VE to provide support with Regional Development Lead facilitating meetings with relevant team members e.g. Suzy Faulkner</i></p> <p><i>VE will share best practice from other LVEPs where possible and provide introductions where relevant</i></p> <p><i>VE will provide access to relevant training opportunities e.g. Bid writing course</i></p> <p><i>Work with DCMS, ALBs and other funders to identify and maximize other funding opportunities.</i></p>	<p><i>Agree date for commercial actions to be undertaken followed by quarterly updates to Regional Development Lead on delivery</i></p>
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LVEP TEAM SKILLS DEVELOPMENT

Growth Area	LVEP Action	VB/VE Action	Timescale/Measures
<p><i>Develop the skills and knowledge of your team members - through LVEP's own programmes, use of the VisitEngland Academy and other resources.</i></p> <p><i>Commit to team members taking part in wider training initiatives and opportunities. Subjects may include:</i></p> <p><i>Building Travel Trade &amp; Partnerships</i>  <i>E-Commerce and Website optimisation</i>  <i>Digital Marketing and PR</i>  <i>Marketing and Brand Development</i>  <i>Accessibility</i>  <i>Sustainability</i>  <i>Business Events</i>  <i>Business Support (e.g. Legislation)</i>  <i>Public Affairs</i>  <i>Research and Insight</i>  <i>Strategic (Commercial strategy and/or Destination Management Planning)</i></p>	<p><i>Work with your Regional Development Lead to create a plan which highlights which team members will take part in what training course(s).</i></p> <p><i>Plan must include delivery outcomes – why is the training being undertaken, what outcome is the LVEP trying to achieve e.g. to drive commercial income for the organisation through digital marketing/TXGB to enable the organisation to provide better support to businesses on travel trade and distribution</i></p> <p><i>Business continuity planning – key knowledge is cascaded &amp; widened</i></p> <p><i>Simpleview summit</i></p> <p><i>WAGADA – AI training</i></p> <p><i>Public affairs</i></p>	<p><i>VE will coordinate meetings with relevant team members and keep you updated on what training resources are available; e.g. Ross</i></p> <p><i>Development of new training platform</i></p>	<p><i>Agree date for plan to be agreed followed by quarterly updates to Regional Development Lead on who has taken part in what training and requests for further training subjects/resources and any outcomes and impacts on staff skills and organisational performance.</i></p>



ORGANISATIONAL STRUCTURE

Growth Area	LVEP Action	VB/VE Action	Timescale/Measures
<p><b>For partnerships:</b></p> <p><i>Discuss current organisational structures and how separate teams will be brought together in a coordinated way with defined roles and responsibilities to ensure effective use of resource and economies of scale.</i></p> <p><i>This should mirror the joint organigram for the new partnership submitted as part of the LVEP application (with improvements where required).</i></p> <p><b>For established organisations (optional):</b></p> <p><i>Discuss and capture any structural changes related to the new LVEP status (where relevant).</i></p>	<p><b>For partnerships:</b></p> <p><i>Provide detail of expected roles and responsibilities, including identifying areas for efficiencies or new approaches to business engagement</i></p> <p><i>The lead body will be taking on additional responsibilities on behalf of the partnership and there may be a need to provide some joint funding and/or service level agreements with partners in order to recognise this responsibility.</i></p> <p><b>UKSPF/REPF projects</b></p> <p><b>Small partner contribution</b></p> <p><b>For established organisations (optional):</b></p> <p><i>Provide detail of any intended changes (where relevant).</i></p>	<p><i>Identify VB/VE support required (where relevant).</i></p>	<p><i>Agree actions, timescale and any developments through quarterly reporting with Regional Development Lead.</i></p>

DEVELOPING YOUR BUSINESS SUPPORT OFFER

Growth Area	LVEP Action	VB/VE Action	Timescale/Measures
<p><i>Develop your business support offer in line with national best practice</i></p> <p><i>Areas to consider;</i></p> <p><i>Developing your own suite of training resources such as online resources</i></p> <p><i>Delivering training and one-to-one support</i></p> <p><i>Signposting to 3rd party resources/ toolkits/ guidance, if so what/where?</i></p> <p><i>Signposting to VisitEngland Business Advice Hub</i></p> <p><i>Business training programmes, if so on what topics?</i></p> <p><i>1-2-1 support, if so how is this managed/resourced?</i></p> <p><i>Group face-to-face/ virtual sessions, if so on what topics?</i></p> <p><i>Supporting the quality agenda</i></p>	<p><i>Actions around priority business support activity</i></p> <p><i>See core workstream activity plans</i></p> <p><i>UKSPF bids – Navigate, Help to Thrive, Sustainability Champions</i></p> <p><i>LEPs future involvement</i></p>	<p><i>VE will coordinate meetings with relevant team members and keep you updated on what resources are available; e.g. Ross Calladine</i></p> <p><i>VE will flag examples of best practice from other LVEPs including how it is funded/resourced and provide introductions where relevant.</i></p> <p><i>VE will flag other initiatives and opportunities from the likes of industry bodies</i></p>	<p><i>Quarterly updates to RDL on progress – KPI measurement on number of businesses engaged.</i></p> <p><i>Can you track outputs and outcomes of businesses engaged in activity in your area?</i></p>

ALIGNMENT WITH GOVERNMENT PRIORITIES – ACCESSIBILITY AND INCLUSIVITY

Growth Area	LVEP Action	VB/VE Action	Timescale/Measures
<p><i>From the LVEP application capture top line priority activity for this year.</i></p>	<p><i>Actions relating to accessibility and inclusivity within the LVEP geography</i></p> <p style="text-align: center;"><i>or</i></p> <p><i>Where relevant, act as a best practice case study to other LVEPs</i></p> <p><i>See core workstream activity plan for accessibility</i></p> <p><i>After March 2024 - resource</i></p>	<p><i>Ensure that work on activities is complimentary and not duplicated.</i></p> <p><i>Make new toolkit available for use by LVEPs and their businesses.</i></p> <p><i>Review activity and suggest/signpost for further areas for development and support</i></p>	<p><i>All agreed actions/suggestions to be captured here in the plan with agreed timescales and reported quarterly with Regional Development Lead.</i></p> <p><i>All top line details of joint working between the LVEP and VB/VE to captured here</i></p> <p><i>Not all actions/suggestions may be possible to deliver in year one, but they are captured here and agreed to delay to year 2.</i></p>

ALIGNMENT WITH GOVERNMENT PRIORITIES – SUSTAINABILITY

Growth Area	LVEP Action	VB/VE Action	Timescale/Measures
<p><i>From the LVEP application capture top line priority activity for this year.</i></p>	<p><i>Actions relating to sustainability within the LVEP geography</i></p> <p style="text-align: center;"><i>or</i></p> <p><i>Where relevant, act as a best practice case study to other LVEPs</i></p> <p><i>See core workstream activity plan for sustainability – what is CNL/VH/GCRP doing</i></p>	<p><i>Ensure that work on activities is complimentary and not duplicated.</i></p> <p><i>Review activity and suggest/signpost for further areas for development and support</i></p>	<p><i>All agreed actions/suggestions to be captured here in the plan with agreed timescales and reported quarterly with Regional Development Lead.</i></p> <p><i>All top line details of joint working between the LVEP and VB/VE to captured here</i></p> <p><i>Not all actions/suggestions may be possible to deliver in year one, but they are captured here and agreed to delay to year 2.</i></p>

ALIGNMENT WITH GOVERNMENT PRIORITIES – BUSINESS EVENTS (where relevant)

Growth Area	LVEP Action	VB/VE Action	Timescale/Measures
<p>From the LVEP application capture top line priority activity for this year</p>	<p>Actions relating to Business Events within the LVEP geography</p> <p>or</p> <p>Where relevant, act as a best practice case study to other LVEPs</p> <p><i>Tara ? bid to tourism alliance?</i></p> <p><b>Monitoring for opportunities to bid for events</b></p>	<p>Review opportunities for joint working.</p>	<p>All agreed actions/suggestions to be captured here in the plan with agreed timescales and reported quarterly with Regional Development Lead.</p> <p>All top line details of joint working between the LVEP and VB/VE to captured here</p> <p>Not all actions/suggestions may be possible to deliver in year one, but they are captured here and agreed to delay to year 2.</p>

ALIGNMENT WITH GOVERNMENT PRIORITIES – INNOVATION

Growth Area	LVEP Action	VB/VE Action	Timescale/Measures
<p>From the LVEP application capture top line priority activity for this year.</p> <p>This could include innovation around:</p> <p>Digital Connectivity</p> <p>Technology</p> <p>Data</p>	<p>Actions relating to innovation within the LVEP geography</p> <p>or</p> <p>Where relevant, act as a best practice case study to other LVEPs</p> <p><i>What is Jack doing re ticketing system for events?</i></p> <p><b>AI - examining possibilities</b></p> <p><b>Data</b></p> <p><b>Website 'accessibility' aid</b></p>	<p>Review opportunities for collaboration.</p>	<p>All agreed actions/suggestions to be captured here in the plan with agreed timescales and reported quarterly with Regional Development Lead.</p> <p>All top line details of joint working between the LVEP and VB/VE to captured here</p> <p>Not all actions/suggestions may be possible to deliver in year one, but they are captured here and agreed to delay to year 2.</p>

ALIGNMENT WITH GOVERNMENT PRIORITIES – SKILLS

Growth Area	LVEP Action	VB/VE Action	Timescale/Measures
<p><i>From the LVEP application capture top line priority activity for this year.</i></p> <p><i>Engagement with local education establishments, e.g. Schools/Colleges/Universities.</i></p> <p><i>Initiatives relating to placements, apprenticeships etc.</i></p>	<p><i>Actions relating to skills within the LVEP geography</i></p> <p style="text-align: center;"><i>or</i></p> <p><i>Where relevant, act as a best practice case study to other LVEPs</i></p> <p><i>See core workstream activity plan for skills – what is VG doing – Rebecca planning with Forest partnership</i></p> <p><b>Talks with students</b></p> <p><b>CBC</b></p>	<p><i>Ensure that work on activities is complimentary and not duplicated.</i></p> <p><i>Review activity and suggest/signpost for further areas for development and support</i></p>	<p><i>All agreed actions/suggestions to be captured here in the plan with agreed timescales and reported quarterly with Regional Development Lead.</i></p> <p><i>All top line details of joint working between the LVEP and VB/VE to captured here</i></p> <p><i>Not all actions/suggestions may be possible to deliver in year one, but they are captured here and agreed to delay to year 2.</i></p>

**GOVERNANCE/MAKE-UP OF BOARD**

Growth Area	LVEP Action	VB/VE Action	Timescale/Measures
<p><i>Capture any actions relating to governance structure</i></p> <p><i>Governance structures being set up to oversee partnership LVEPs</i></p> <p><i>Governance structures should strive to reflect the visitor economy it represents, ensuring a diverse range of views to inform decisions.</i></p>	<p><i>Plans for improving inclusivity and diversity? Timescales for recruiting of new board members.</i></p> <p><i>Problem area</i></p>	<p><i>Commitment from Regional Development Lead to attend boards as observers where desired.</i></p> <p><i>Identify VE support on this area? E.g. training/workshop</i></p>	<p><i>Agree actions, timescale and any developments through quarterly reporting with Regional Development Lead.</i></p>

**RESEARCH/DATA AND INSIGHTS TO TRACK VISITOR ECONOMY GROWTH AND ORGANISATIONAL PERFORMANCE**

Growth Area	LVEP Action	VB/VE Action	Timescale/Measures
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<p><i>Capture where the LVEP is currently from their application:</i></p> <p><i>Data model – what are they measuring, how, include figures provided in application</i></p> <p><i>Priorities this year in terms of data and insights</i></p>	<p><i>Action is for all LVEPs to engage with VE and other LVEPS on long term collaboration to build alignment of data capture and use.</i></p> <p><i>Where relevant, act as a best practice case study to other LVEPs</i></p> <p><b>EIS</b></p> <p><b>Web &amp; social media stats</b></p> <p><b>Business surveys</b></p>	<p><i>Need to engage relevant VB/VE team members where possible to lead and coordinate on data and insights with LVEP.</i></p> <p><i>Set up data and insights working group looking at new model</i></p>	<p><i>Quarterly update to Regional Development Lead on progress</i></p>
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**MARKETING**

<b>Growth Area</b>	<b>LVEP Action</b>	<b>VB/VE Action</b>	<b>Timescale/Measures</b>
<p><i>Could include:</i></p> <p><i>Target markets &amp; priority segments</i></p> <p><i>Trade &amp; Media Engagement</i></p> <ul style="list-style-type: none"> <li>• <i>Trade shows/events</i></li> <li>• <i>Media events &amp; campaigns</i></li> </ul> <p><i>Consumer campaign plans</i></p> <p><i>Major new products/ developments/ events</i></p>	<p><i>Actions around priority marketing activity</i></p> <p><b>See core workstream activity plan for trade / mice</b></p> <p><b>Attending IMM</b></p>	<p><i>Regional development lead to act as an advocate for the LVEP.</i></p> <p><i>Identify relevant VB/VE activity (this is still being developed and discussed and will be reviewed over the next year).</i></p> <p><i>Engagement in the England brand development.</i></p>	<p><i>Measures to be agreed.</i></p>