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DISCOVER ENGLAND FUND SUMMARY FORM LARGE SCALE COLLABORATIVE 2 YEAR PROJECTS

Please refer to the separate Full Application Guidance document when completing this form. This document is intended as a summary of key information in the Business Case which should be supplied at the same time as this completed form. By each section you will see the Criteria reference number from page 15-16 of the Guidance. Final submission deadline midday 12th April 2017.

SECTION A: LEAD ORGANISATION AND PROJECT NAME

Discover England Fund Reference number:	DEF	
Project Working Title:		
Make Great Memories in England's National Parks		
Lead Destination Organisation:	Peak District National Park Authority	
Contact Name:	Sarah Fowler	Full Contact Address:
Telephone:	01629 816390	Aldern House, Baslow Road, Bakewell, Derbyshire, DE45 1AE
Email:	sarah.fowler@peakdistrict.gov.uk	
Company registration number (if applicable):		
VAT registration number:	GB127248178	

SECTION B (Criteria 1)

PROJECT SCOPE

B1) Project Categories- please delete the project categories <u>not</u> applicable to the project.		
Geographically joined up	Thematically joined up	Both geographically and thematically joined up
Problem-Solving	Amplification	New Product
B2) Please list all anticipated international markets. Be specific within a region e.g. Scandinavia with specific countries listed, China province(s) should also be noted.		
Australia		
B3) Please clearly state the customer segment(s) as outlined in the VE/Mangrove opportunities framework that your project will target in the markets listed above.		
Outdoor Enthusiasts and Mature Experience Seekers		
B4) Please provide a brief summary of the project (250 words maximum for each):		
<ul style="list-style-type: none"> - <i>Describe for stakeholders and partners</i> - <i>Include the elevator pitch to the consumer</i> 		
Stakeholders and Partners		

England's National Parks are living landscapes unlike any other where residents and communities work the land, shape the landscape and make their living. Our National Park communities are part of our English culture, passing down unique traditions from generation to generation. The appeal of these unique living English landscapes is what attracts visitors from all over the world every year. But the opportunity to present our National Parks to overseas visitors so they are visited in their own right for their offer and not just an add-on to existing visitor itineraries.

Our project will introduce a collection of National Park Experiences; a travel-trade focussed proposition which will develop the appeal of England's National Parks through the development of a range of new and immersive experiences that will enable visitors to enjoy the real England - the quintessential, the extraordinary and the exceptional - side by side with some stand-out internationally renowned iconic places. It will be a collection of memorable, once-in-a-lifetime experiences. These experiences can only be appreciated from within our National Park landscapes which will help you delve deeper into rural English life and connect you with local people, history, culture and cuisine. Many of these will be National Park Ranger brand led experiences.

Research demonstrates that the fast-growing Australian outbound tourism aligns to the proposition we are offering through this project. The Australian 'Outdoor Enthusiast' segment (age 35-55) and 'Mature Experience seeker segment (age 50-65) represents the right demographics, which have a propensity to travel with a strong outbound trajectory and is motivated to visit the rural offer in England. Through the development of easily accessible and bookable experiences, joined up with quality accommodation and transport offerings, the new 'National Parks Experience Collection' will represent the natural jewel in England's tourism offer.

Elevator pitch to the consumer

National Parks Experience Collection: Experience living culture

Wherever we travel in the world, we always look for places where we can experience more than just the usual tourist traps – we love experiencing the landscapes and cultures of the land we are travelling through.

England's **National Parks Experience Collection** gives travelers the opportunity to experience first-hand these living landscapes, where residents and communities work the land, shape the landscape and make their living. These new and immersive experiences enable visitors to enjoy the real England - the quirkiness, the extraordinary and the exceptional.

Our National Park communities are part of English culture, passing down unique traditions from generation to generation. They offer a range of memorable, once-in-a-lifetime experiences that can only be appreciated from within our National Park landscapes. We will take you behind the scenes of rural English life to connect you with local people, history, culture and cuisine; some personally delivered by our National Park Rangers. These easily accessible and bookable experiences, joined up with quality accommodation and transport, will create lifetime memories within our iconic landscapes.

B5) Please briefly outline the key insights and evidence base for the proposed product.

1. Australia is a long-haul market where length of stage and spend will normally be higher than short haul markets;
2. Australian demographics and propensity to travel will mean that the potential for growth over time may be higher than in the German market which more mature;
3. Since 2000 annual Australian outbound holiday travel grew at some 8.5% and year while domestic travel declined;
4. The TRA concluded that outbound trip propensity for Australians would further increase to 2020 at the expense of their domestic tourism sector. This increase has already shown through in our National Park's surveys and represents a real opportunity for English National Parks in relation to this bid; (Tourism Research Australia)
5. There are a range of airline carriers operating directly from Australia to London or transiting through

- Asia or the Middle East to a wide selection of airports in Britain;
6. Australia is one of the largest existing international markets visiting National Parks in England; (National Park research)
 7. Australians are motivated by the unique appeal of the English countryside, rural landscape, culture and heritage – the quintessential English Experience. Visiting friends and family and exploring ancestral linkages is a motivating factor for many; (Visit Britain)
 8. Research indicates that the Australian outbound market is strong and is set to grow in the years ahead; (Visit Britain)
 9. The English National Park offer is a motivator to Australian market Australians are willing to move out of London and into the regions, helping to spread visitor spend and support rural communities.

B6) Please describe how your project is innovative.

Our product will be innovative within the UK leisure market- presenting the iconic landscapes of the English National Parks as never before - and will be based on international best practice in terms of experiential product development. Our project will encourage both brand new product to the market and will also encourage the development of existing product. In both instances, the project will transform existing product offerings from a 'product to be purchased' into a 'product to be experienced': creating compelling, motivating and, where possible emotionally compelling, 'must-do' experiences.

We will also be developing Ranger brand led experiences which will be new to the UK marketplace, helping to create unique and innovative led experiences, helping to bring to life England's most iconic landscapes.

B7) Please outline how you propose to ensure that your developed product will be:

- i) **bookable and can be distributed**
- ii) **marketed and promoted to the customer**

This should be through specific and existing international channels and intermediaries.

i) Bookable and can be distributed

Our business support and training programme will directly support businesses to develop experiences suitable for the target audiences identified in Australia. To qualify for entry into the National Park Experiences Collection all product must be bookable and available to the travel trade and met strict criteria around standards and experiential impact for the consumer.

ii) Marketed and promoted to the customer

Our approach will be to market and promote our new product collection to our travel trade partners and through co-operative marketing activities. We will consider a range of trade missions and travel shows.

B8) Please list your key project strands/activities and the headline timeline for delivery. Highlight key interdependencies between these activities that could impact on successful and timely delivery.

1. Development of an overarching **experiential brand in England's National Parks**, specifically designed to unify the proposition and achieve cut-through to our favoured overseas markets via the travel trade (months 1-6)
2. Development of a **framework** to enable local businesses to be engaged in the offer, improve their productivity and enhance the overall visitor experience (month 6-12)
3. Creation and delivery of a range of **compelling world-class experiences** within all of the National Parks highlighting the distinctive nature and assets of each (month 12-24) and
4. Development of a **travel trade strategy** to stimulate commercial partnerships that successfully connect the brand and its bookable product with our targeted overseas markets (month 12-18).

SECTION C (Criteria 2)

PROJECT OUTCOMES AND IMPACTS

Projects supported by the Discover England Fund must deliver measurable, solution-orientated outcomes. This section should highlight the outcomes and financial/ economic impact of your project. It is crucial to show how your project will have broader applicability and impact.

C1) Please summarise the headline outcomes and clear financial and economic impacts your project will achieve over the following timeframes:

Up to March 2019.

<p>250 individuals attending workshops / events (Registration sheets. Immediate follow up survey, 12 month follow up survey by email)</p> <p>1x new online travel trade/ tourism industry portal created. (Creation of website)</p> <p>3x toolkits created for experience providers, accommodation providers and ranger services. (Toolkits created and available in print and online)</p> <p>45 experience providers (5 per park average) to receive intensive business support and training. (Application forms to join the programme, records of each business support visit detailing advice given)</p> <p>45 accommodation providers supported to access the Travel Trade. (Application forms to join the programme, records of each business support visit detailing advice given)</p> <p>4x National Park Authorities supported to develop their Ranger-led experience offer (three business cases developed and implemented)</p> <p>4x familiarisation trips to England by Australian travel trade (Evaluation report for each fam visit).</p> <p>2x sales missions to Australia to meet and educate Australian reservations teams, product and media departments.</p> <p>Participate in 4 inbound trade shows and 2 annual VisitBritain Meet the Media events.</p> <p>Deliver co-operative marketing activity with at least 5 travel trade partners.</p>	<p>250 individuals have improved skills and knowledge (measured by follow up survey with participants)</p> <p>20,000 industry website visits (Google analytics)</p> <p>1000 printed copies of toolkits</p> <p>2000 downloads from industry website (Google analytics)</p> <p>35 high quality experiences included within the National Park experiences collection ready for the Australian market.</p> <p>75% of businesses involved in the project have implemented advice / training (business surveys).</p> <p>100 initial purchases of collection experiences through Travel Trade (through contract with the Travel Trade partners we will gather sales data).</p> <p>35 accommodation providers supported to package experiences within the National Parks Experiences Collection alongside accommodation to the overseas travel trade.</p> <p>4x National Park Authorities have confidence to invest in delivering year-round Ranger-led experiences to international markets.</p> <p>40 travel agent and tour operator reservations staff visiting at least 3 National Parks</p> <p>Meet 50 sales staff, 10 product staff (sales mission log created to record).</p> <p>Engagement with 10 overseas product managers and 10 overseas journalists about the collection (media log)</p> <p>Promote Experience Collection with 2 x FIT operators, 2 x group operators, 1x airline.</p>
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Up to March 2020.

<p>At least 60% of businesses involved in the programme reporting growth in turnover and profitability (business surveys)</p> <p>70% of businesses involved in the project have introduced or adjusted their product towards an experiential approach (by repeating audit of experience providers delivered in year 1 of project and making a comparison)</p> <p>5% increase in the value of Australian visitors to England's National Parks (measured through percentage of Australian visitors in National Park visitor surveys and International Passenger survey).</p> <p>6000 purchases of collection experiences through the travel trade (monitored through agreement with tour operators)</p> <p>At least 200 Australian visitors participating in ranger-led guided experiences in the National Parks (records and feedback kept by pilot ranger projects)</p>

(If relevant) Up to 10 years after delivery.

<p>Growth in value of the visitor economy in the National Parks from Australian visitors by 5% per year (measured through annual STEAM reports).</p> <p>Increase in employment supported by visitor economy (measured through annual STEAM reports).</p> <p>Increased awareness/reputation of the UK countryside offer in the Nations Brand Index among Australians (currently 12/50, predict move to 8/50)</p> <p>Extended visitor stays within National Parks to 4.3 average (measured through National Park visitor surveys and STEAM from baseline of 3.88).</p>
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C2) Please summarise how you plan to measure financial and economic impacts during the lifetime of the project and in subsequent years.

A £30,000 DEF budget has been allocated to evaluation in 2019-20, supplemented by £63,000 monetised in-

kind investment from the National Park Authorities over two years. This will cover:

- The National Park family will centrally commission STEAM reports annually as part of this project. This will continue beyond the project end date on an annual basis.
- National Parks each have different schedules for commissioning face-to-face visitor surveys: some are annual, some are biannual. We will agree a national approach for undertaking visitor surveys so the data is more consistently gathered. The Fund will contribute £1,000 to the delivery of a face-to-face visitor survey (circa £3-5000 per survey) in each National Park in 2019-20.
- There is a question in the International Passenger Survey which asks whether visitors included a visit to a National Park (7%). This is helpfully consistent with NPA Visitor Surveys (6% average). We will work with VisitBritain to monitor changes in this figure.
- We will keep auditable records of all engagement with businesses as part of the project, included notes from business support visits, training workshop attendance, conference attendance.
- Businesses and individuals which participate in the programme will be asked to complete evaluation forms after each support activity; they will receive a survey 12 months later to assess wider outcomes and impact. Participants in the experiences collection will be surveyed annually to report on the impact of the programme on their business. This was undertaken in the management of the Canadian Signature Experiences Collection. Through surveys of businesses participating in the programme, it should be possible to monitor changes in profitability and the creation of GVA, should businesses be willing to sharing this information. As discussed earlier, follow-up surveys should place emphasis on the behavioural changes within the business and perceptions of the contribution of the project.
- In working with Travel Trade partners, we will ensure that data collection is included within contract templates to enable evaluation activities.

In 2019/20 we will commission an external evaluator (£20,000) to review all the data and records collected throughout the programme, carry out a follow-up survey with participant businesses, and assess changes in STEAM data, visitor survey data and the International Passenger Survey.

C3) Please summarise how you will achieve knowledge transfer and shared learning across the tourism industry to inform future product development during and beyond the funding period.

To engage with a wider range of project supporters we will hold four regional conferences throughout the project, two in the north and two in the south of England (led by the regional project managers). These conferences will bring together project participants and stakeholders to network, share learning and best practice, and gather feedback on project progress.

In addition to these events, we propose setting up a monthly project e-newsletter and LinkedIn group which will keep interested parties up to date with progress in project delivery. The industry facing website will provide anyone who is interested with access to the best practice toolkits which have been developed and this will be maintained for at least five years after the project has been completed by the National Parks UK portal team.

SECTION D (Criteria 3):

PROJECT FUNDING

This section is for you to outline how much your project is going to cost and what activities you propose to spend your indicative budget on, financed in part by the Discover England Fund. Value for money is a key criterion and forms part of the assessment process.

The Discover England Fund will finance projects from one million to two million pounds. We expect a contribution of at least 40% of the grant's value in match. Half of this must be from private sector co-financing (cash). The remaining balance can be from in-kind sources including marketing activities, staff time and resource.

List all project costs exclusive of recoverable VAT and ensure all figures stated are expressed as whole numbers, i.e. £1,200 rather than £1.2 k.

Please only note match that has already been secured in D2) and any that is in the process of being finalised/ unsecured in D3)

Within your Business Plan more detail should be clearly shown (see Appendix 2: 4G)

D1) Discover England Fund grant funding applied for:		£1,000,000
D2) <u>Secured</u> third parties' cash match-funding:		
Lake District National Park Authority		£20,000
Northumberland National Park Authority		£10,000
Yorkshire Dales National Park Authority		£10,000
North York Moors National Park Authority		£10,000
Peak District National Park Authority		£20,000
Broads Authority		£10,000
South Downs National Park Authority		£10,000
Exmoor National Park Authority		£15,000
Dartmoor National Park Authority		£15,000
SECURED MATCH FUNDING TOTAL:		£120,000
D3) <u>Third parties' cash match-funding yet to be finalised.</u>		
Please note the target date you will have a final response and figure for each:		
DD / MM / 2017	Enter name of organisation	£ please add more lines as required
31/08/2017	Heritage Lottery Fund – Resilient Heritage Fund	£30,000
Cash income will be sought throughout project delivery. Past experience tells us this is an achievable figure.	Cash income from businesses involved in business support, training activities and events.	£10,000
UNSECURED MATCH FUNDING TOTAL:		£40,000
D4) Monetised in-kind support value/ cash match:		
Lake District National Park Authority (In-Kind staff time + 2x STEAM reports)		£12400
Northumberland National Park Authority (In-Kind staff time + 2x STEAM reports)		£12400

Yorkshire Dales National Park Authority (In-Kind staff time + 2x STEAM reports)	£12400
North York Moors National Park Authority (In-Kind staff time + 2x STEAM reports)	£12400
Peak District National Park Authority (In-Kind staff time (CEO and tourism officer) + 2x STEAM reports)	£24400
Broads Authority (In-Kind staff time + 2x STEAM reports)	£12400
South Downs National Park Authority (In-Kind staff time + 2x STEAM reports)	£12400
Exmoor National Park Authority (In-Kind staff time + 2x STEAM reports)	£12400
Dartmoor National Park Authority (In-Kind staff time + 2x STEAM reports)	£12400
Room hire for regional conferences and partnership board meetings (unsecured)	£4000
Travel trade partners through support of fam visits, sales missions, co-operative marketing activity (unsecured)	£176500
IN-KIND TOTAL VALUE:	£304,100
GROSS TOTAL ANTICIPATED PROJECT VALUE (D1+D2+D3+D4):	£1,464,100

D6) Please outline your proposed governance and project management arrangements. Within this briefly include examples of previous direct project management and delivery experience.

The Peak District National Park Authority (PDNPA) will be the lead organisation and accountable body for this project and will put in place a partnership agreement with the other National Park Authorities. Why the Peak District National Park?

- It is geographically located at the heart of England, important for a project covering all ten National Parks in England.
- Its Chief Executive (Sarah Fowler) is the lead National Park Officer for Sustainable Tourism across all National Parks in England and the UK.
- It has the experience and track record of leading the delivery of large scale partnership projects.

The Partnership board will meet quarterly at a central location to oversee the programme and make key decisions about it. The Partnership Board will consist of the following people:

- Chaired by Sarah Fowler, CEO of PDNPA and Lead National Park Officer for Sustainable Tourism at an England and UK level. The chair will ensure the project aligns with the work of National Parks England, National Parks UK and National Parks Partnerships.
- Representative from the southern National Park Authorities (Dartmoor, Exmoor, New Forest, South Downs, Broads).
- Representative from the northern National Park Authorities (Lake District, Peak District, Northumberland, Yorkshire Dales, North York Moors).
- National Representative for relevant DMOs
- National Representative for Local Enterprise Partnerships
- Two independent members from the travel industry appointed through external advertisement and application. Ideally these independent members will have outbound travel industry experience in

our target markets and/or expertise in experience provision.

- A representative from VisitBritain/VisitEngland
- The Programme Manager (in attendance)

The project will primarily be supported by two regional steering groups which will focus on supporting the project team with day-to-day delivery in the context of local issues. This steering group will consist primarily of National Park Authority representatives. The local DMO relationships will be managed by Sustainable Tourism Officers in each National Park with input from the regional project officers.

SECTION E (Criteria 3 continued)

RISK ASSESSMENT

Projects must be wholly delivered and financially completed by 31 March 2019. This requires known potential risks to be identified and effectively managed so that they do not become a barrier to successful delivery.

E1) Please flag the top three risks which could impact upon the delivery of your project and how you plan to manage them.

Short fixed-term contract makes staff retention difficult, affecting project delivery.

Managed through: An interim project management consultant is used for the first three months of the project while the project team is recruited. The interim project management consultant may be re-engaged in the event of staff retention being difficult.

Circa 90-100 businesses cannot be recruited to participate in the project due to various reasons

Managed through: Support services heavily subsidised to encourage participation. NPAs will use their own local relationships with businesses and those of DMOs to encourage recruitment to the project.

By targeting long-haul markets such as Australia we increase the carbon footprint of the National Parks (or the perception of doing so). This is a reputational risk to the National Park family which we are prepared to take.

Managed through: Statement prepared in advance of project commencing assessing the risks of this through an independent sustainable tourism academic, which can be used for press statements if required.

E2) Please read the State Aid Guidance and provide an assessment of how your project activities comply with State Aid Law. Please detail how you will ensure that the Project continues to be structured so it is compliant.

This is a crucial grant condition and projects will not be funded if they are unable to provide this. If this application is successful you will need to supply a full legal report describing how you comply before a Grant Offer Letter can be issued.

A solicitor at the Peak District National Park Authority has completed a state aid assessment of the elements of the bid and has concluded that the elements either do not comprise state aid or fall within an allowed exemption from notification. They have taken into account the agreement concluded in Dec 2013 with the EC and UK Authorities on public funding of tourism activities.

The relevant exemptions are

- De Minimis Regulation (COMMISSION REGULATION (EU) No 1407/2013 noting that special rules apply to agriculture, fisheries and transport sectors
- article 18 GBER (COMMISSION REGULATION (EU) No 651/2014) (Consultancy for SME's)
- article 53 GBER (operating aid for cultural or heritage institutions)
- Under articles 18 and 53 a contribution will need to be made from non-public funds by the beneficiary. This cannot be funded by way of "top up" through the de minimis exemption

Where funding is being applied by the National Parks towards external consultancy fees the Services will be purchased at market price following procedures under the Public Contract Regulations 2015 or the EU Commission interpretative communication on sub threshold procurements or following benchmarking to evidence market price.

The main risks identified are

- Cumulation of de minimis aid such that the de minimis ceiling is breached for a particular beneficiary. This can be addressed by the following measures
 - Ensure “participants” are notified when de minimis aid is being provided, for example when a charge is being made and then discounted
 - Applicants to sign a de minimis declaration and to countersign a suitably worded grant offer letter
 - Administrative monitoring
- Where no state aid exists on basis of no identified effect on trade between member states this is on the basis that the beneficiary is not a large renowned, much publicised institution
- Failure to ensure that the purpose/outcome of the intervention is outside the Authorities’ purpose (for example destination marketing, information provision or economic development, promoting their area or conducting thematic promotions) or is discriminatory
- Eligibility of in house costs of National Park Authorities. This should be clarified with the funding body. May have to consider use of external providers.

SECTION F (Criteria 4)

PARTNERSHIP

F1) What public and/or private sector organisations are involved in this project as delivery partners?	Briefly explain why they are involved. What skills and assets will these partners bring to the project?
<i>Please use one line per partner organisation and insert additional lines as required.</i>	<i>Please add more lines as required</i>
England’s National Park Authorities (Northumberland, Lake District, Yorkshire Dales, North York Moors, Peak District, Broads, South Downs, Dartmoor and Exmoor	National Parks will work together to develop Experience Development Plans and a new brand proposition for England’s National Parks.
Destination Management Organisations (DMOs)	DMOs across the National Parks will help to identify potential experience providers and will support in the marketing and distribution of the new experiences. While the project is looking to international markets, DMOs will be able to use the new experiences to also enhance the domestic offer.
LEPs	LEPs will ensure linkages with their respective economic plans and strategies and to promote synergies with existing funding streams e.g. EAFRD funding. LEPs
Tour Operators	Experience providers, accommodation providers, transport operators will help to shape the propositions and itineraries.

F2) Have the partners listed already been approached and do you have an existing relationship?

Partners have been approached and we have existing relationships in all cases with the exception of tour operators. We have started to explore the potential for travel trade partnerships with Etihad Airways, Qatar Airlines, House of Travel, Trafalgar Tours and Emirates Airlines.

F3) Please outline your plans for sustaining the partnership and product beyond the life of the funding period

The businesses that will form part of the National Parks Experience Collection will have a new/enhanced product that will be commercially available beyond the lifetime of the project.

The Ranger led experiences will continue beyond the lifetime of the project within the four National Parks that will have piloted it and the toolkit developed will be taken to the other six English National Park Authorities for them to develop their own business case and product

We intend to continue the partnership that will have developed between National Park Authorities/DMOs/LEPS to sustain future promotion of the National Park Brand to international and domestic consumers

The experience, learning and product development will be taken to all 15 National Parks across the UK to develop a business case for how we can develop the experience collection into venture that supports the future care of our best and most iconic British landscapes

**NB Please include letters of support from wider stakeholders alongside this form.
In particular from Local Enterprise Partnerships.**

SECTION G: DECLARATION

By submitting this application to DiscoverEnglandFund@visitengland.org I (*the contact named below*) on behalf of the Project Partnership agree that the information contained in this application for funding from the Discover England Fund is correct to the best of my knowledge and belief.

By submitting this application *I declare that this project complies with EU state aid regulations, taking specialist legal advice where necessary.

If the application is successful, you will be asked to provide a full legal report on State Aid Compliance and a Partnership Agreement demonstrating commitment. (Requirement dates will confirmed should the project be successful).

Name of lead organisation:	Date application was completed:
Peak District National Park Authority	11 th April 2017
*Contact name and post title at lead organisation:	
Sarah Fowler, Chief Executive officer	

Please send your completed project summary form and Business Case as **Word documents** by email with letters of support to:

DiscoverEnglandFund@visitengland.org

any time before the final deadline of **midday on Wednesday 12th April 2017**.

It is anticipated that you will receive a response on your application by the end of June.

The application documents can be supplied via the cloud using Owncloud where we will set up a folder for each project and email you a link.
Please ensure a list of all documents are provided in the email.